

Extraordinary Cabinet Agenda



Date: Monday, 30 January 2017

Time: 6.00 pm

Venue: Conference Hall, City Hall, College Green,
Bristol, BS1 5TR

Distribution:

Cabinet Members: Marvin Rees, Mark Bradshaw, Clare Campion-Smith, Craig Cheney, Fi Hance, Claire Hiscott, Helen Holland, Paul Smith, Estella Tincknell and Asher Craig

Copies to Senior Leadership Team

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Date: Friday, 20 January 2017



Agenda

PART A - Standard items of business:

1. Welcome and introductions

2. Public Forum

PLEASE NOTE: The budget reports included on this agenda were originally scheduled for consideration at the 24 January 2017 Cabinet meeting. The Mayor subsequently decided to hold this Extraordinary Cabinet meeting on 30 January to consider these reports, to enable more time for questions and statements from members of Council and the public. Any questions or statements already submitted will be rolled over and included as part of the public forum on 30 January.

Up to one hour is allowed for this item.

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

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

- Members of the public and members of the council, provided they give notice in writing or by e-mail (and include their name, address, and ‘details of the wording of the petition, and, in the case of a statement, a copy of the submission) by no later than 12 noon on the working day before the meeting, may present a petition or submit a statement to the Cabinet.
- One statement per member of the public and one statement per member of council shall be admissible.
- A maximum of one minute shall be allowed to present each petition and statement.
- The deadline for receipt of petitions and statements for the 30 January Cabinet is 12 noon on Friday 27 January. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol, BS1 5TR
e-mail: democratic.services@bristol.gov.uk



Questions (must be about matters on the agenda):

- A question may be asked by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.
- Questions must identify the member of the Cabinet to whom they are put.
- A maximum of 2 written questions per person can be asked. At the meeting, a maximum of 2 supplementary questions may be asked. A supplementary question must arise directly out of the original question or reply.
- Replies to questions will be given verbally at the meeting. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.
- The deadline for receipt of questions for the 30 Cabinet is 5.00 pm on Tuesday 24 January. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol BS1 5TR.
Democratic Services e-mail: democratic.services@bristol.gov.uk

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

3. Apologies for Absence

4. Declarations of Interest

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

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

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

(subject to a maximum of three items)



6. Reports from scrutiny commissions

7. Chair's Business

To note any announcements from the Chair.

PART B - Key Decisions

8. Corporate Strategy 2017-22

(Pages 5 - 89)

9. Housing Revenue Account 2017-18 budget proposals

(Pages 90 - 135)

10. Budget recommendations for Full Council

(Pages 136 - 555)



Cabinet

30 January 2017



Report title: Corporate Strategy 2017-2022

Wards affected: Citywide

Strategic Director: Stephen Hughes, Interim Chief Executive

Report Author: Di Robinson

Recommendation for the Mayor's approval:

That the Mayor:

- notes the content and direction of travel in the Corporate Strategy
- approves the Corporate Strategy for 2017-2022.

Key background / detail:

- a. Bristol City Council launched its draft five-year Corporate Strategy and Medium Term Financial Plan, along with a draft one-year 2017/18 Business Plan, on 13th October 2016. Following the consultation period, a revised Corporate Strategy has been produced and is attached to this report.
- b. The purpose of the document is to provide the council and the wider city with a broader strategic vision and framework to inform its work over the next 5 year period.
- c. Contained within the revised Strategy are details of the City Council's direction of travel for the next five years. This includes information regarding various models, which begin to articulate how we will achieve our objectives in light of the opportunities and challenges that we face.



Corporate Strategy

2017–2022

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Business Plan for 2017/18

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Executive Summary

Bristol is a successful city, but its public sector faces extremely hard times. With a rapidly growing population, it is experiencing an increasing demand for services including social care, transport and education. This is made more difficult by previous and ongoing reductions in government funding, leaving us with an anticipated budget gap of around

£200 million over the next five years.

This is a significant challenge for the council – but it is also an issue for the entire city. The size of the budget gap, public sector funding pressures (including changes to our funding) and increased demand for services mean that we cannot continue to run the council in the way that we have done in the past – some things need to change:

- The council must reshape its services, looking at ways that these may be provided more efficiently, including looking at the potential of new ways to deliver services and other approaches to collaborative working.
- The council will also need to re-shape to meet the challenges.
- We must work much more closely with other institutions across the public, business and community sectors, sharing responsibility for finding joint solutions for the challenges we are all facing and seeking wherever possible to collaborate and join up our services locally.

- The people living and working in Bristol must be part of the solution too. Communities and individuals will need to take control of their own change by reducing their demand on services where they can, by taking more control over their own issues, or changing some behaviours. If we cannot gain the support of local people in these ways then we will have no alternative but to take difficult decisions about reducing services or even stopping them altogether.

Our vision for the city is aspirational, but is tempered by the funding we have to work with, whether revenue or capital. This strategy sets out the council's priorities for the next five years. It highlights the importance of building resilience in the council and the city, together with a focus on intervening early for those most at risk of escalating needs. It outlines the council's increasingly important role as an enabler and facilitator of others, as well as its more traditional role as the steward of the social, economic and environmental wellbeing of the city and a direct provider or commissioner of services. The strategy aligns our planned activity over the next five years with the boundaries of the funding we have available.

In our business plan for 2017/18, we set out what this means for services and the opportunities for changes in service delivery in the context of a clear, realistic budget. The 2017/18 Business Plan is organised around our Cabinet Member portfolios. Cabinet Members are elected councillors with special responsibilities over an area of the council's activities and are elected by our Mayor, Marvin Rees. The current Cabinet portfolios cover the work of the council's three Directorates – Neighbourhoods, People and Place – and look at Governance and cross cutting priorities.

Together the portfolios address the following themes:

- **Culture**
- **Education & Skills**
- **Environment**
- **Health & Wellbeing**
- **Housing**
- **Transport**

This Corporate Strategy and the related Business Plan highlight a commitment to work with people and organisations to tackle inequality and focus on the fundamentals; more homes, decent jobs and a stronger economy, less congestion and cleaner air, enhanced health and wellbeing.

Cities are increasingly significant places. We are on the verge of our first devolution deal, transferring decision-making and finance raising powers away from central government and into local hands. This brings the promise of new power and opportunities to Bristol and we want to work together with local people and businesses to explore these new opportunities and help build the real resilience of the city over the next five years.

About Bristol

Bristol is great but unequal. Bristol is a great place to live, work and play. It has been voted the ‘most liveable city’ (*Money Supermarket Quality of Living Index, 2013*) and more recently the ‘best city in the UK to live’ (*Sunday Times Survey 2014*). People value its wealth of parks, high number of independent retailers and vibrant culture. 91 languages are spoken in our city. Asked to describe Bristol, we might first think of bridges, the festival culture, hot air balloons, street art and the harbourside. However, the beauty and creativity in Bristol sit alongside significant levels of poverty and inequality, with 42 areas in the city being among the 10% most deprived in the country and six areas in the 1% most deprived.

Some 16% of our residents are unfortunately living in deprivation. There are 53 areas ranked in the 10% most deprived in relation to education skills and training, with south Bristol particularly affected. Within Bristol there is a considerable inequalities gap in the percentage of children living in low income families. The greatest levels of child poverty in Bristol are in Hartcliffe & Withywood, Filwood and Lawrence Hill.

There is a persistent gap in life expectancy between the most and least deprived areas (an estimated gap of 9.6 years for men and 7 years for women). This gap has not shown any clear signs of reducing in the last 10 years. The gap in healthy life expectancy in Bristol (between the most and least deprived 10% areas) is 16.3 years for men and 16.7 years for women.

In 2015, in response to our annual Quality of Life Survey, 24% of people thought anti-social behaviour was a problem in their local neighbourhood. However, in deprived areas of the city this was 41% of residents.

Survey data from 2015/16 also indicates that 22.2% of people felt that ‘sexual harassment is an issue in Bristol’. This figure has been rising over a number of years (from 18.6% in 2013/14), and is significantly higher in deprived areas (31.4%).

Following the election of Mayor Marvin Rees in May 2016 we engaged with the city about making the manifesto pledges part of our policy. Between July and August 2016, citizens from across Bristol and surrounding areas completed a survey about the Mayor’s vision and priorities for the city. Respondents came from all over Bristol. 82% of respondents either agreed or strongly agreed with the Mayor’s emphasis on equality of opportunity and better life chances for all, decent jobs and affordable homes and leading on climate change.

The Word Cloud below illustrates challenges that were frequently raised by respondents. The bigger the word, the more frequently it was raised. Transport and housing were the most common challenges raised.



Figure 1: Word Cloud of responses to ‘biggest challenge facing you and your family in Bristol’

Our future – Bristol and its council in 2022

Our overriding aim is to make Bristol a more equal, aspirational and resilient city where everyone can share in its success. We will also provide services which protect our most vulnerable people. Whilst we will keep investing in Bristol and supporting people, in the future we won't have enough funding to do all the things we do now. Some things will have to give, but there are also opportunities to do things in different ways.

For example, we could invest more in closely targeted preventative services so that less money is spent putting things right once they've gone wrong for people; we could work with partners in different ways to maximise our shared spend in the city, in different ways. We could also work with our communities enabling some services being run by community groups. We need to balance priorities between building our preventative approaches, managing crisis for those most in need and investing in the future of our city through development and key flagship projects.

The Corporate Strategy ensures that the council's work is aligned to the Mayor's vision for Bristol. It focuses on major issues that require specific attention rather than listing every activity that we undertake. The Corporate Strategy helps us target limited resources and provides a framework against which we can assess our progress.

The Corporate Strategy looks ahead to 2022, beyond the date of the next mayoral election, in order to provide continuity and future direction for the work programmes of the council and its city partners.

Our vision is for Bristol to be a city:

- In which everyone benefits from the city's success and no-one is left behind
- Where people have access to decent jobs and affordable homes
- In which services and opportunities are accessible
- Where life chances and health are not determined by wealth and background
- That leads on tackling climate change and the damaging impact of air pollution
- Which is easier to get around and has improved public transport

Our values describe the approach we will take in order to achieve our vision. In all the work that we do, we will endeavour to be:

- Bold
- Caring
- Enabling
- Gracious
- Trustworthy

We believe that harnessing a culture which embraces these values, both within our organisation and extending to city partners and others who work with us, will stand us in the best possible stead to achieve our ambitions.

Aspiration and equality lie at the heart of the Mayor’s vision for building a better Bristol, which identifies seven key commitments to address during the next five years:

The Commitment:

- **We will build 2,000 new homes – 800 affordable – a year by 2020**

What does this mean for the council?

Building enough homes is a complex challenge and not something we can do alone, so we don’t literally mean we will build them ourselves. This is about a wide mix of measures, from direct house building to planning policies to creating the right environment for private developers to invest in the city. Another big issue is bringing empty homes back into use and redeveloping existing buildings. We’ll work across this to make sure that, as a city, we meet the target by 2020. In this context, ‘affordable’ is a national definition meaning it is sold or rented at no more than 80% of the current market rate.

The Commitment:

- **We will deliver work experience and apprenticeships for every young person**

What does this mean for the council?

Clearly the council can provide some work experience and apprenticeships, but in order that every young person can access something meaningful we will need to work across many city partners, including schools and employers, through our Learning City Partnership, to make sure there is support for offering these opportunities and that all young people – regardless of their economic or social background – can take part.

The Commitment:

- **We will not impose future Residents’ Parking Schemes and will review existing schemes**

What does this mean for the council?

Residents’ Parking Schemes are a way of controlling parking in residential areas, based on a permit system where those who live locally can apply for a permit to park on-street. This helps manage the availability of spaces and prevents commuters and other visitors filling up residential streets near the centre of the city. Their implementation proved controversial so any future work will be shaped by Councillors with their communities.

The Commitment:

- **We will protect children’s centre services**

What does this mean for the council?

Children’s Centres provide valuable services including much of our early intervention work, by which we mean work to support children and families before any problems become crisis. This commitment is to those services and the value they bring, rather than to the way they are currently provided – for example in dedicated buildings. We are keen to bring more services together in mixed-use buildings, but we will prioritise and protect the actual provision of this service.

The Commitment:

- **We will increase the number of school places and introduce a fairer admissions process**

What does this mean for the council?

As a successful city Bristol has a growing population, which brings lots of benefits but also challenges. One of those is making sure there are enough school places and a fairer system of admission for our children and young people from all backgrounds now and in the future. This is not simply about the council providing places, but creating an environment where all education providers, for example private academies as well as council-run schools, can be built or expanded upon to meet demand.

The Commitment:

- **We will put Bristol on course to be run entirely on clean energy by 2050 and introduce a safe, clean streets campaign**

What does this mean for the council?

Creating a carbon-neutral city is not just a job for the city council, but we will set an example, shape our policies and work with a wide range of partners to use clean energy sources wherever we can. In terms of working towards cleaner, safer streets, we all have a responsibility – we need to change our relationship with waste. Produce less, drop less, re-use more. So this is about people changing their behaviour, from volunteering for litter picks to simply not dropping litter or fly-tipping, rather than the council just cleaning up after people.

The Commitment:

- **We will be a leading cultural city, making culture and sport accessible to all**

What does this mean for the council?

Whilst we directly provide some cultural and sports services, this is as much about being open to ideas, enabling other people to run events and encouraging partners and community groups in all corners of the city to take part. It will mean promoting opportunities, attracting funding, protecting our city investment in culture and facilitating others much of the time, whilst continuing to offer good quality services which attract visitors. It also means creating a place which can host events, so issues such as transport and our plans for an arena are key.

We will meet these priorities by working with representatives from business, education, health, neighbouring authorities, the public sector, transport and the trade unions.

Of course there are a wide range of challenges in achieving our aims. A major factor is the reduction in grant funding from central Government, the increasing demand for our services and our available budget, which determines what we spend on running services, supporting people and building a better Bristol. There are also some really important issues facing the city which could affect this. These are areas where we'll need to work across all sectors to generate some bold ideas to deliver differently for the future of our city.

Reaching the future – setting our strategic direction

This strategy sets out how we intend to tackle inequality and make a positive difference over the next five years. Our high level approach will be to ensure that the council and the city are as resilient to shocks and stresses, that we tackle inequality and build an inclusive economy. Where we identify a need, we will try to intervene early or prevent a worsening position for people, neighbourhoods or the environment.

For Bristol, being resilient means “flourishing for all in the face of future uncertainty”. A resilient city is one that is able to cope not just with acute shocks, such as floods, but also chronic stresses that can weaken the fabric of a city. Examples of such stresses are high unemployment, health inequalities or inadequate public transport systems. By addressing both shocks and the stresses, a city can respond better to adverse events, and is overall better able to deliver basic functions in both good times and bad, to all citizens.

For our city to be resilient, we need to be:

- **Fair:** every person in Bristol has the assets and opportunities to enjoy a good life
- **Liveable:** the city centre and neighbourhoods are great places for people of all ages to live, work, learn and play
- **Sustainable:** The city and region prosper within environmental limits through adopting new behaviour and technology
- **Agile:** Bristol citizens and leaders make decisions based on shared priorities and real-time information
- **Connected:** a strong network of local communities and organisations promotes trust, cooperation and shared action across the city.

This resilience needs to work at all levels – from citywide and neighbourhood based structures all the way down to families and individuals. Our focus going forward will be to promote, maintain and enhance people’s independence in their communities.

The council will no longer be able to provide all the same services, and it will be vital that everyone who lives in Bristol thinks about the actions they can take to help. This may include citizens changing their behaviours to reduce demand on services, through to volunteers running some services to prevent them being removed.

The council will of course work with many other city partners to do whatever is possible, but people will need to think about when and how they interact with us.

Direction of travel

Our vision is for Bristol to be a city:

- In which everyone benefits from the city's success and no-one is left behind
- Where people have access to decent jobs and affordable homes
- In which services and opportunities are accessible
- Where life chances and health are not determined by wealth and background
- What leads on tackling climate change and the damaging impact of air pollution
- Which is easier to get around and has improved public transport

Whether it is developing strategies which take us decades into the future or providing the daily services relied on by thousands of citizens, we're committed to building a better Bristol which includes everyone in the city's success. We are here to take care of the economic, social and environmental wellbeing of Bristol. In particular we are:

- Shaping and stewarding the future development of the city, including encouraging inclusive business growth and the provision of homes and jobs.

The Mayor's seven commitments for the next 5 years:

- We will build 2,000 new homes – 800 affordable – a year by 2020
- We will deliver work experience and apprenticeships for every young person
- We will not impose future Residents' Parking Schemes and will review existing schemes
- We will protect children's centre services
- We will increase the number of school places and introduce a fair admissions process
- We will put Bristol on course to be run entirely on clean energy by 2050 and introduce a safe, clean streets campaign
- We will be a leading cultural city, making culture and sport accessible to all

- Helping people help themselves, whilst providing a safety net of care and support for those who most need it.
- Improving population health and ensuring we live in a clean and safe city.
- Representing the city at local, regional, national and international governance levels.

We work with local partners (including charities, businesses and other public services providers like the police and the NHS) and residents to determine

and deliver local priorities. Typically councils like us provide over 700 services, either directly ourselves or by commissioning services from outside organisations.

In future we will still provide hundreds of day to day services, from being a landlord to cleaning the streets to huge projects worth hundreds of millions of pounds. It isn't just what we do, but how we do it. The following diagrams explain our approach to different services in future.

Current model

Majority of services delivered internally:
some co-production; minimal
community leadership/ownership

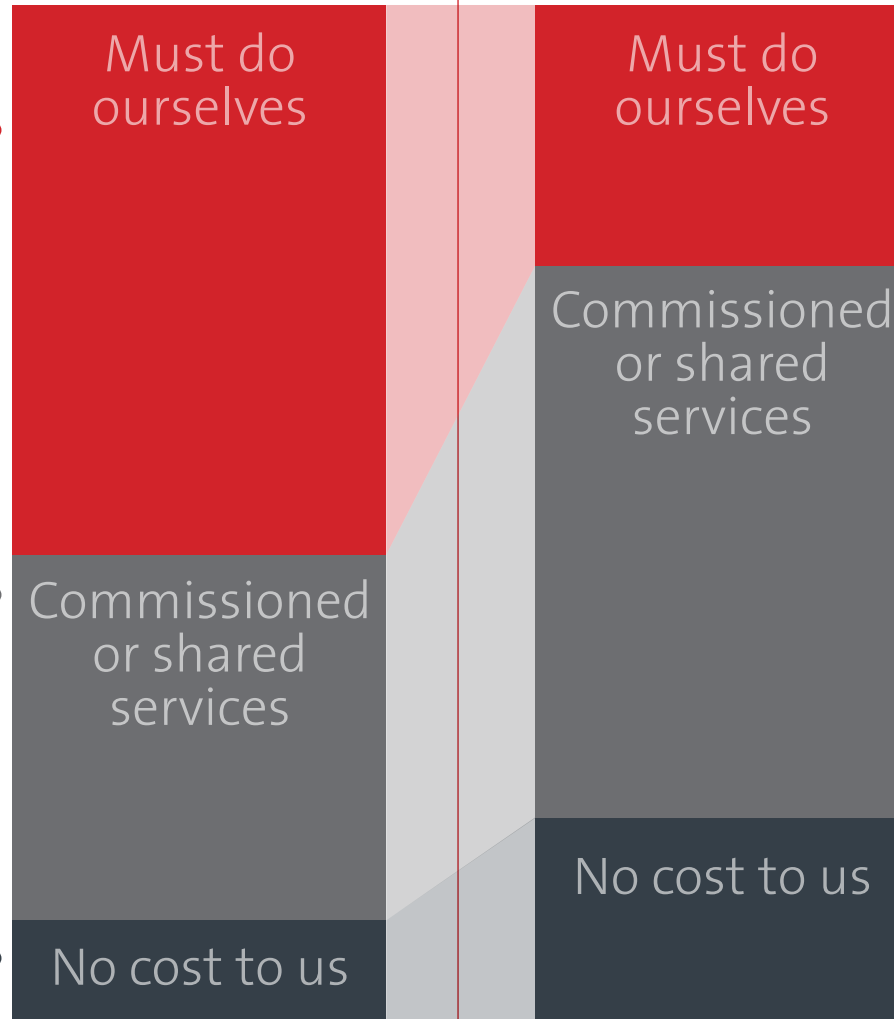
Future model

Minimal/essential delivery in BCC:
significant co-production/commissioning;
significant community leadership/ownership

Must do ourselves
These are services which we are either legally obliged to provide ourselves or have chosen as vital things to help run the council effectively.

Commissioned or shared services
This is a mix of services we must provide and some where we have no legal obligation but are choosing to continue them. This doesn't mean that we have to run them ourselves, so in this tier we will commission other organisations to run things on our behalf or work with partners to run things together.

No cost to us
These are services which have no cost to the council, typically because we charge for them or they are paid for in full by grants from other sources. It also includes services which we hope others will run, where we step back and enable them to take our place. This gives people more ownership of projects, initiatives and the city's work, but does require volunteers or other organisations to step up if things are to be done.



The Future Council

In 2021/22 the council will have **£388m** to spend, this could be more if we:

- **Increased Council Tax by up to 4%**
- **Grow income (more than spend)**
- **Plus we have an additional £29m to spend on Public Health**

• Adult Social Care	£129m
Children Social Care	£70m
Waste Collection and Disposal	£38m
Capital Financing costs	£43m
Support costs (@10%)	£39m

• **Funding to pay for all other services** **£69m**

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Must do ourselves

- Sufficiency of school places
- Safeguarding children oversight
- Children's Social Care
- Child Protection
- Looked After Children
- Safeguarding Adults
- SEN Oversight
- Virtual Headteacher for Children in Care
- Public Health Strategy
- Network Management Oversight
- Traffic Signals and Control
- Highway Maintenance
- Performance Management
- Strategic Resources Functions: HR/Finance/Legal/Data & Insight/Strategy & Policy/Client & Commissioning/Internal Communications/Democratic Services/Coroner

Choose to do ourselves

- Child and Carer Financial Services
- Client Company Team (Energy /Waste)
- Community Development
- Council housing
- Major Projects – Regeneration – Housing – Development
- Licensing private housing
- External Communications
- International Resilience
- Commissioning and Procurement
- Transport Policy
- Flood Risk Management
- Transport Asset Management
- Sustainable Transport
- Public Transport Information
- Homelessness
- Parking Permits and Blue Badges
- Road closures, licensing of use of streets
- Traffic signals and management
- Planning Policy
- Street Lighting
- Local Highway Schemes
- Housing Advice
- Libraries
- Culture

Commissioned contracted, or shared services (BCC as client)

- Public Health Services
- Repairs and Maintenance
- Facilities Management
- Fleet Management
- Highway Maintenance
- Passenger Services
- Home to School Transport
- VCS Grants Prospectus
- Assessing adult social care need
- Placements for children in care
- Adult residential care
- Deprivation of Liberty (DoLS)
- Supporting People
- Children's Centres and Family Support
- Employment Support
- Community Safety
- Virtual School for Children in Care
- YOT
- 0–25 SEN and Disabled Children & Young People
- Day Services for Adults
- Substance Misuse
- Meeting social care needs
- Customer Services
- Carers
- Re-ablement
- Waste collection and disposal
- Energy – Supply of gas, electric, utilities for council

No costs to council

Self-fund

- Major Projects delivery
- Regulatory Services
- Cems and Crems
- City Innovation
- Building Regs
- Parking Schemes & Enforcement
- Parks
- Allotments
- Litter enforcement
- Business Development
- Energy efficiency
- Culture
- Architects/Engineers
- City Design
- Apprenticeship Support
- Transport Development Management
- Development Management/Planning Applications & Enforcement
- Registrars
- Revenues & Benefits

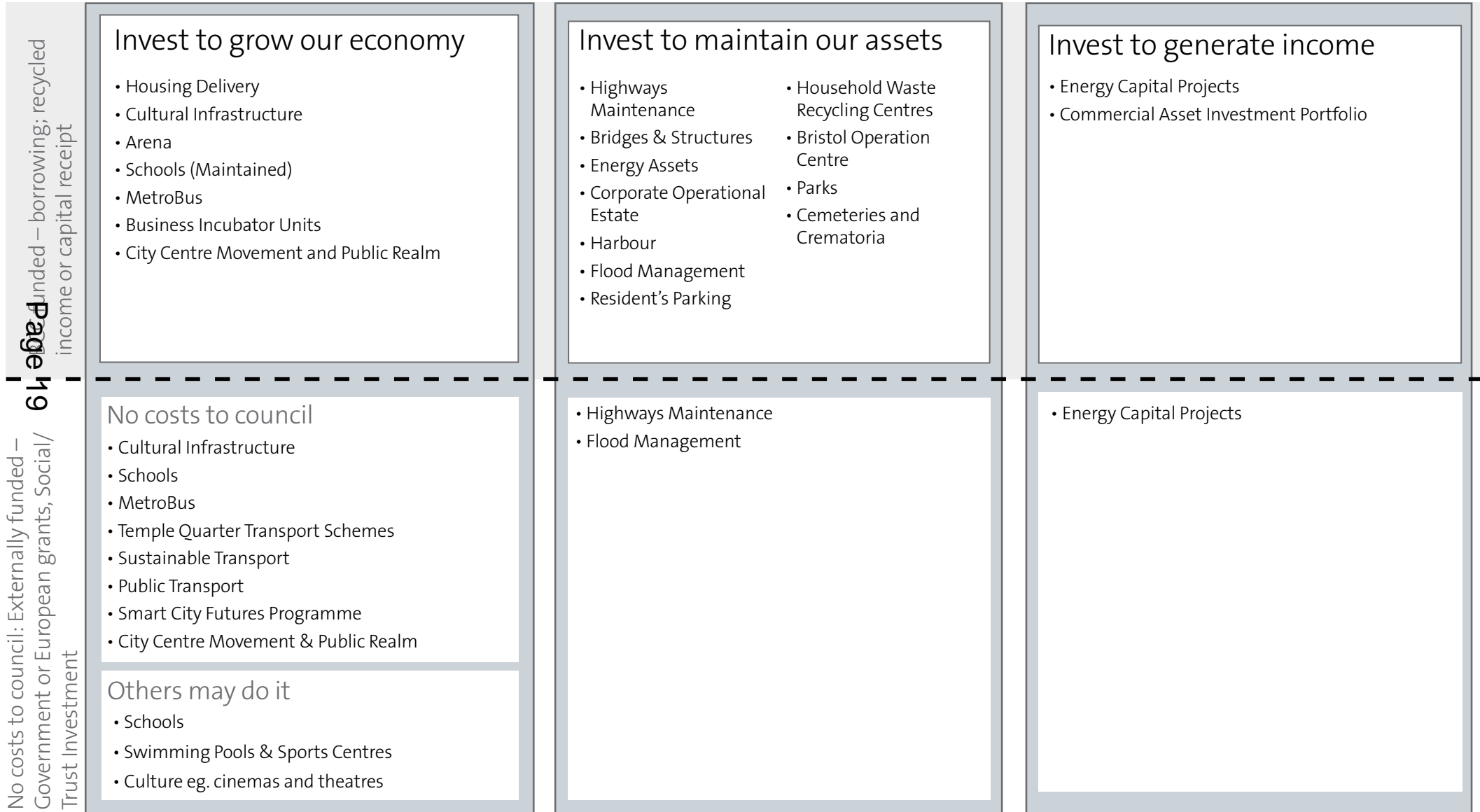
Others may do it

- Housing Advice
- Neighbourhood Partnerships
- Toilets
- Libraries
- Community Meals
- Major Projects: Regeneration and Development

Generate income to support council

- Horticultural Nursery
- Golf
- Catering and events
- Trading with Schools
- Energy – Heat and renewables
- Parking income
- Investment Properties
- Development Property
- Markets
- City Docks
- Operations Centre

The Future Council: Capital Spending



Reaching the future – our strengths and opportunities

Whilst a focus on tackling inequality will run through all of the council’s work, the Mayor has prioritised several key areas for the next five years: housing, work experience, children’s centre services, schools, children’s mental health, clean energy, clean and safe streets, culture and sport.

We will have specific actions against these priority areas and will measure progress annually in Business Plans – the first running from 2017/18. The council will continue to work with other key organisations in the city to address these shared priorities, whether through the established City Partnerships that work across the public, community and business sectors to make city-wide improvements (Local Enterprise Partnership, Health & Wellbeing Board, Safer Bristol, Learning City Partnership, Children & Families Partnership Board, Bristol Homes Board) or through other key networks and partnerships.

Bristol aims to be a global leader in taking a new approach to whole city governance and achieving better outcomes for people through the establishment of a City Office. The City Office is about bringing key stakeholders and organisations

together from across the city to develop solutions to the issues that matter most; issues that, to date, have failed to be adequately addressed. It’s also about learning, experimenting and innovating, not being too afraid of failure and being brave enough to take risks in order to find solutions that do work. It will create real benefit for both citizens and institutions in the city by taking a collective approach to solving problems that cannot be addressed by a single organisation alone.

Throughout our work over the coming five years, we will robustly support Bristol’s reputation and importance as a creative and innovative city. For example, Bristol’s resilience work is looking forward 50 years to 2066, with support from the Government Office for Science, 100 Resilient Cities Rockefeller Foundation and others, to develop a shared vision of the future and a direction of travel. By developing an ambitious, long-term direction for the city, Bristol can rise to the global and local challenges that we face. Working backwards from a 50 year future to the present, we aim to unlock creativity and innovation and be confident that we are taking appropriately bold and ambitious steps in the short term.

The council will continue to innovate alongside the people and organisations that live and work here and will develop regional, national and international relationships over the life of this strategy:

- Devolution is crucial to give the council and other city leaders the funding and power needed to improve transport links and the infrastructure of the city.
- Strong links with the other core cities in the UK are essential as we have challenges and opportunities in common.
- Brexit brings uncertainty and a more complex environment in which to attract investment – it is essential that the council keeps abreast of the impact of leaving the European Union to ensure that the city’s economy thrives.
- An International Strategy will support the council to maintain and develop Bristol’s ability to attract global investment and opportunities, access European finance, and promote Bristol as a centre of creativity and innovation.

Reaching the future – our challenges

The council faces a number of challenges which significantly increase the gap between what it needs to spend and how much money it has available. This means that we need to think very differently about the ways in which we provide services and work with partners and the citizens of Bristol.

- Rising demand for our services – many more people need council services and this creates significant budget pressures. We need to get better at predicting fluctuations in demand and allocating resources where they are most needed. We are not alone in facing an increased call on our services; this is being felt across the whole public sector. Unfortunately that further compounds the problem for the council, as its partners are in a similar position and having to do more with less.
- People are also expecting more from the council and this doesn't match the resources we have available. We are constrained due to the limited ways in which we can generate more income so there is a real need for us to do things differently and for public awareness of the situation to be increased so that people can support the council going forwards.
- The Brexit decision has a potential impact on a number of local government and public sector services and how they will operate in future. Many of the existing targets around waste prevention and reduction, for example, are derived from the EU. Services that may have relied on the free movement of labour in the EU single market for staff will also be impacted. Some local services/organisations (including Local Enterprise Partnerships (LEPs) and Combined Authorities) may lose some EU funding and will need to consider how it is replaced. Bristol City Council received £22m of EU funding from 2005–2015. The city's two universities receive over £20m a year from EU sources and the European Investment Bank has enabled innovative projects such as Bristol Energy, our local gas and electricity supply company, whose profits will be reinvested back into the city. The terms of the UK's exit from the European Union have yet to be determined and we do not know at this time which existing EU laws or funding streams will be kept in a post Brexit UK.
- We have to reduce our support services (often known as the 'back office') dramatically and quickly whilst also working in a time of great change – looking at value for money measurement, return on investment and keeping pace with the need for new technology to improve the way we work.
- When we make changes we need to be sure we reap the full benefits, for example moving things online whilst keeping other forms of contact can, in some cases, simply increase demand.
- Our ability to plan for the long term is difficult beyond 2020 due to the Government's proposals to change the way in which local government is funded.

About our budget for 2017/18 – 2021/22

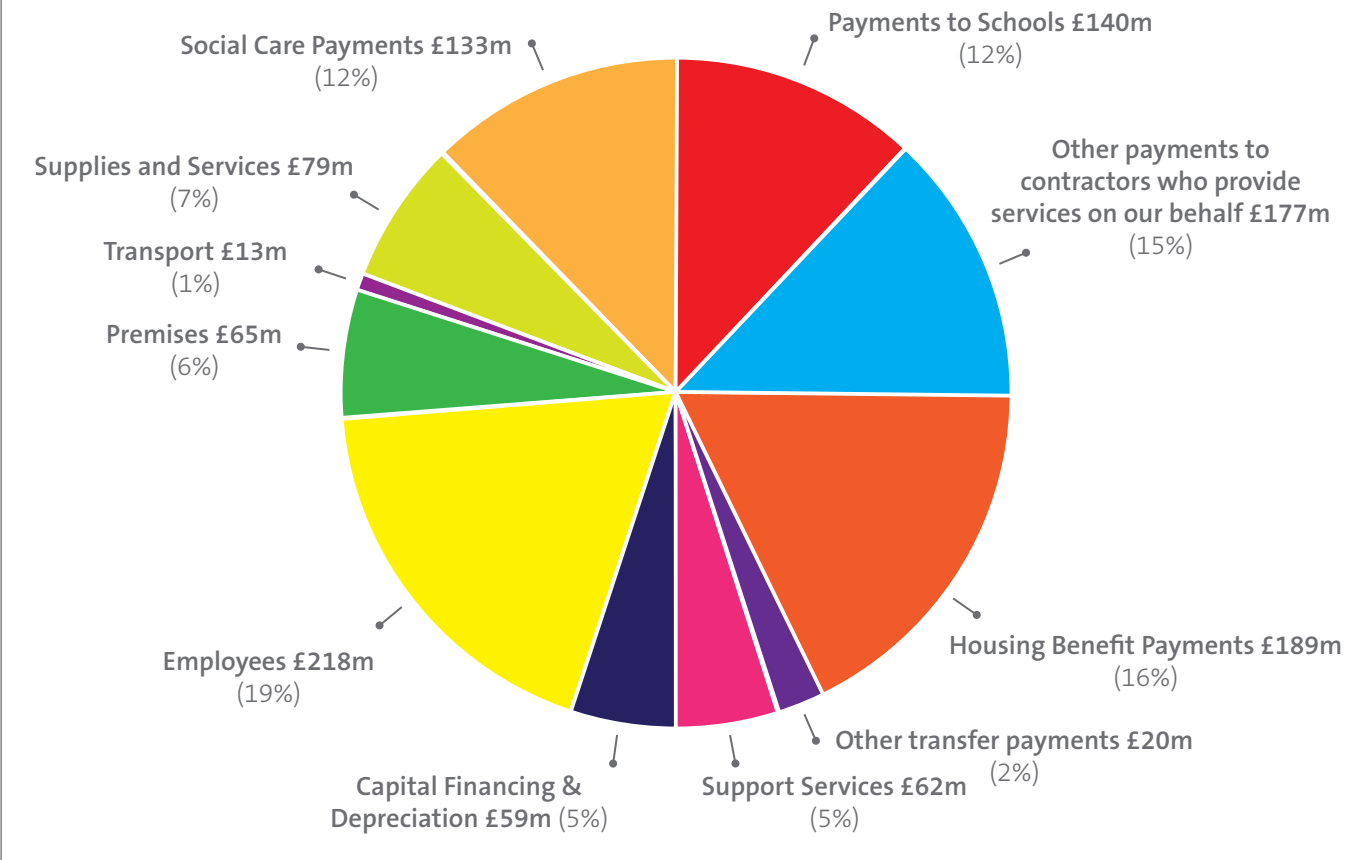
Our budget is large and complex, affected by many factors. At its heart the budget is about the real day-to-day services we provide.

Like all councils and the wider public sector around the country, Bristol faces a challenging financial time. The national austerity agenda has seen Bristol City Council make cuts of over £170m over the past six years whilst demand for services continues to rise.

Our budget is accounted for in two main ways. Revenue (including housing) pays for day-to-day costs, such as staffing, and Capital pays for major projects or the purchasing/replacement, building and improving of council assets.

In 2016/17 the council is spending over a billion pounds investing in Bristol. With this we provide services, build new things and support essentials such as new homes and jobs.

Figure 3: Indicative Gross expenditure for Bristol City Council 2016/17

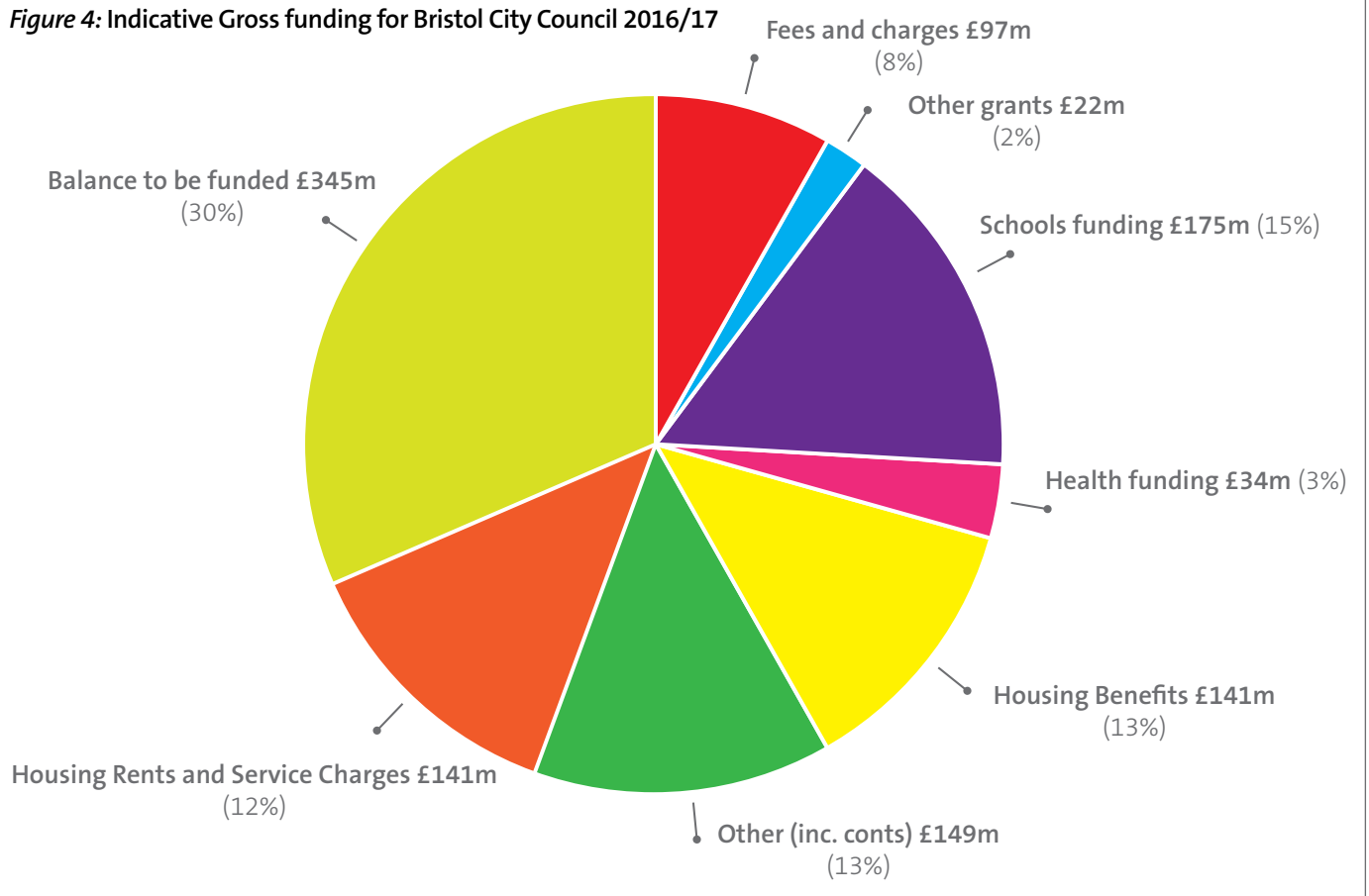


This is our Gross budget, basically all of our funding before we take into account parts of it which are already spoken for and can only be used in certain ways – such as grants for schools and public health.

The pie chart above (Figure 3) shows more detail about how we spend the funds we receive.

As you can see from the pie chart below (Figure 4), a significant proportion of the funding we receive we have no control over in the sense that it comes via the council to partially fund areas such as Housing Benefits and Schools.

Figure 4: Indicative Gross funding for Bristol City Council 2016/17

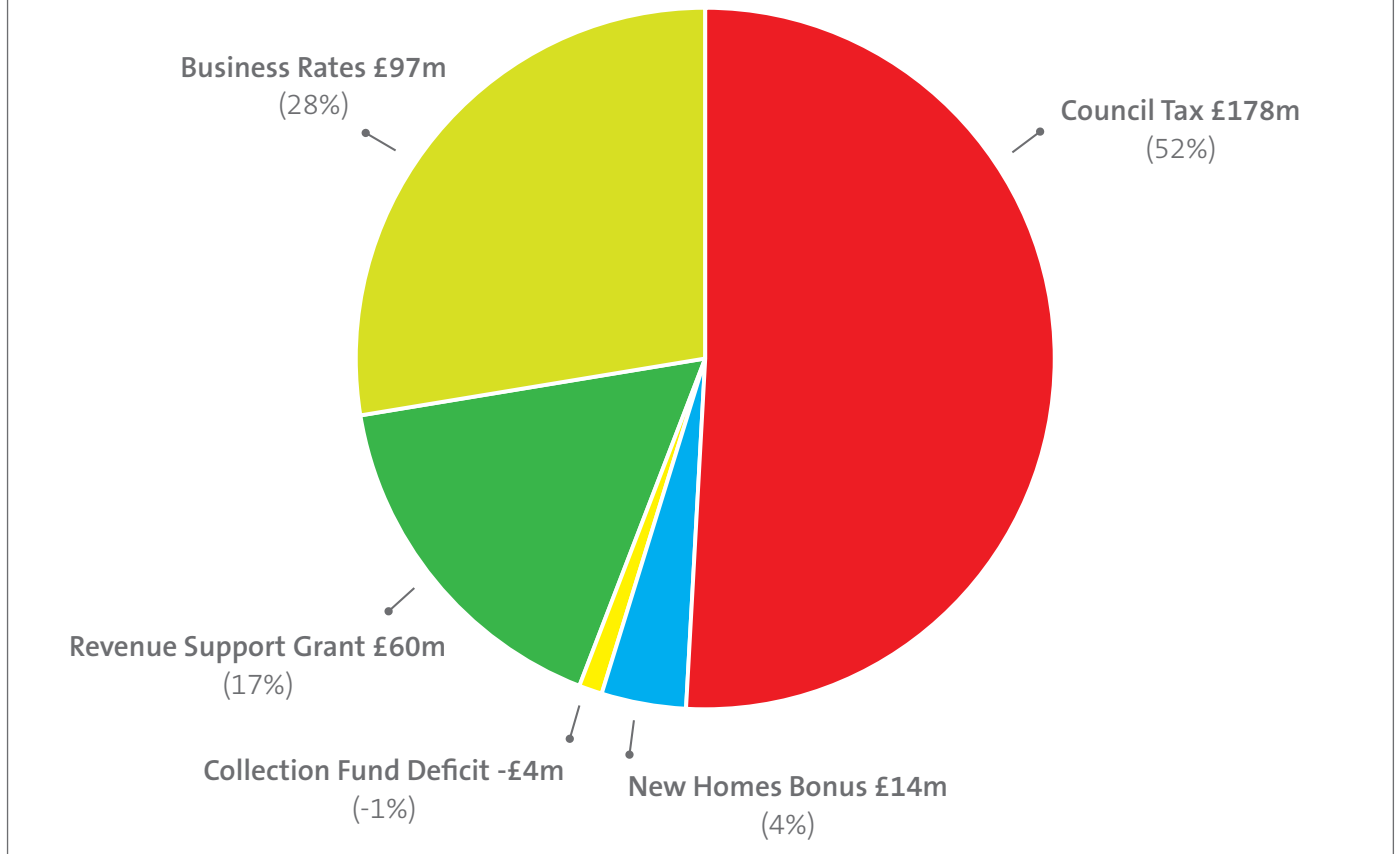


A balance of £345m is the amount that the council receives via five key sources as shown in the pie chart (Figure 6, right). This is known as the net budget.

As you can see Council Tax is only 52% of this income (including the social care levy) with income from Business Rates being next most significant element. The Collection Fund deficit in 2016/17 is primarily due to the need to set aside money for business rate appeals. As we continue to improve our collection activities this should improve and enable us to have a slightly better financial outlook.

The largest external grant from Government is called the Revenue Support Grant. This has been severely cut in recent years, which is one of the reasons we need to save money. Over the next four years the government is phasing it out completely and we'll be funded in a different way, keeping more of the money we collect in the taxes paid by local businesses. The Government is currently consulting on exactly how this will work and so it is hard to predict in detail how local government will be funded in the future.

Figure 5: How the Net Budget is funded



Business Plan for 2017/18

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E Our Future – Education and Skills

What we want for Bristol

We have an ambitious vision for Bristol as a Learning City where:

- All individuals and communities are proud to learn throughout their lives
- Every organisation has a committed, skilled and diverse workforce
- The city's success is shared by all.

To make this real we'll need:

- Greater awareness about the value of learning
- Increased participation in learning for all ages
- Improved achievement and life chances for everyone.

The challenges we face

This is an area where Bristol's inequality gap presents some important challenges:

- In some parts of the city more than 50% of residents do not have the minimum qualifications required by employers, resulting in a lack of skills to meet business needs
- In some areas, only 56% of children have the chance of attending a good school compared with 99% in others
- The percentage of young people not in education, employment or training varies from 2% to 13.5%
- In a city with a rapidly growing population we need to build more schools. A major primary school programme is complete but we will need more secondary places
- The funding that the council receives for education and skills services is reducing and school budgets are challenged. In addition, the funding from government for children with special education needs is insufficient to meet the demands of a growing population in the city.

Our objectives for the next five years:

We are contributing to the following Mayoral commitments:

- We will deliver work experience and apprenticeships for every young person
- We will increase the number of school places and introduce a fair admissions process

Improving outcomes

- Use our leadership and influence with key partners to improve educational outcomes for children, young people and adults, championing the cause of those who don't currently enjoy such good outcomes. This includes disadvantaged learners, ethnic minority groups, children in care and those with Special Educational Needs or Disabilities.
- Through our Learning City Partnership, work together on new ways to collectively lead on Education & Skills.
- Improve policies and practice across the sector for Inclusion, Equalities and Safeguarding, making Bristol fully compliant with the Children's & Families Act for students with Special Educational Needs and Disabilities.

Generating a sustainable and resilient skills base

- Deliver good quality work experience and apprenticeships for every young person.
- Generate decent jobs, skills and apprenticeships, ensuring opportunities for enterprises to thrive in all parts of the city. Promote targeted skills training and create a Bristol Apprenticeship kite mark which guarantees quality apprenticeships that can be trusted.
- Create a sustainable model for 'trading with schools'. This will sustain high quality services and support education in partnership with our schools.
- Focus council funded services for education and skills on core statutory duties to provide a strong local authority role aligned to new national expectations.

Securing our education infrastructure

- Make sure we have enough high-quality places to provide education and skills training by putting in place our Integrated Education & Capital Strategy. Provide a real choice for 16 year olds when it comes to their education, training and employment opportunities.
- Work with schools to maximise the funding available to support the most disadvantaged families and to increase access to breakfast or out of school clubs (i.e. the Pupil Premium).
- Secure a sustainable business model for Trading with Schools.

1: Improved outcomes

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Improve education outcomes for all young people, through collective evaluation and setting priorities for action from Early Years to Higher Education</p>	<p>City-wide priorities identified Universities and Teaching Schools align offer to city priorities Coherent approach to School to School support Further develop inclusion, equalities and safeguarding policy and practice in schools</p>	<p>Narrowing of education gaps in attainment, progress and attendance Reduce permanent exclusions</p>
<p>Create a shared responsibility for school outcomes across the city through the Excellence in Schools Group</p>	<p>Create Bristol Offer for key education priorities Consider model for Learning City/schools company and secure future model for Trading with Schools Deliver Education Leaders conferences</p>	<p>Number of good/outstanding schools Improved Key Stage outcomes Funding secured from NCTL for Bristol priorities</p>
<p>Engage partners in developing effective city wide inclusive practice through the Special Educational Needs and Disability (SEND) partnership and Learning City Partnership Board</p>	<p>Inclusion Reference group established Inclusion Audit piloted and implemented Alternative Learning strategy implemented</p>	<p>High Needs block in budget Permanent Exclusions reduced Successful SEND inspection outcome</p>
<p>Implement Race Equality Toolkit in Bristol through Race Equality in Education Steering group</p>	<p>Pilot Race Equality Toolkit</p>	<p>Improved outcomes for Black and Minority Ethnic (BME) learners</p>
<p>Develop Recruitment & Retention action plan</p>	<p>Build a committed and diverse workforce to provide the best education offer</p>	<p>Increase in BME teaching and leadership workforce</p>

2: Sustainable and resilient skills base

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Develop, implement and evaluate the Bristol WORKS Hub</p>	<p>Infrastructure built, trialled and ready to function as a sustainable entity</p> <p>Businesses, education providers and public sector collaborating to provide clear skills development and employment pathways for young people and adults across Bristol</p> <p>Business partners committed to the Hub and Portfolio, enhancing local growth and embedding the model within their Corporate Social Responsibility and HR policies, to improve the diversity of the workforce and improve employee skill levels</p> <p>The education sector enhancing participation and progression to further learning and employment through sharing of delivery tools and best practice</p> <p>Young people actively involved in designing, delivering and evaluating the Bristol Hub and Portfolio</p>	<p>Web based interactive portal and associated digital applications and social media designed, built, fully tested and maintained</p> <p>At least 50 apprenticeships recruited in priority sectors</p> <p>1,000 business pledges to provide experience of work, mentoring and in work training opportunities</p> <p>40 businesses recognised through a new Bristol WORKS Charter and Award</p> <p>At least 15 schools engaged with 750 young people involved and inspired through visits, open days and competitions – including 10 school visits to the Bristol Temple Quarter Enterprise Zone</p> <p>A coherent and effective framework developed for Work Experience</p> <p>Improving Participation Rates and fewer young people not in education, employment or training</p>
<p>Develop and implement the Bristol WORKS Portfolio</p>	<p>Improved co-ordination of employment and skills resources and services</p> <p>Bristol City Council contribution is :</p> <ul style="list-style-type: none"> • embedding employment and skills targets into contracts • designing positive action pathways into jobs • co-creating work zones in priority neighbourhoods 	<p>Reduced rate of worklessness in Bristol’s worst performing wards</p> <p>Increase in experiences of work and apprenticeships through BCC contracts</p> <p>Increase of representation from priority groups in BCC jobs</p>
<p>Implement the Bristol Learning City Partnership Employment and Skills Strategy</p>	<p>Widen participation from targeted groups and communities in Higher Education (HE)</p>	<p>Higher Education (HE) Participation by ward and ethnicity</p>
<p>Implement Bristol Scholars scheme</p>		

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3: Secure education infrastructure

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Ensure the sufficiency of and access to education provision:</p> <ul style="list-style-type: none"> • Deliver additional school places • Monitor alternative learning provision • Provide support and challenge in the review of the statutory admissions process 	<p>Develop schemes to expand existing schools Work in partnership with successful free school providers Embed Inclusion Panel approach across Primary & Secondary sectors Scrutiny Inquiry Day on admissions</p>	<p>Sufficient places delivered Increase in first preferences at secondary Increased access to number of good schools Reductions in exclusion</p>
<p>Develop a campaign to promote the uptake of Pupil Premium and breakfast clubs/out of schools clubs to disadvantaged families</p>	<p>Update BCC website Provide materials for Bristol schools Promote through wider channels e.g. Job Centres etc</p>	<p>Improved education & health outcomes for Pupil Premium pupils Increase Pupil Premium income for schools</p>
<p>Secure a sustainable model for services for schools</p>	<p>Work with key education stakeholders and Council officers to develop a sustainable model for Trading with Schools and other services for schools</p>	<p>Net income from services for schools is invested in education services Core education services for schools are sustained</p>

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We will pay for this by: There are implications for our revenue and capital budgets.

Revenue

Our budget for 2016/17 was:	£201.2m
Our income for 2016/17 was around:	£193.3m
So our net cost was around:	£7.9m

In this draft plan we cite 2016/17 budgets to help provide context. The final 2017/18 Business Plan will include 2017/18 budgets once they are approved.

To make sure we can deliver our priorities in a world with less money available and a growing population and demand for services, we will:

- Manage the removal of the Education Services Grant to focus services in Education & Skills on the things we legally must provide
- Review our business model for Trading with Schools to secure a sustainable income which contributes to funding core education services for Bristol schools
- Maximise the use of Skills Funding Agency funding for adult learning, employment support and apprenticeship delivery
- Work with the region’s proposed Mayoral Combined Authority to take more local control over new funding for adult education and skills training

Further reading:

- ▶ Learning City Strategic Ambition 2016–18
- ▶ Integrated Education & Capital Strategy 2015–19
- ▶ Ways2Work Strategy
- ▶ Emotional Health and Wellbeing Transformation Plan for Children and Young People
- ▶ Bristol Fairness Commission Final Report
- ▶ Bristol Learning and Skills Commission Final Report
- ▶ Bristol’s Strategy for Children, Young People and Families 2016–2020
- ▶ Adult Social Care Strategic Plan 2016–20
- ▶ Joint Strategic Needs Assessment (JSNA)

W Our Health and Wellbeing

What we want for Bristol:

We will work with the Health and Wellbeing Board to make it a leader of population health to ensure that:

- Bristol is a city where health and wellbeing are improving and health inequalities are reducing, through focussing on prevention and early intervention and the causes of ill health.
- Good health and wellbeing shape all aspects of life in the city, and that it is as important to look after mental health as it is to ensure physical wellbeing.
- Bristol is a caring city where getting older is a positive prospect and where barriers to a healthy and satisfying life are broken down.

The challenges we face

- Compared to other Core Cities, Bristol is relatively healthy. Life expectancy in Bristol has increased by 4.4 years for men and 3.2 years for women in the past 20 years. However, despite this rise, Bristol is significantly worse than the England average for men.
- Plus, inequalities in life expectancy have not improved. The gap between the most deprived and least deprived areas is 9.6 years for men and 7 years for women. In fact, the gap has worsened.
- Men in Bristol live for around 63 years in good health; women live for around 64 years in good health. On average men have 15 further years in poor health and women have 19 further years. Of course, this has an impact on health and care services.
- In Bristol as a whole over 19,700 children (24% of all children) live in income deprived households, which will result in poorer health outcomes. Furthermore, 20.4% of year 6 children are classed as obese; this is higher than the national average and higher than two years ago.
- These challenges, along with a growing population and reducing resources, mean that we have to plan for the longer term. Many diseases and causes of poor health are preventable. Diet, alcohol, smoking and physical activity all have a significant impact on our health. They all have a relationship with our mental health and wellbeing. This is why we have identified the following actions in order to focus on prevention and early intervention of ill health and early death.

Our objectives for the next five years:

We are contributing to the following Mayoral commitments:

- We will be a leading cultural city, making culture and sport accessible to all
- We will put Bristol on course to be run entirely on clean energy by 2050 and introduce a safe, clean streets campaign

We will also:

- Tackle health inequalities with a refreshed Health and Wellbeing Strategy, Public Health Vision and Priorities, Joint Strategic Needs Assessment and Director of Public Health Annual Report 2016
- Improve mental health and wellbeing
- Tackle alcohol misuse through a refreshed Health and Wellbeing Strategy
- Tackle unhealthy weight through promoting healthy eating and increasing levels of physical activity
- Reduce harm from tobacco

1: Reduced health inequalities – narrowing the gap in life expectancy and healthy life expectancy

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Focus effort on top Health and Wellbeing Priorities, particularly in our most deprived communities	Focussed and targeted public health spending (Our Health 4)	Public Health Outcomes Framework indicators, such as life expectancy and healthy life expectancy
Establishing a 'Live Well' Bristol hub – information, advice and sign-posting	Effective social prescribing pathway in place An operational hub	Number of referrals to the hub and number of social prescriptions delivered eg. slimming on referral, health walks, falls prevention
Roll out 'Making Every Contact Count' training programme	To empower front-line staff to promote health and wellbeing messages and support behaviour change	The number of organisations delivering MECC training The number of staff trained
Strengthening Children's Public Health Services (targeted in areas of greatest need)	Integrated community health services and early years provision	Outcomes data from Healthy Child Programme (mandated)
Strengthening the work of the Bristol Smoke Free Alliance	Targeting efforts in areas where smoking prevalence is the greatest	Reduced smoking prevalence in deprived neighbourhoods and high risk populations
Review the location of neighbourhood air pollution monitors and make data collected more accessible	Improve air quality in areas of the highest need	Air quality data
Seek greater health powers to increase local control of health and care spending. (Our Health 7/7A, Mayor's Portfolio, H&W supporting)	Greater integration of health, public health and care services to use our resources more effectively	Joint programmes and commissioning through the Sustainability and Transformation Plan Pooled budgets
Ensure Health in all Policies, within the council	Assess the impact on the public's health when taking decisions on all major projects, strategies and programmes	Strategies where this is taken into account
Work with local communities and health and care services to develop community-based support	People stay healthier and safer for longer	Increase in the proportion of resources spent on community based support (Tier 1: help to help yourself)

2: Reduced demand for mental health services and increased emotional wellbeing

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Holding a Mental Health Summit to bring all stakeholders together to establish what more can be done in the city	The development of a Strategy and Action Plan	Successful Summit completed and outputs disseminated
Work with the Clinical Commissioning Group to develop and deliver the Mental Health concordat	Concordat agreed	Parity of esteem for Mental Health
Promote good Mental Health in the wider community, emphasising early intervention, especially for children and young people and those at greatest risk	Increased awareness of 'Ways to Wellbeing'	Quality of Life Survey
Strengthen the offer for mental health and wellbeing to schools through the Healthy Schools Programme including rolling out mental health services in primary schools	Improved emotional resilience in children and young people	Number of schools who have committed to this programme
Tackle social isolation and ensure that people are active in their communities	People feel less isolated and more engaged in their communities	Quality of Life data
Work with the NHS to strengthen the capability of Bristol's Mental Health Services	Improved access A focus on recovery Service users are listened to	NHS data
Develop services for those with eating disorders, so that people can be seen more quickly	Improved services for those with eating disorders	Children and young people referred to CAMHS deemed to be in urgent need of support will be seen within two weeks
Improving Access to Psychological Therapies for children and young people (CYP- IAPT) programme	Improved access to this service	25% of key staff will be trained in Improving Access to Psychological Therapies for under 5s and those with Learning Disabilities and Autism by March 2017

3: Reducing harm from alcohol (and substance misuse)

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Focussed Public Health Campaigns, including the “Big Alcohol Debate”	Increased knowledge and changed attitudes towards alcohol	Reduction in deaths from liver disease Reduction in alcohol related admissions to hospital Reduced levels of harmful drinking
Increase knowledge of legal and social responsibilities within the licensed trade Effective monitoring of cumulative impact areas	Reduce individual and community impact from alcohol related crimes and anti-social behaviour	Police data
Improved screening and protection	Reduced alcohol harm to individuals Increased numbers of Brief Interventions undertaken in Primary Care settings	Reduction in deaths from liver disease Reduction in alcohol related admissions to hospital

4: Improving health through healthy weight

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Develop a Healthy Weight Strategy to galvanise action to reduce obesity	Reduced levels of obesity through increased levels of physical activity and improved diet	Public Health Outcomes Framework
Become a Sugar Smart City	Raised awareness of the need to reduce sugar intake, improved access to healthy foods	Reduction in childhood obesity Reduction in dental decay
Commission an Integrated Healthy Lifestyles service	Improved local weight management services	Number of referrals
Support the roll out of the national diabetes prevention programme	Early identification of those at risk of developing diabetes and support action to prevent	Reduced incidents and prevalence of diabetes
Re-invigorate the Bristol Sports Strategy in partnership with Sport England	Increased emphasis on physical activity	Obesity statistics
Explore options for achieving a cheaper cost of financing our leisure centre at Hengrove.	A more cost effective service	Savings of £62,500

We will pay for this by:

Funding for Public Health programmes, which reflects most of the commitments below (in partnership with the NHS) is currently through a ring-fenced grant. This means it can only be spent on achieving public health outcomes.

We currently spend over £34 million pounds. Some of this funding supports other activities across the council to address the wider determinants of health (such as environmental health, early years services, port health and civil protection). In addition to the Public Health spend, many council activities contribute to improving health, such as transport, housing and education.

There has been a reduction in the ring-fenced grant this year of £2.8 million and a further 2.5% reduction per year is anticipated. This is managed through use of reserves built up for this purpose.

Further reading:

Our plan is based on the following evidence base. Please visit the web links to the relevant document:

- ▶ Joint Strategic Needs Assessment (JSNA)
- ▶ data.bristol.gov.uk contains a range of mapped data relating to children and young people and health and social care.
- ▶ Pharmaceutical Needs Assessment (PNA) 2015
- ▶ Indices of Multiple Deprivation (2015)
- ▶ Health and Wellbeing Strategy (update in progress)
- ▶ Public Health Vision and Priorities 2016–18
- ▶ Sustainability and Transformation Plan for Bristol, North Somerset and South Gloucestershire (2016)
- ▶ Food Poverty Report (2013)

H Homes

What we want for Bristol:

We believe that decent affordable homes are the foundation of a successful city. To do this:

- People must be able to afford to live here and live well.
- Housing should provide a springboard to achieving a high quality of life.
- We create the opportunity for all to thrive in mixed communities of their choice.

The challenges we face

Population growth and Bristol's reputation as a great place to live are leading to demand for more homes.

- There is a projected increase of 1,900 new households a year between 2016 until 2036.
- Nationally the supply of new homes has been at a historic low level following the financial crisis and low direct government investment. Major house builders are failing to deliver the increase in new build units that are needed and the small and medium enterprise sector does not have sufficient scale or capacity to fill the gap.

- High housing costs and high demand for homes makes securing suitable, affordable housing difficult, or even impossible, for many households.
- The average rent in Bristol is £904 per month (as of January 2016) and there are now around 9,000 applications on the Housing Register.
- The private rented sector continues to grow as households find it harder to own their own homes or to access social housing. There are many households struggling to pay high deposits and rents, or in some cases struggling in poor conditions.
- Welfare reforms, in particular the reductions in benefits, are making it harder for households to afford rent, council tax and living costs.

Over 800 new affordable homes will be required per year

- Between April 2013 and March 2016, a total of 3,011 new homes were built (excluding student housing). Of these only 515 were affordable.
- Welfare reforms and changes in social housing policy are having significant impacts in the provision of affordable housing. The supply of

affordable homes from housing associations is affected by the lack of direct investment in housing development, the social housing rent reduction affecting housing association's income and changes to the Right-to-Buy policy. The council is also facing these challenges as a social landlord of over 27,000 homes.

- The council sold 194 homes under the 'right-to-buy' in 2014/15 and a further 161 in 2015/16.
- Homelessness is rising, bringing significant hardship on affected households and rising costs for the council.
- As of October 2016, there are 470 households living in temporary accommodation and 97 people rough sleeping.
- Homelessness is caused by a combination of factors, specifically reducing incomes from welfare reforms, fewer homes being built and rising rents in the private rented sector.

Our objectives for the next five years:

We are contributing to the following Mayoral commitments:

- We are contributing to the following Mayoral commitment:
- We will build 2,000 new homes – 800 affordable – a year by 2020

Our objectives also include:

- Make the Best Use of Stock and Improve Standards
- Early Intervention and Prevent Homelessness

1: Deliver More Homes: build 2,000 homes by 2020 – 800 of which are affordable

Page 40 What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Produce the strategic business case for a new local housing company.	Establish the company and commence preparation for new build projects.	Net number of new and affordable homes built.
<p>Review the housing delivery framework: increase the number of homes from private developers and use our land and funds effectively.</p> <p>Develop a better understanding of the housing requirements for the city and use this to guide housing development.</p> <p>Review the approach to Council land use.</p> <p>Promote Brownfield sites across the city for Housing (OH2).</p>	Review the options and develop a report with recommendations.	<p>Achieve new homes target.</p> <p>Feedback from developers and partners.</p>

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Create a West of England Joint Spatial Plan: All four local authorities are working together to create a clear joint plan on how to meet the housing shortfall. There is a commitment to secure funding for essential infrastructure, balancing the need for growth and development with the need to secure quality of life and a strong environmental future.</p>	<p>Create a West of England Joint Spatial Plan and publish for consultation, submitting to Secretary of State for examination in Spring 2018.</p>	<p>Achieve new homes target for Bristol and West of England.</p>
<p>Development schemes:</p> <ul style="list-style-type: none"> • South Bristol • Northern Arc • Central Bristol • Bristol Retirement Living (Extra Care Housing) Programme • New Council homes 	<p>Homes built and/or planning applications approved.</p>	<p>Number of new homes built 2017 to 2020.</p>
<p>Support Community Land Trusts, community development trusts, local builders and self-builder's on agreed sites.</p>	<p>Agree programme of community build.</p>	<p>More homes built appropriate to that neighbourhood, creating more mixed and balanced communities.</p>

2a: Make Best Use of Stock and Improve Standards:

- Reduce the number of empty homes: council and private properties

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Reduce the number of empty council houses.	Target reduction for end of 2017/18.	More council homes in use. Increased rental income.
Review the effectiveness of the existing empty homes programme (including empty offices), including use of legal powers.	Report with recommendations by mid-2017.	No. of empty private homes reduced. Number of empty commercial buildings bought into use as homes.

2b: Make Best Use of Stock and Improve Standards

- Improve standards in the Private Rented Sector (ELT, Housing Strategy & Cabinet Member)

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Supporting and regulating landlords in the private rented sector.	Roll out of Rent With Confidence/Ethical Letting Charter.	Number of landlords/landlord bodies that have adopted the charter. Improve standards in the private rented sector.
Endorse and adopt the ACORN Ethical Letting Charter.	Joining of the Ethical Lettings Charter with Rent With Confidence scheme.	Improving standards in the private rented sector.
Work with ACORN to develop a tenants federation.	Establish a new cross tenure tenants federation.	Tenants have a voice (OH6). Tenants feel listened to and empowered (tenant feedback).
Review and roll out discretionary licensing schemes.	Ongoing review and roll-out, further declarations of new area(s) in autumn 2017.	Improving standards demonstrated by compliance with HMO licenses for example.

2c: Make Best Use of Stock and Improve Standards:

- Utilise existing stock and assets (Housing Strategy outcome)

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Investment in existing Council Homes to improve standards.	Ongoing investment programme.	Bristol City Council tenant satisfaction with planned and response repairs. Number of homes repaired and improved.
Review of HomeChoice Bristol – review the allocation policy that determines which households are allocated social & affordable rented housing.	Conduct and consult on a review of HomeChoice Bristol.	New allocation policy and improved letting system in place.
Make sure that the best use is made of adapted homes.	Conduct a review and make any recommendations by end of 2017/18.	More disabled people are helped to live independently.

2d: Make Best Use of Stock and Improve Standards:

- Build and Support Stable and Diverse Communities (Mayoral priority)

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Work with local communities to build homes using council sites which create more balanced communities.	As the result of Neighbourhood Development Plans being produced additional land will be identified for housing use.	Number of homes built on council land in Neighbourhood Partnership area.
Establish a Mayoral task force to understand and shape our response to the challenges of gentrification (OH9B).	Analyse the issues causing gentrification and understand what can be done locally to manage this.	Production of a programme of interventions to build balanced communities.
Work with Bristol's universities to provide more purpose-built quality student accommodation and ensure a proactive approach to the management and impact of student housing across the city (OH 9A)	Complete a review.	Fewer students occupying traditional family homes/HMOs. Number of new bespoke student accommodation available.

3: We will take a city-wide approach to tackling Bristol's homelessness crisis

- Homelessness is reduced and prevented (Our Homes 7) (Housing strategy)

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Recommission homelessness accommodation services for homeless families and adults (22+).	Have in place new/redesigned services by autumn 2017.	Reduction in repeat homelessness Homelessness prevented Reduce the number of households in temporary accommodation.
Young people's housing pathway plan.	Have in place new/redesigned services by Autumn 2017. Support the development and implementation of the young people's housing and independence pathway plan.	Reduction in repeat homelessness.
Redesign Councils housing advice service to focus on prevention.	New service in place and fully operational	Homelessness prevention activity increased.
Work with partners to reduce rough sleeping.	Priority for City Office task group in 2016 to pilot new approaches to reduce rough sleeping. Resulting in best practice to be implemented and embedded in 2017/18. Increase the number of temporary and permanent beds. Develop a single service offer for every rough sleeper.	Reduced number of rough sleepers 100% of rough sleepers receive a single service offer.
Support the Golden Key Programme (4 year programme end 2021).	Establish a multi-disciplinary team and personal budgets for some rough sleepers.	Pilot new approaches and establish best practice to achieve systems change for those with the most complex needs.

We will pay for this by:

Revenue

Our budget for 2016/17 was:	£23.4m
Our income for 2016/17 was around:	£9.9m
So our net cost was around:	£13.5m

Housing Revenue Account (HRA)

Our budget for 2016/17 was:	£151.0m
Our income for 2016/17 was around:	£151.0m
So our net cost was around:	£0.0m

In this draft plan we cite 2016/17 budgets to help provide context. The final 2017/18 Business Plan will include 2017/18 budgets once they are approved.

Further reading:

Our plan is based on the following evidence base. Please visit the web links to the relevant document:

- ▶ Residential Development Survey (RDS) Report 2015
- ▶ Schedule of Sites from RDS Report 2015
- ▶ RDS 2016 – Summary of Findings
- ▶ 2015–2020 Five Year Housing Land Supply Report
- ▶ Bristol Housing Market 2015 – A Summary
- ▶ Housing Strategy Equality Impact Assessment
- ▶ Wider Bristol HMA Strategic Housing Market Assessment Volume 1
- ▶ Wider Bristol HMA Strategic Housing Market Assessment Volume 2
- ▶ Joint Spatial Plan
- ▶ Bristol Homes Commission Final Report
- ▶ Key 2011 Census Statistics about Equalities Communities in Bristol
- ▶ Extra Care Housing locations (map)
- ▶ Site Allocations
- ▶ Private Sector Housing Stock Condition Survey (2012)

T Our Transport

What we want for Bristol:

Delivering an integrated, accessible and sustainable public transport system is essential to our city's future. We will address the importance of getting Bristol moving, from protecting pedestrians to planning integrated travel to join up our city. We want an affordable, low carbon, accessible, clean, efficient and reliable transport network to achieve a more competitive economy and better connected, more active and healthy communities

The challenges we face

The main transport challenge the city faces is traffic congestion. The impacts of this are numerous and include the negative economic effect of long and unreliable journey times for both car travellers and public transport users, poor air quality and reputational damage to the city.

In seeking to tackle congestion, the council needs to work with others to promote public transport use by creating better priority for buses on the road network, by improving the attractiveness of bus travel, especially through integrated ticketing, and by delivering major public transport improvement programmes such as MetroBus and MetroWest rail. The particular geography of the city, with its hills, river crossings and rail lines, as well as its historic road layout, present unique challenges in seeking to improve cross-city connectivity. Money to invest in transport infrastructure is hard to come by and serious thought needs to be given to new ways of generating funding for the future, we have set up a Congestion Task Group and all options will be explored.

Car ownership in Bristol has grown significantly over recent years with an additional 25,000 more cars in the city in 2011 than in 2001.

Managing car traffic and parking continues to be a major challenge, especially closer to the central area where Residents' Parking Schemes have proven controversial.

Encouraging more walking and cycling in a hilly city continues to be a challenge, as indeed does increasing participation in order to promote healthy lifestyles, but we need to build on previous years' success in securing Government money to invest more in cycle tracks, safe routes and crossings.

We need to make best use of the limited funding available to subsidise bus and other transport services by targeting those areas most in need.

Maximising the advantage to the city of new fuel technologies producing ultra-low emissions, available for buses and other vehicles will require working closely with the city's transport providers, whether they are bus operators, the taxi trade or delivery companies.

It is vital for the council to ensure that devolution and the creation of a Mayoral Combined Authority with transport powers and funding from Government addresses the long-standing lack of integration, especially in planning and delivering reliable public transport on a sub-regional scale.

Our objectives for the next five years:

We are contributing to the following Mayoral commitments:

- We will not impose future Residents' Parking Schemes and will review existing schemes
- We will put Bristol on course to be run entirely on clean energy by 2050 and introduce a safe, clean streets campaign

Our objectives are also:

To be working as part of an integrated transport authority to coordinate public transport services across the area and develop major transport investment projects.

To have delivered on our promise to review residents' parking schemes and 20mph speed limits with local councillors and be able to respond to community priorities for highway improvements.

To see MetroBus services fully operational as part of the wider public transport network, the first phase of MetroWest open to passengers and the second phase well on course to delivery with clear plans to extend and improve local rail services across the city region.

To have a fully integrated ticketing and journey planning system in place across all public transport, which improves bus journey times and reliability and enhances cross-city connectivity.

To secure the best available technology and innovation for Bristol so that all buses and, over time, other vehicles, are not polluting the city or adding to global warming.

To produce a comprehensive Bristol Transport Plan with a particular focus on the steps required to deliver against the key objective of tackling congestion.

1: To be working as part of an integrated transport authority to coordinate public transport services across the area and develop major transport investment projects

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Build on the successful cross-authority working through the Joint Transport Executive Committee.</p> <p>Clarify powers being transferred to the Mayoral Combined Authority.</p> <p>Fully engage with development of the Bus Services Bill going through Parliament.</p>	<p>Establish strong working relationships within the new Mayoral Combined Authority to develop a robust Joint Transport Strategy for the sub-region.</p> <p>Through the new legislation, acquire the powers available for bus franchising or enhanced partnership working to secure improvements for passengers on the bus network.</p>	

2: To have delivered on our promise to review residents' parking schemes and 20mph speed limits with local councillors and be able to respond to community priorities for highway improvements

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Ask all councillors to work with their local communities to undertake a review of RPZs and 20mph zones in their areas and make recommendations on how they can be made to work.</p> <p>Develop web-based survey for councillors to use as one tool to assist in their review work.</p> <p>Allow Blue Badge holders to park in RPZ bays.</p> <p>Cabinet to consider RPZ policy report on permits and future schemes.</p> <p>Review process for local highway schemes to be identified and brought forward.</p>	<p>Reviews carried out through local councillors drawing on the web surveys and other engagement with the local community.</p> <p>Blue Badge holders able to park in RPZ bays.</p> <p>Clear direction on the future role of RPZs in the city.</p> <p>Clarity for local councillors on how communities can prioritise highway improvements.</p>	<p>Quality of Life Survey:</p> <p>Satisfaction with Parking & Highways increases.</p> <p>People feel they can influence local decisions.</p>

3: To see MetroBus services fully operational as part of the wider public transport network, the first phase of MetroWest open to passengers and the second phase well on course to delivery with clear plans to extend and improve local rail services across the city region

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Deliver MetroBus projects and introduce services.</p> <p>With neighbouring authorities and Network Rail, continue progressing through the development and delivery stages for MetroWest phases 1 and 2.</p> <p>Develop plans extend MetroWest including opening new stations and services.</p>	<p>MetroBus fully operational.</p> <p>Key next stages of MetroWest development completed.</p> <p>Business case for new stations and Henbury loop.</p>	<p>Number and punctuality of passenger journeys.</p> <p>Customer satisfaction with bus services.</p>

4: To have a fully integrated ticketing and journey planning system in place across all public transport, which improves bus journey times and reliability and enhances cross-city connectivity

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Work closely in partnership with bus operators to secure firm commitments to delivering an integrated ticketing system.</p> <p>Maximise use of the TravelWest website to provide comprehensive journey planning for the travelling public.</p>	<p>MetroBus services operating with fully integrated ticketing.</p> <p>Widespread take-up of integrated ticketing across conventional bus services in the city.</p> <p>Significant numbers of travellers regularly using journey planning information</p>	<p>Number and punctuality of passenger journeys.</p> <p>Customer satisfaction with bus services.</p>

5: To secure the best available technology and innovation for Bristol so that all buses and, over time, other vehicles, are not polluting the city or adding to global warming

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Develop an air quality action plan.</p> <p>Encourage bus operators to explore and invest in new fuel technologies.</p> <p>Through the Mayoral Combined Authority, pursue powers to introduce low emission or clean air zones.</p> <p>Replace the council's fleet with low emission and vans and cars when possible and appropriate.</p>	<p>Clear, timed commitments from bus operators on the introduction of ultra-low emission buses.</p>	<p>Air Quality will improve:</p> <p>KPI's: BCP062 (NO2 measurement)</p> <p>PL 131 (congestion), PL201 (area wide traffic), PL 362 (peak flow)</p>

6: To produce a comprehensive Bristol Transport Plan with a particular focus on the steps required to deliver against the key objective of tackling congestion.

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Formulate a robust evidence and policy base to develop a Bristol Transport Plan.</p> <p>Prepare and carry out public and stakeholder consultation.</p> <p>Finalise Bristol Transport Plan for publication.</p>	<p>Consult on draft proposals for the Bristol Transport Plan.</p> <p>Publish plan by early 2018.</p>	

We will pay for this by: There are implications for our revenue and capital budgets.

Revenue

Our budget for 2016/17 was:	£47.6m
Our income for 2016/17 was around:	£32.7m
So our net cost was around:	£14.9m

In this draft plan we cite 2016/17 budgets to help provide context. The final 2017/18 Business Plan will include 2017/18 budgets once they are approved.

Further reading:

Our plan is based on the following evidence base. Please visit the web links to the relevant document:

- ▶ [Joint Local Transport Plan 3 2011–26](#)
- ▶ [Joint Local Transport Plan 3 – Progress Report 2016](#)
- ▶ [Greater Bristol Bus Network Monitoring Report](#)
- ▶ [Commuter flows by Local Authority](#)
- ▶ [Transport Map Book: Bristol](#)
- ▶ [Census 2011: Who Walks to work?](#)
- ▶ [Census 2011: Who Cycles to work?](#)
- ▶ [City of Bristol Traffic Profile 2000-15](#)
- ▶ [A Safe Systems Approach to Road Safety in Bristol 2015–24](#)
- ▶ *Key evidence relating to health and current transport policies and practice can be found at the [TravelWest website](#)*

N Neighbourhoods

What we want for Bristol

Our neighbourhoods will be great places for people of all ages to live, work, learn and play. We will work with Bristol citizens and city partners to create connected neighbourhoods that are clean, green, healthy, safe and inclusive. Places where citizens are active and engaged in any decisions made about their communities.

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The challenges we face

There are a number of challenges ahead – in particular population growth has meant that demand for neighbourhood services has been rising for a number of years, in some areas more than others.

- We need to continue to tackle inequalities across the city and ensure that all communities have access to the opportunities offered by the city.
- We want to be an empowering and enabling authority but to do this we need to engage more people in the civic life of the city and enable them to have the power and capacity to do things that are important to them in their neighbourhoods and in the city.
- With reducing funding, we need to engage the people of the city in working with us to tackle local issues and supporting the need for people to change their behaviour, for example:
 - The Clean Streets Campaign will be a main focus to help us improve the cleanliness of the city and focus our resources on the areas of highest need
 - We will support people to access customer services digitally wherever possible, freeing up staff to work with people in greatest need.
- We need to tackle the increasing level of waste and increase our levels of recycling to become a ‘zero waste’ Bristol.
- We need to ensure that the quality of our information advice and guidance across the council and the voluntary and community sector is effective. This enables people to get access to the right support at the right time to enable them to have power and control over their circumstances and be able to solve their own problems with the right support. This will create less dependency on services and more control for individuals.
- We will work through the Safer Bristol Partnership to tackle gender-based violence, abuse, harassment and exploitation.
- Following the Brexit decision, we will work with partners to raise awareness and actively monitor community tensions and provide support to witnesses and victims of hate crime.

Our objectives for the next five years:

We are contributing to the following Mayoral commitment:

- We will put Bristol on course to be run entirely on clean energy by 2050 and introduce a safe, clean streets campaign

We will also:

- To re-shape the voice and influence of communities in civic engagement and self-directed action by reforming Neighbourhood Partnerships to ensure that meaningful local decision-making is supported.
- Have a zero-tolerance approach to gender-based violence, abuse, harassment and exploitation.
- To support the Mayoral Clean Streets Campaign working with Bristol Waste Company, community organisations and schools to promote behaviour change.
- Develop new models of community asset management and leadership of key neighbourhood assets, including libraries, customer service points, community buildings, parks and green spaces.
- Open a new Recycling centre on Hartcliffe Way.
- Increase recycling, setting a target of 55% for all waste by 2020 and increasing provision of recycling facilities across the whole city.

1: We'll work together with the people of the city to make sure Bristol is cleaner, greener and tidier

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Support the Mayoral Clean Streets Campaign and develop community enforcement teams which will be integral to supporting it.</p> <p>Bristol Waste Company will lead on encouraging people to change their behaviour eg: stop dropping litter.</p> <p>Residents will be supported with their identified priorities in Neighbourhood Partnerships of tackling litter and fly tipping.</p> <p>Support communities to do things for themselves through targeted investment.</p>	<p>Improved city appearance and associated health and economic benefits.</p> <p>Increased leadership from communities in addressing challenges in their neighbourhoods.</p>	<p>Quality of Life Indicators: Percentage of people who are satisfied with the weekly recycling service.</p> <p>Percentage of people who feel that street litter is a problem in their neighbourhood.</p> <p>Percentage of people who are satisfied with the fortnightly general household waste service.</p> <p>Increased levels of social action and volunteering in neighbourhoods.</p>
<p>The Bristol Waste Company business plan includes a commitment to run a Hartcliffe Recycling and Reuse Centre, with the council providing the capital funding.</p>	<p>The Hartcliffe Recycling and Reuse Centre will be developed as part of the review of the Capital Programme.</p>	
<p>We have a Zero Waste Strategy in place with 50% target for 2020. An action plan for delivering the strategy is being developed.</p>	<p>The Bristol Waste Company Business Plan was agreed in August 2016 and 10 year contract awarded.</p>	<p>Percentage of household waste sent for reuse, recycling and composting.</p>
<p>Develop a refreshed strategy for Parks and Green Spaces ensuring ownership and influence for local residents.</p>	<p>We will develop models of delivery to protect investment in Parks and Greens spaces for the benefit of communities across the city.</p>	

2: We will create a safer city

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
BCC has signed up to the Women's Commission Zero Tolerance campaign. There is dedicated Public Health funding in place to support actions to tackle gender based violence.	An action plan is in place to deliver the Zero Tolerance campaign and there is Zero Tolerance for gender based violence in the workplace.	

3: We will empower communities to do things for themselves and to have more influence in local decision making

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Reform the approach to devolved decision making at the neighbourhood level. Developing the Neighbourhood Partnership model to best meet the needs of communities, elected members and the city.	Consult on alternative models to deliver increased civic engagement and empowerment for local residents at the neighbourhood and city level.	Quality of Life indicators: Residents who feel they can influence decisions that affect their local area. Residents who feel they can influence decisions that affect public services they use.
Make sure information about Bristol City Council services is accessible and widely available.	Improved information, advice and guidance online for all areas – healthy lifestyle, better care, advice, provision etc.	Take-up of information by local people.

4: Developing a new model for the delivery of neighbourhood based services & assets:

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
What are we doing: Design an approach to deliver cost neutral parks and green spaces.	17/18: working with stakeholders to develop a robust plan to consider ways of raising income and reducing cost to create a self-funding service.	Plan in place with key milestones.
Design a new Libraries network within a reduced budget envelope.	17/18: working with stakeholders and building on the Libraries for the Future work, to develop a robust plan for delivery.	Plan in place with key milestones.

We will pay for this by: There are implications for our revenue and capital budgets.

Revenue

Our budget for 2016/17 was:	£330.5m
Our income for 2016/17 was around:	£276.4m
So our net cost was around:	£54.1m

In this draft plan we cite 2016/17 budgets to help provide context. The final 2017/18 Business Plan will include 2017/18 budgets once they are approved.

Further reading:

Our plan is based on the following evidence base. Please visit the web links to the relevant document:

- ▶ The Population of Bristol
- ▶ Bristol 2001–2011 Census change
- ▶ 2011 Census – Community cohesion statistics
- ▶ Quality of Life reports
- ▶ Indices of Multiple Deprivation (2015)
- ▶ Quality of Life in Bristol – Equalities Groups (communities of interest) – 2013 data
- ▶ *Useful insights into the characteristics of Bristol citizens by location (CACI ACORN segmentation) along with other mapped data (such as libraries and GP surgeries) can be viewed at data.bristol.gov.uk*
- ▶ Waste & Resource Management Strategy (2016)
- ▶ Police and Crime Plan 2015–17
- ▶ Equality and Community Cohesion Policy
- ▶ Anti-Social Behaviour Service Charter
- ▶ New Wards Data Profiles
- ▶ Neighbourhood Partnership Statistical Profiles

Pe People

What we want for Bristol:

Together we will work across the life course with the citizens of Bristol and our partners to make the best use of resources to deliver the greatest impact by:

- Getting involved early to reduce risks later – early intervention reduces the impact of problems later on.
- Promoting independence – supporting people to live as independently as possible in their community.
- Safeguarding the most vulnerable – fulfilling the statutory responsibility of the city to protect vulnerable children and safeguard adults.
- Leading and championing learning and skills – keeping Bristol working and learning.

The challenges we face

Demographic changes

- As the city of Bristol thrives, the number of people who live here grows, and people are living longer, putting greater demand on our services.
- The growth of our younger population is three times higher than the national average. Between 2004 and 2014 the number of children aged 0–17 living in Bristol increased by 11,500 (14.3%). Projections indicate that the child population will increase by 18% between now and 2034.
- The over 85 age group increased by 21% between 2005 and 2015 and is continuing to grow; it is estimated that by 2039 this will grow by another 54% from the 2014 figures, to 16,670.
- The gap between richest and poorest people is getting bigger, and in Bristol people in need are facing greater levels of inequality.

System and service demands

- There is greater demand on Bristol's social care system, as the health system struggles to cope with rising demand due to an ageing population, for example, an increased number of residential and nursing placements required.
- The health and social care system in which we operate is widening beyond the Bristol city boundaries, and we are working with 14 organisations on the Bristol, North Somerset and South Gloucestershire Sustainability and Transformation Plan.
- There is an expectation that each health and social care system in England must submit plans for integration by March 2017, ahead of full integration by 2020.
- There is Instability of the social care market.
- There is an increase in the number of Child Protection Plans, increasing by 95 children between 2014 and 2016.

- There is a growing demand in meeting our Section 17 Children Act responsibility, where we intervene to provide welfare support to a child when they are homeless.
 - In supporting our city learning aspirations, we support children with special education needs (SEN). Since 2014 this has grown from 3,400 to 4,200 children who now need support in the area.
- Statutory changes:**
- Legislation places new demands upon us, that create different sets of challenges, such as:
 - The Care Act 2014 and planning for a cap on the cost of care
 - Deprivation of Liberty Safeguards Judgement
 - Transfer of Independent Living Fund for adults with disabilities to local authorities
 - The Children and Families Act – new requirements to support the transition of children and young people 0–25, with disabilities into adulthood
 - ‘Schools that Work for Everyone’ Education Green Paper

Our objectives for the next five years:

We are contributing to the following Mayoral commitment:

- We will protect children’s centre services
- Where people require care services we will work to ensure that people are treated with dignity, compassion and respect.

We will also:

- Safeguarding those who need it most.
- Early Intervention: using the extensive knowledge, data and intelligence across the city to predict and prevent. Finding local solutions and acting quickly to stop problems from becoming worse.
- Changing behaviours of workforce and changing the expectations of citizens, in order to embed our approach: the three-tier model.
- Becoming all age friendly: whether WHO Age Friendly, Dementia Friendly, or Unicef Child Friendly, Bristol will be a city that is welcoming (City of Sanctuary) and a great place for people of all ages to live.
- Being ambitious for the future: champion for children, offering the best start in life, Learning City, growing the future generation of city leaders, demanding the best for the children in our care.
- Working in partnership, driving innovation and creativity; exploiting digital technology.
- Addressing inequality: doing all we can to make sure families do not live in poverty in a city of wealth and opportunity; ensuring nobody is left behind because of the circumstances of their birth.

- Creating resilience: supporting individuals to help themselves to find solutions to difficulties and adversities, helping families stay together and building resilient communities that harness local expertise, resources and passion to create great places to live.
- Making cost savings whilst holding our ambition to improving outcomes and keeping “people” at the heart of what we do.
- Ensuring we have different conversations with stakeholders, families, service users, based on our three-tiered approach:



1: Getting involved early to reduce risks later - early intervention reduces the impact of problems later on.

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
Work in partnership to transform support for children and young people's emotional health and wellbeing, ensuring that every child and young person, everywhere, receives the right support, as early as possible	Implement our joint Emotional Health and Wellbeing Transformation Plan	Reduced demand for mental health services and increased emotional health and wellbeing Clearer pathways help local people understand what is available to them
Work with partners to develop a family centre model that uses an integrated approach to early help, supports prevention and early intervention and takes an holistic view of youth/family community provision	A new design for a Family Centre model that delivers broader, integrated services delivers our services in a more integrated way and makes better use of assets A range of sustainable and progressive delivery models will be appraised, and pursued where suitable	Families access a range of support via the new model. Partners work together with the council to provide the help and support needed Emerging concerns are identified jointly with partners and we work together to reduce the likelihood of problems worsening
Work with young people to re-commission youth provision that is better aligned to developing models of support	A range of provision for young people is available in targeted areas Growing numbers of young people access support online	
Work in partnership to enable access to safe, stable, suitable and affordable housing for vulnerable young people and families	Establish a multi-agency approach to early intervention and prevention of homelessness among families, vulnerable children and care leavers	New services designed and used by young people across the City There is evidence that supporting families to stay together reduces the likelihood of young people becoming homeless
Implement the Special Educational Needs and Disability Reforms / Birth to 25 Service	We will deliver on our partnership SEN and Disability Improvement and Development Plan	Positive responses from families and successful SEND inspection outcomes

2: Promoting independence - supporting people to live as independently as possible in their community

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>We will work to a clear model support by developing and promoting the 3 tier model:</p> <ul style="list-style-type: none"> - Universal/Help to help yourself - Targeted/Help when you need it - Specialist/Help to live your life 	<p>People have the right level and type of support at the right time to help prevent, reduce or delay the need for ongoing support and to maximise independence</p> <p>Staff have the right skills, knowledge and the tools available to deliver the Bristol approach</p>	<p>All teams have implemented the approach</p> <p>Evidence of move of our resources from Tier 3 to Tier 1</p>
<p>Provide an easily accessible digital information service with good online information and telephone advice supported by trained customer service staff</p>	<p>It is easy for citizens and our partners to find, understand and act upon 'help to help yourself' messages and information</p> <p>People can assess their own needs and eligibility for services enabling them to plan for their future without needing to contact the council</p> <p>People help themselves to stay healthy and well</p>	<p>Increase in the number of self assessments</p> <p>Increase in the number of support conversations</p> <p>Reduction in the number of assessment conversations</p>
<p>Work with local communities and health and care services to develop community-based support</p>	<p>People stay healthier and safer for longer</p>	<p>Increase in the proportion of resources spent on community based support (Tier 1: help to help yourself).</p> <p>We will have two pilot services aimed at ensuring older people are supported to engage in social activity in their area. This will be of particular benefit to people who live in their own homes and have some support from Social Services and who are at risk of social isolation.</p>
<p>Implementing the new Community Support Services contract</p>	<p>Service Users and their carers have told us that they want to live their lives as independently as possible and to be active citizens, living and contributing to the diverse communities across the City</p>	<p>Proportion of service users' outcomes achieved (measured by the contract performance management framework)</p>

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3: Safeguarding the most vulnerable – fulfilling the statutory responsibility of the city to protect vulnerable children and safeguard adults

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Continue to drive improvement of children’s social care through our annual Children Services Improvement Plan</p>	<p>Actions outlined in the Children’s Services Improvement Plan will be implemented</p>	<ul style="list-style-type: none"> • Improved educational outcomes for Children in Care, to ensure the attainment gap to their peers continues to close • Consistently good social work provided • Improved outcomes for children in care and care leavers including increasing the % of care leavers in education, employment and training, and ensuring they are living in suitable accommodation.
<p>Embed our Corporate Parenting Strategy</p>	<p>Continue to deliver on the aims of the strategy with partners and throughout the organisation, with a particular focus on actions within the Children’s Services Improvement Plan</p>	<ul style="list-style-type: none"> • A shared understanding of safeguarding procedures and practice across the partnership
<p>Work as part of our local Safeguarding Boards to keep children and young people and adults at risk safe from harm</p>	<p>Bristol City Council will support the delivery of business plans for the Safeguarding Adults Board and the Safeguarding Children Board</p>	<ul style="list-style-type: none"> • Safeguarding the most vulnerable – workforce are knowledgeable, legally literate and skilled in their practice in Mental Capacity Act and Deprivation of Liberty Safeguards.
<p>Bristol City Council will work with North Somerset and South Gloucestershire Clinical Commissioning Group and North Somerset Council and South Gloucestershire Council to develop a Workforce Plan as part of the Joint Sustainability and Transformation Plans.</p>	<p>A plan exists within the Sustainability and Transformation Plan</p>	<ul style="list-style-type: none"> • Improved leadership, vacancy reductions and increased retention within the health and social care workforce

4: We will work together with the citizens of Bristol and our partners to make the best use of resources

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Work with Bristol Youth Council, Young Healthwatch and parents and carers to ensure the involvement of children, young people and families in citywide decision making and commissioning activity</p>	<p>Increased leadership from communities in addressing challenges in their neighbourhoods</p>	<ul style="list-style-type: none"> • Children and young people feel heard and have a say in decision making on things that affect their lives • Decisions are made by adults in positions of power with all children and young people in mind
<p>We will work as part of the Children and Families Partnership to address the priorities identified in the Bristol Strategy for Children, Young People and Families 2016-2020</p>	<p>We will deliver and report on a partnership wide annual action plan for the Strategy</p>	<ul style="list-style-type: none"> • Local partners jointly impact on local priorities • Bristol had a sustainable and progressive voluntary sector • More carers in receipt of Tier 1 services
<p>We will work as part of the Bristol Learning City Partnership to:</p> <ul style="list-style-type: none"> • ensure that from the earliest years children and young people are encouraged to be aspirational and to develop positive attitudes to learning • help all young people make positive, informed choices that lead to interesting and inspiring careers • improve learning outcomes for vulnerable groups, and provide targeted support for those most at risk of underachieving or being excluded from learning 	<ul style="list-style-type: none"> • Learning Ambassador programme and role developed, with targeted groups and communities, to inspire and support young people • Community Evaluators programme implemented with the aim of supporting culture change in communities • Coordinated visits, open days, and targeted events delivered through Bristol WORKS, to develop awareness and inspire young people • Coherent and effective experience of work offer and framework developed through Bristol WORKS for all 16–19 year olds • Web based portal, tools and training products developed • Clear and coordinated offer for School Improvement in place, with focus on city wide priorities • Model for a schools/partnership company developed and considered • Collective analysis of education outcomes more robust, with evaluation driving city action • Shared strategy for Additional Learning provision agreed 	<p>Gaps in attainment for vulnerable groups are narrowed.</p>

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
We will support a thriving voluntary sector, seek to enable the growth of local initiatives and encourage social enterprise	We will embed our Social Value Policy in our commissioning and develop good practice examples	Local providers with unique abilities to reach vulnerable groups are working with local families
We will support carers	Deliver the priorities set out in our Carers Strategy	Number of carers assessments demonstrate ability to help themselves
As part of Better Care Bristol implement the vision, to: <ul style="list-style-type: none"> - Help people to help themselves (prevention); - Provide care in the right place (managing urgent care and short-term interventions); - Support people to be independent for longer 	Deliver the shared vision for Better Care in Bristol and a more cost effective approach to delivering health and social care to adults A more joined up health and social care system Preventative services help people to remain independent or regain the independence they want and value Reduce demand and focus resources on people who most need them	Reduction in emergency admissions all ages. Target 3.5% Reduction in admissions to nursing homes. Target 100.9 permanent admissions per 100k population. Reduction in delayed transfers of care. Target: delays causing no more than 2.5% of available bed days per month
Work with partners across the health and social care system to implement the Bristol, North Somerset and South Gloucestershire Sustainability and Transformation Plan	A more joined up health and care system	Key performance indicators shared with above

We will pay for this by:

There are implications for our revenue and capital budgets in order to provide services as demand continues to grow. We aim to see a shift in where the greatest proportion of resources is spent: more into early intervention and prevention, and less into packages of long-term care.

Revenue

Our budget for 2016/17 was:	£267.9m
Our income for 2016/17 was around:	£66.0m
So our net cost was around	£201.9m

In this draft plan we cite 2016/17 budgets to help provide context. The final 2017/18 Business Plan will include 2017/18 budgets once they are approved.

Further reading:

Our plan is based on the following evidence base. Please visit the web links to the relevant document:

- ▶ **Joint Strategic Needs Assessment (JSNA)** *health and social care*
- ▶ **Adult Social Care Strategic Plan 2016-20**
- ▶ **Bristol's Strategy for Children, Young People and Families 2016–2020**
- ▶ **data.bristol.gov.uk** *contains a range of mapped data relating to children and young people and*
- ▶ **Emotional Health and Wellbeing Transformation Plan for Children and Young People**
- ▶ **Carers Strategy 2015–20**
- ▶ **Age friendly City Baseline Assessment**
- ▶ **Living Well with Dementia in Bristol 2011–15**
- ▶ **Accommodation strategy for people with mental health, learning disabilities and autism**
- ▶ **Developing Bristol's Falls Strategy (Case Study)**
- ▶ **Extra Care Housing locations (map)**

PI Place

What we want for Bristol

Bristol needs to maintain and grow its strong economy but it has to be the right kind of economy where everyone benefits from its success.

To achieve this we need to fund, build, modernise and maintain the city; including the physical, environmental and cultural infrastructure necessary to support good growth. The extensive range of arts and cultural activity in the city not only contributes to the health, wellbeing and enjoyment of Bristol's citizens it also makes a significant contribution to the economy. We are committed to supporting and enabling that diversity of activity as well as ensuring it reaches every section of the community across the whole city

We want an innovative, cohesive, vibrant and sustainable Bristol where the city works for us all, today and over the longer term. We want to keep, improve and add to the special physical character of Bristol as a quality place, as it not only makes Bristol a great city to live in, but also because it makes Bristol attractive for investment in the industries and economy of the future.

We want Bristol to have the communities, culture, institutions, businesses, and systems necessary for it to be resilient when faced with economic adversity and change. We want people to be able to build better lives in better places.

The challenges we face

Growth

- To ensure we can continue to grow in a sustainable way.
- Over the next 20 years, the city's population will grow at a rate of 18%.
- We are planning for the development of 33,000 homes and 26,000 new jobs in Bristol by 2036.
- We will need to enable people to get to and from work, school and their homes.
- We need to ensure that as we enable this economic growth we do not increase the wealth gaps within Bristol whereby the city becomes increasingly unaffordable, unequal and loses its unique identity and diverse communities.

Economy

- The economic challenge we face is to ensure that all of Bristol benefits from the economy and no-one gets left behind.
- We need to maintain the growth of our vibrant economic sectors – including legal services, aerospace, creative industries and digital technology, low carbon industry and services, advanced manufacturing and design. To ensure that Bristol remains successful in the face of significant challenges and through the uncertain impacts that the Brexit decision poses.
- We will plan for enough and the right type of employment space in our city and the transport systems to support it.
- We must retain the primacy of the city centre as the core retail and cultural heart of the West of England.

Infrastructure

- We have an ageing historic infrastructure from our bridges, retaining walls and locks, to our finest buildings and parks; these will require ongoing maintenance and in some instances replacement.
- We also have to continually create a modern infrastructure from energy, digital technology and transit systems to support good growth and to compete as a modern city.

Climate Change

- Climate change is now well understood to be a very real concern, from the impact of flooding to the overheating of our buildings and we must ensure we have the ability to adapt and mitigate, helping us to remain resilient to this significant change.

Resources

- All of these challenges require investment and the skills and knowledge to successfully address them.

Our objectives for the next five years:

We are contributing to the following Mayoral commitments:

- We will put Bristol on course to be run entirely on clean energy by 2050 and introduce a safe, clean streets campaign
- We will be a leading cultural city, making culture and sport accessible to all
- We will build 2,000 new homes – 800 affordable – a year by 2020
- We will increase the number of school places and introduce a fair admissions process

We are also:

- Ensuring the Arena is completed and is accessible to all communities.
- That there is greater accountability and openness in the Local Enterprise Partnership and it targets resources at areas of deprivation.
- Ensuring longer-term planning for economic development, including planning for apprenticeships.
- Work with businesses, neighbouring Local Authorities and our public sector partners to strengthen Bristol's devolution bid.

1: Investment, maintenance and building of economic, cultural and environmental infrastructure of the city

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>Complete the Arena</p>	<p>Agree the target costs</p> <p>Enter into a building contract</p> <p>Start development on site</p> <p>The Building Contractor and Arena Operator will be responsible for providing jobs, apprenticeships and work placements.</p> <p>The Arena Project Team will ensure both parties work to agreed targets, ensuring at the same time that there is a co-ordinated workstream and linkages are made with colleges, universities and schools to provide a supply of future labour to fill the jobs and apprenticeships we are targeting.</p>	<p>During the lifetime of the project the following skills and employment targets will be secured:</p> <p>A minimum of 4,180 person weeks training</p> <p>65% labour from the West of England including 30% from Bristol (BS1 to BS16)</p> <p>At least 40% expenditure through SMEs, 3rd sector and voluntary organisations</p> <p>At least 48 Apprenticeships</p> <p>A minimum of 40 work placements/work experience</p> <p>A minimum of 1,825 pupil interactions across all ages.</p>

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What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>Deliver a successful Enterprise Zone and Enterprise Area</p>	<p>Bristol Temple Quarter Enterprise Area</p> <p>Secure the expansion of the Enterprise Zone both in terms of geographic area and time.</p> <p>Work with Network Rail to bring forward proposals for the joint development of Bristol Temple Meads focusing available funding on a new east entrance, new west entrance and improvements to the station approach.</p> <p>Work with Skanska to bring forward Engine Shed 2.</p> <p>Temple Gate highway remodelling anticipated start on site end of 2016.</p> <p>Bring forward development options for Bristol Temple Meads East (BTME) Phase2, Cattle Market Site.</p> <p>Undertake the demolition of the Post Office Depot, BTME Phase2.</p>	<p>Retained business rates collection and investment.</p> <p>Jobs gained – both new and safeguarded – and lost.</p> <p>Local Development Orders/planning-related information.</p> <p>Businesses starting and stopping trading.</p> <p>Public sector and private sector investment.</p> <p>Site development details.</p> <p>Commercial property values.</p>
	<p>Avonmouth and Severnside Enterprise Area</p> <p>We will work with partners in South Gloucestershire Council and the Environment Agency to bring forward flood defence and ecology mitigation schemes to enable the development of commercial land in the Avonmouth and Severnside Enterprise Area.</p> <p>A Project Delivery Board comprising the Environment Agency (EA) Project Manager and key flood and ecology advisers from Environment Agency, South Gloucestershire Council and Bristol City Council, has been formed with a collaborative agreement.</p> <p>The strategic outline business case for the EA’s Flood Defence Grant in Aid (FDGiA) has been completed. The Interim Board has agreed the approach of a 60 year design life solution.</p> <p>Develop a preliminary shortlist of options for all five areas.</p> <p>Work with stakeholders including Network Rail.</p> <p>Complete habitat survey for Hallen Marsh.</p> <p>Agree Model concept.</p> <p>Undertake Ground investigation.</p>	

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>Support inward investment through Invest in Bristol and Bath (IBB) and support the core and growing sectors of the economy e.g. aerospace, advanced engineering, business services, low carbon, creative and digital</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 70</p>	<p>By March 2017 we will produce a City Economic Development Plan to deliver projects over a five year period to guide:</p> <ul style="list-style-type: none"> ● The promotion of inward investment ● The provision of business support for new enterprises, growing companies and those facing contraction including social enterprises ● The development of high streets and local centres across the city including Business Improvement Districts ● The provision of workspace for investors and new company formation and growth, including managed workspace ● The creation of employment opportunities for all sections of our society with an emphasis on those most disengaged from the economy. ● The support for innovative ways of financing growth ● The economic and physical development of our Enterprise Zone and Enterprise Areas ● By March 2018 we will have developed and consolidated an integrated programme of interventions to address each of the above either directly or in partnership with others. Throughout, we will emphasise the creation of a sustainable economic future for all parts of our society seeking to ensure that the most disadvantaged have access to equality of opportunity. 	<p>Inward investment won – measured in jobs and £s. Follow on investment won – measured in jobs and £s. Number of new enterprises started. Number of companies actively engaged in the Engagement Programme. Number of business support beneficiaries and employment results. Retail void rates. Area of workspace available to investors by type, area and location, and whether managed or not. Acceptable level and quality of voids. Number of innovative financing schemes and value of lending available and committed. The gap between rich and poor narrowing as shown through the Index of Multiple Deprivation. Workspace and employment opportunities delivered in our Enterprise Zones and Enterprise Areas. Number of new apprenticeship opportunities created. Business rate inflows. Unemployment rate – including youth and BME unemployment rate gap.</p>

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>Create and deliver an Economic Plan for the city centre which delivers an inclusive centre and enhanced retail offer</p> <p>Page 71</p>	<p>By March 2018 we will produce a City Centre Economic Plan to deliver projects over a 10 year period to guide:</p> <p>Development of infrastructure e.g. housing, retail, leisure, culture, employment, transport, education, health, green/open spaces, utilities</p> <p>Improvements to the public realm, connectivity and accessibility</p> <p>Reuse of heritage buildings and assets</p> <p>Marketing and promotion to investors, sponsors, visitors</p> <p>Management and maintenance – day and night</p>	<p>Level of investment in infrastructure.</p> <p>Jobs created.</p> <p>Housing affordability.</p> <p>Property void rates.</p> <p>Business rate income.</p> <p>Visitors.</p> <p>Events attendance.</p> <p>Footfall – retail and cultural.</p> <p>Retail ranking.</p> <p>Crime rates.</p> <p>Homelessness.</p> <p>The gap between rich and poor narrowing as shown through the Index of Multiple Deprivation.</p> <p>Congestion, modal shift, air quality.</p>
<p>Agree a West of England Joint Spatial Plan and Joint Transport Plan that prioritises investment in the urban area</p>	<p>Draft plans in place that deliver housing, jobs and supporting infrastructure to meet Bristol's growing needs.</p>	<p>Adoption of agreed plans.</p>
<p>Ensure we maximise the opportunity of devolution and the Mayoral Combined Authority (MCA) to enhance and drive the good growth of the city</p>	<p>Work with businesses, neighbouring Local Authorities and our public sector partners to strengthen Bristol's devolution bid.</p>	

2: To ensure the homes we need are built to the numbers required, in sustainable locations and create successful places

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
Promote Brownfield sites across the city for housing	Working in partnership with the Homes and Communities Agency (HCA) to identify stalled sites and underused land and buildings that can be brought forward for housing development.	Percentage of housing development on brownfield sites.
We will facilitate a successful Development Industry through our planning system and the use of our land	<p>Closer partnership working with the development industry through a refreshed Bristol Planning Protocol and an enhanced pre-application service.</p> <p>Establish a multi skilled housing team to create a pipeline of housing delivery on our land.</p>	<p>KPI: DPL124 Percentage of major planning applications processed within 13 weeks.</p> <p>KPI: BCP091 Net additional homes delivered.</p> <p>BCP092 Affordable homes delivered.</p>
Prioritise Hengrove and Lockleaze for residential led development	Agree a financially viable and locally supported delivery approach.	Housing numbers delivered.
Revise the Local Plan to meet housing, education and employment needs across the city	Developed new land use policies and locations, and commence community engagement on the emerging Local Plan.	Up to date Bristol Local Plan.

3: We will ensure Bristol is on course to be run entirely on clean energy by 2050

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>We will tackle fuel poverty</p> <p>Page 73</p>	<p>Improve Bristol's private housing stock through developing Warm Up Bristol (WUB) as a sustainable delivery mechanism.</p> <p>Utilise the opportunity when installing physical home improvements to encourage behavioural change.</p> <p>Support Housing Delivery on their large-scale home improvement programme.</p>	<p>1,500 homes improved by March 2018.</p> <p>Sustainable delivery and finance mechanism established.</p> <p>Minimum of 80% customers rate WUB as good or excellent.</p> <p>Two joint initiatives with partners regarding behavioural change carried out and outcomes reported.</p> <p>£2m of external funding support secured for Housing delivery programme by March 2018.</p> <p>Support Bristol Energy's overall strategy; in particular links to generation and fuel poverty.</p>
<p>We will continue the transition of the council to be fuelled by renewable energy by 2020</p>	<p>Improve the energy efficiency and lower carbon emissions of the council's properties.</p> <p>Maintain and improve the environmental performance of the council.</p>	<p>Continued downward trend on energy usage and emissions as reported through our audit annual environmental performance report.</p>

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>We will facilitate and build a 21st Century municipal city energy system by working with stakeholders, to deliver the actions contained within the council's Climate & Energy Security Framework, thereby maintaining the trajectory to 2050</p> <p>Page 74</p>	<p>Complete the final element of the municipal energy delivery structure (supply, generation and distribution) reviewing the Energy Service to explore setting this up as a private company owned by the council.</p> <p>Expanding our heat networks to provide low carbon heat and energy to businesses, public buildings and social housing across the city. (Nb a principal cornerstone to providing clean energy by 2050. Heat accounts for 45% of final energy demand, Transport 40% and power 15%).</p> <p>Develop, collaborate and facilitate Smart City and homes to enable householders to control their homes better and for the council to manage the City better.</p> <p>Develop, collaborate and facilitate smart grid, storage and capacity interventions; a primary requirement for a smart modern city energy system.</p> <p>Support Transport Service to deliver a strategic approach towards low emission travel.</p>	<p>Transfer the Energy Service to a company structure following findings from the review.</p> <p>The Energy Service to become self-sustaining by March 2018.</p> <p>Both the Temple Quarter Enterprise Zone (TQEZ) and District Heat Networks installed by March 2018.</p> <p>Development of a suite of operational heat network KPIs March 2017.</p> <p>Support the delivery of Easton as the Smart City demonstrator neighbourhood with partners.</p> <p>Work in partnership with local groups to deliver the actions within the Climate & Energy Security Framework; progress to be reported annually.</p> <p>Facilitate 2 megawatts of new renewable energy generation or energy reduction by the City in collaboration with private partners and community networks.</p> <p><i>For transport KPIs see transport section.</i></p>

4: We will ensure that Bristol maintains its thriving and innovative cultural life

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>Improve access to and participation in the arts, sport and culture across the whole city</p>	<p>We will support the Key Arts Provider programme to enable creativity and innovation across the city.</p> <p>Support creative seed and community festivals to promote community lead arts activity across the city.</p> <p>We will develop a strong museum participant programme to engage all communities. We will continue to work with colleagues in the cultural sector to better understand our users and non-users and focus resource.</p> <p>We will work with Bristol Sport partnership and other sporting organisation to deliver key events such as Run Bristol, Tour Britain and to support the plans for the 2017 City of Sport.</p> <p>We will monitor and steer how the organisations we fund can engage more effectively.</p>	<p>Satisfaction – what percentage of citizens are satisfied with their experience of using the service, e.g. surveys to benchmark and improve offer.</p> <p>Take-up – what percentage of citizens choose the service offer to complete their task, e.g. quantitative number of projects/people using a service.</p> <p>Completion rate – what percentage of transactions/uses citizens successfully complete, e.g. measure number of events delivered.</p>

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>We will facilitate the development of a cultural strategy for the city in partnership with Bristol Cultural Development Partnership (BCDP) and other cultural organisations and celebrate equality and diversity</p> <p>Page 76</p>	<p>We will facilitate the development of a cultural strategy for the city in partnership with BCDP and other cultural organisations which can lead to the development of a first class cultural offer for the whole city.</p> <p>As a culture team we will deliver on our Equalities action Plan with a strong commitment to equalities and inclusiveness in our cultural offer.</p> <p>We will ensure the visitor profile to our museums and galleries is representative of the city's population</p> <p>We will continue to support our annual programme for Black History Month, LGBT history month and Disability history.</p> <p>We will continue to work with the local communities in St Pauls to help St Paul's Carnival to be delivered in 2017 and beyond.</p> <p>Continue to work with Bristol Festival Forum to support the wide range of festivals which happen in the city and will provide training and support for them to access funding.</p> <p>We will actively promote the development of local and community arts and cultural activities across the whole city and its diverse communities.</p> <p>We will deliver the Harbour Festival.</p> <p>Support the safe delivery of other festivals through our site permission work.</p> <p>Review our funding arrangements in order to ensure all council-funded arts organisations are properly representative of the whole city.</p> <p>Continue to work with Pride and the wider LGBT community to support their programme.</p> <p>Culture and the arts will be more inclusive, holistic and challenging as the Council encourages and enables a broader range of people and organisations to deliver to a more diverse audience</p>	<p>Satisfaction – what percentage of citizens are satisfied with their experience of using the service, e.g. surveys with organisations involved in cultural strategy.</p> <p>Take-up – what percentage of citizens choose the service offer to complete their task, e.g. number of organisations involved in events or activity and number of citizens using service/activity, measure engagement against city demographic profile.</p> <p>Completion rate – what percentage of transactions/uses/projects citizens successfully complete, e.g. delivery of cultural strategy, events and activity.</p>

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>Preserve and develop our cultural and historic environment and heritage</p>	<p>Maintain our Arts Council Major Partner Museum status demonstrating that we are a leading museum service in the UK, with over 1 million visitors a year.</p> <p>Develop plans for the redevelopment of Bristol Museum and Art Gallery.</p> <p>Maintain our accreditation and designation (national significant designated collections) status.</p> <p>Ensure long term care for the collections through development of robust storage and research facilities.</p> <p>Develop a more sustainable future for our historic houses – The Red Lodge Museum, The Georgian House Museum and Blaise Castle House Museum.</p> <p>Continue to promote our museums and galleries offer to ensure all of our museums are valued by Bristol residents.</p> <p>Ensure access to 800 years of Bristol history is freely available through our archive service and at M Shed.</p> <p>Develop our understanding of Bristol history through our community heritage projects engaging communities with the archives and museum’s collections, for example the Somali heritage project.</p> <p>Develop, research and provide increased access to collections such as the British Empire and Commonwealth collection and respond to new communities in the city.</p>	<p>Satisfaction – what percentage of citizens are satisfied with their experience of using the service, e.g. annual visitor survey.</p> <p>Take-up – what percentage of citizens choose the service offer to complete their task, e.g. access to collections at different sites and use for research.</p> <p>Completion rate – what percentage of transactions/uses/projects citizens successfully complete, e.g. delivery of Bristol Museum and Art Gallery redevelopment plans, completion of accreditation and heritage project delivery.</p>

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>Work to encourage and sustain a high level of musical and arts education across all communities in the city</p>	<p>We will continue to take a leading role in the Bristol Cultural Education Partnership (Arts Council lead national pilot) and the Learning City to ensure high quality cultural education for all.</p> <p>We will monitor the Service Level Agreement (SLA) with Bristol Plays Music to ensure they are delivering music education to all communities.</p> <p>Take a lead on the place based learning strand of B CEP work to encourage cultural organisation to work together to provide a strong Bristol based curriculum for schools.</p>	<p>Satisfaction - what percentage of citizens are satisfied with their experience of using the service, e.g. benchmark survey.</p> <p>Take-up – what percentage of citizens choose the service offer to complete their task, e.g. measure engagement against City demographic profile.</p> <p>Completion rate – what percentage of transactions/uses/projects citizens successfully complete, e.g. completion of learning activity with Bristol schools and partners.</p>

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What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
<p>Support the development of excellence within Arts and Culture in the city</p>	<p>Work in partnership with Bristol’s cultural institutions, such as the Colston Hall, the Watershed, Bristol Old Vic, Spike Island, Royal West of England Academy, the Arnolfini and St George’s, to ensure Bristol remains city where the arts thrive and excellence is rewarded.</p> <p>Maintain our Arts Council Major Partner Museum status demonstrating that we are a leading Museum service in the UK with over 1 million visitors a year.</p> <p>Work with cultural organisations in the city to develop a Cultural Strategy.</p>	<p>Satisfaction – what percentage of citizens are satisfied with their experience of using the service, e.g. collate surveys to enable benchmarking across partners.</p> <p>Take-up – what percentage of citizens choose the service offer to complete their task, e.g. Number of citizens choosing to use services.</p> <p>Completion rate – what percentage of transactions/uses citizens successfully complete, e.g. Successful renewal of Arts Council Major Museum Status.</p>

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5: We will manage our property assets to enable best contribution to the Corporate Strategy and the effectiveness of council services

What we are doing to achieve this over the next five years	What we are doing to achieve over the next year	How we will know we are succeeding (Where referenced, KPIs = Key Performance Indicators)
Transforming the council's operational property estate to support our re-shaped services	Work across the council to review main property holdings, accelerating identification and release of surplus space. Engage services and partners to support more partnership working and rationalising accommodation for those services.	Surplus space will be identified and released.
Re-shaping of operational property and facilities management	Continuing the simplification of property and facilities management to become a single core facilities lead. Modernising the requirements for facilities services, the basis for service delivery and the cost effectiveness.	
Establishment of the Investment Property Policy for the council, relating this to Finance management and objectives for the Capital Programme	Obtaining approval for property investment strategy. Leading re-focussed delivery based on that strategy to underpin returns from the investment portfolio and future growth.	Increased return on investment.
Strengthening of development land pipeline and development delivery, informed by housing, economic development and capital strategies	Allocating dedicated resource to development projects, working with council teams, partners and advisers. Focus on priority housing and regeneration projects to meet Bristol Plan objectives.	The amount of land released for development projects will increase.

We will pay for this by: There are implications for our revenue and capital budgets.

Revenue

Our budget for 2016/17 was:	£61.3m
Our income for 2016/17 was around:	£57.7m
So our net cost was around:	£3.6m

In this draft plan we cite 2016/17 budgets to help provide context. The final 2017/18 Business Plan will include 2017/18 budgets once they are approved.

Further reading:

Our plan is based on the following evidence base. Please visit the web links to the relevant document:

- ▶ Strategic Economic Plan
- ▶ Social Plan
- ▶ Core Strategy
- ▶ Bristol Central Area Plan
- ▶ West of England Joint Spatial Plan
- ▶ Site Allocations and Development Management Policies
- ▶ Bristol Resilience Strategy
- ▶ Economic Baseline
- ▶ UK Smart Cities Index
- ▶ Our Resilient Future: A Framework for Climate and Energy Security
- ▶ The Economics of Low Carbon Cities: A Mini Stern Review for the City of Bristol
- ▶ Bristol Environmental Data Exchange
- ▶ Ways2Work Strategy
- ▶ Open Data Bristol

G Governance

This section of our Business Plan focuses on our corporate governance including democracy, finance, human resources, ICT and performance.

What we want for Bristol

Bristol needs a well-run council which:

- **Is transparent and approachable**
- **Has a firm handle on its finances**
- **Has efficient and well-run ICT to support our services**
- **Has people policies that are both fair and affordable**
- **Performs well, knows where the gaps are and makes sound and lawful decisions.**

To ensure that our services are as effective and efficient as possible we need to ensure that support services (such as Finance, Human Resources and Information & Communications Technology) are fit for purpose and are modelled upon the best examples from the private and public sectors.

Whilst the council as a whole and the support functions will deliver savings, new ways of working with city partners will mean we will need to consider the governance, systems and performance reporting of doing business in this way.

We will also do more to be open, transparent and demystify the role and functions of the council for all.

This annual Business Plan is a part of our five year Corporate Strategy. The strategy looks ahead to 2022, beyond the date of the next mayoral election, in order to provide continuity and future direction for the work programmes of the council and its city partners.

The challenges we face

- The council faces a number of challenges which significantly increase the gap between what it needs to spend and how much money it has available. This means that we need to think very differently about the ways in which we provide services and work with partners and the citizens of Bristol.
- Rising demand for our services – many more people need council services and this creates significant budget pressures. We need to get better at predicting fluctuations in demand and allocating resources where they are most needed. We are not alone in facing an increased call on our services as this is being felt across the whole public sector. Unfortunately that further compounds the problem for the council, as its partners are in a similar position and having to do more with less.

- People are also expecting more from the council and this doesn't match the resources we have available. We are constrained by limited ways in which we can generate more income so there is a real need for us to do things differently and for public awareness of the situation to be increased so they can support the council going forwards.
- We have to reduce our support services dramatically and quickly whilst also working in a time of great change – looking at value for money measurement, return on investment and keeping pace with the need for new technology to improve the way we work.
- Greater reliance and expectations from ICT to facilitate savings in other service areas at a time when we are challenged to reduce the overall costs of ICT ownership and delivery in a fast changing external environment
- The Brexit decision brings uncertainty and a more complex environment in which to attract investment – it is essential that the council keeps abreast of the impact of leaving the European Union to ensure that the city's economy thrives
- An International Strategy will support the council to maintain and develop Bristol's ability to attract global investment and opportunities; access European finance; and promote Bristol as a centre of creativity and innovation. When we make changes we need to be sure we reap the full benefits, for example moving things online whilst keeping other forms of contact can, in some cases, simply increase demand.
- Our ability to plan for the long term is difficult beyond 2020 due to the Government's proposals to change the way in which local government is funded.
- We also want to improve democratic engagement, political literacy and ensure that our younger adults help to shape the future of Bristol as a city.

Our objectives for the five years:

- We will increase fairness in our employment practices and contracts
- We will work through the Mayor’s Women’s Commission and Manifesto Leadership Group to develop a change programme to eliminate the gender, social deprivation and race pay gap
- Ensure that the voice of our workforce and Trades Unions is heard when shaping council services (Our Bristol 10)
- Improve the council’s governance and efficiency – getting the basics right, building on firm foundations

1: Bristol City Council becomes a model employer which sets an example to others in valuing fairness and diversity

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
The council pays its staff the Living Wage and will require contractors to also pay the Living Wage as set by the Living Wage Foundation (Our Economy 2A).		Compliance with the Living Wage Foundation recommendations for council employees and confirmation during the procurement processes that our contractors are also compliant.
The Council will apply for Living Wage Foundation Accreditation, having paid the Living Wage since 2014.	We have achieved this outcome and have and will continue to build this into all of our financial planning.	
Creation of the Bristol Living Wage Partnership.	Through the auspices of the City Office we will: Establish a partnership with business that will encourage all Bristol businesses to pay their employees the Living Wage (Our Economy 2B). To encourage organisations in the city not to use zero hours contracts (Our Economy 2C). [Note: The Council does not use zero hours contracts]	Number of businesses that join the Partnership. Number of businesses that commit to paying the Living Wage. Number of businesses that commit to not using any zero hour contracts.
Refuse to give work or contracts to companies guilty of blacklisting workers (Our Economy 2D).	We will test current company and future company practice during our procurement of contracts.	Regular review of blacklisted companies against our contracts list.

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Champion Equality & Diversity (Our Bristol 3).</p>	<p>The council continues to be committed to equality and diversity and it will:</p> <p>Continue our membership of Stonewall and promote similar links with other groups committed to equality.</p> <p>Address the underlying issues facing Bristol in attracting BME candidates for senior positions within the Council.</p> <p>Develop an Equality Charter which will apply to the City Council and any organisation that we commission, grant aid to or procure services from, to include governance, administration and delivery.</p>	<p>Monitor via reports to the Mayor and Cabinet our progress in achievement of equality and diversity in our workforce.</p> <p>Report back to HR Committee and the Mayor in respect of any recommendations.</p> <p>Publication of the Charter.</p>

2: People are paid equally in real terms, irrespective of gender, social deprivation and race (Our Economy 2E)

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>We will undertake a gap analysis to ensure that there is an understanding of the current position.</p>	<p>To report details of the pay gap working through the Mayors Women’s Commission and Manifesto Leadership Group and develop creative approaches to deliver change.</p> <p>To monitor the effectiveness of council policies and practices in addressing gender, social deprivation and race pay gap without compromising our ability to secure the “best person for the job”.</p>	<p>Publication of the finding of the commission.</p> <p>Publication by the City Office of city partner and council plans to address the findings.</p> <p>Reports to HR committee and the Mayor will address this.</p>

3: The council runs efficient services in which our staff have a real sense of ownership

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>A Trade Union Joint Consultative Committee and Departmental Joint Consultative Committee process is already in place across the council. We have a good working relationship with the Trade Unions and always consult with them fully in matters of organisation design and change. We recognise that this is an ongoing pledge.</p>	<p>Encourage tangible ideas to reshape the role of the council in the delivery of services from staff and Trade Unions, putting them in to action where we can.</p>	<p>Number of ideas we are able to implement.</p>
<p>Undertake reviews and implement changes that ensure our support services are modelled on the best of the public and private sectors.</p> <p>Page 86</p>	<p>As reviews of support services are completed, we will implement the outcomes to drive forward economy, efficiency and effectiveness within the council via improvements in systems, processes and skills to ensure that we reduce unnecessary bureaucracy.</p> <p>Provide council-wide developmental opportunities for managers in financial management.</p> <p>Implement more self-service.</p>	<p>Number of recommended changes implemented.</p> <p>Delivery of savings from support services.</p> <p>Number of managers who have engaged in the developmental opportunities.</p> <p>Delivery of savings from support services.</p>
<p>Ensure City Hall is open and accessible to the public to sustain participation in decision-making.</p>	<p>Refurbishment of City Hall complete</p> <p>Publicise the availability to rent of the rooms on the first floor of City Hall and make space available to community groups.</p> <p>During Local Democracy Week we will trail opening the building for exhibitions/displays.</p> <p>Work towards an 'open door' policy where and when appropriate, so that Bristol's citizens feel ownership of the building and of their local democratic processes.</p>	<p>Feedback to the Mayor, Cabinet and City Councillors.</p>

What we are doing to achieve this over the next five years	What we are doing to achieve this over the next year	How we will know we are succeeding (where referenced, KPIs = Key Performance Indicators)
<p>Renew our democracy and help people to avoid losing their right to vote within the rules set by the Electoral Commission.</p>	<p>Electoral Registry has already made a significant push on this priority but it will continue to be an ongoing project. Prioritising BME and voters in economically deprived areas will be central.</p> <p>The Mayoral election was a success in that it had very high turn-out.</p> <p>Continue to support the role of Youth Mayors and seek to make their concerns part of our policy commitments.</p> <p>Highlight the importance of engagement in civic democracy.</p> <p>Review the council’s constitution to identify opportunities for increased public participation in decision-making processes. Clarify the decision-making pathway in relation to democratic engagement.</p>	<p>Increase in number of eligible voters registered.</p> <p>Monitoring of turnout at elections.</p>
<p>Bring greater clarity and purpose to the constitutional role of city councillors to ensure our elected members are representative of Bristol in all its diversity.</p>	<p>Undertake a review of the council’s constitution to include the processes and procedures of council meetings, the role of councillors, and the relationship between decision-making, scrutiny and power.</p> <p>Via the Party Groups, promote the role of the city councillors in engaging our citizens.</p>	<p>Adoption of the revised constitution by the Full Council.</p>
<p>Improve long and medium term planning.</p>	<p>We will refresh our medium and long term financial plans on an annual basis and update the city councillors, citizens and city partners.</p>	<p>Publication of the Medium Term Financial Plan via Mayor and Cabinet’s annual briefings to Councillors, City Partners and Citizens.</p>

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We will pay for this by

There are implications for our revenue budget in providing efficient services despite a challenging financial situation.

Revenue

Our budget for 2016/17 was:	£71.7m
Our income for 2016/17 was around:	£22.2m
So our net cost was around:	£49.5m

In this draft plan we cite 2016/17 budgets to help provide context. The final 2017/18 Business Plan will include 2017/18 budgets once they are approved.

Further reading:

Our plan is based on the following evidence base. Please visit the web links to the relevant document:

- ▶ Bristol City Council - Constitution
- ▶ How decisions are made
- ▶ Voting and Elections
- ▶ Consultation and Petitions
- ▶ Council spending and performance
- ▶ Employment Data and Policies
- ▶ *Bristol City Council open data can be viewed at data.gov.uk*
- ▶ Neighbourhood Partnerships
- ▶ Bristol Social Value Policy (2016)
- ▶ Bristol Fairness Commission Final Report

Documents available in other formats:

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 2848



Executive summary

Report title: Housing Revenue Account 2017/18 budget proposals

Wards affected: Citywide

Strategic Director: Alison Comley, Strategic Director, Neighbourhoods

Report Author: Nicky Debbage, Service Manager – Business Planning & Service Development



Recommendation for the Mayor's approval:

1. To approve the Housing Revenue Account (HRA) budget for 2017/18, tested within the context of the 30-year financial business plan model
2. To approve the detailed capital & revenue investment plan for 2017/18 that underpins the 2017/18 HRA budget,
3. To delegate authority to the Strategic Director Neighbourhoods for the procurement of relevant contractors during 2017/18 to help deliver the capital & revenue investment plan.

Key background / detail:

The HRA is a separate ring-fenced element of the council budget for the provision, maintenance and management of the council's 27,000+ rented homes. The primary source of funding to the HRA is from tenants' rents. Finances for council housing in Bristol are under considerable pressure due to changes in government policy. The main change relates to rent levels, which under previous policy were rising above inflation meaning increasing income to reinvest in existing and new council housing. Current government policy is for council rents to reduce by 1% per annum for four years from April 2016. This, together with other pressures such as the impact of welfare reform on tenants' ability to pay rent, means savings of around 15% are required to balance the business plan for Bristol's council housing.

The 2017/18 HRA budget has been developed in the context of this need to make significant savings to ensure the viability of the HRA. The proposed 2017/18 budget has been tested within an updated 30-year financial business plan to check that the savings identified have sufficient impact to move towards a longer-term balanced HRA. The budget still seeks to ensure delivery against the objectives for council housing: Meet Housing Need, Quality Homes & Neighbourhoods, Provide Sustainable Tenancies. However, in order to balance the HRA there are reductions to some previously planned investment to existing homes and services and in new homes.

Development of a final HRA business strategy will involve consultation with stakeholders to identify ways to achieve savings but still continue to contribute to the City's housing strategy aims. Whilst the 2017-47 financial business plan requires further testing and consultation with stakeholders, it does confirm that our revised approach, in particular reduced investment plans, delivers a viable HRA for the medium – long-term (the HRA business plan balances for 16 years).

The proposed HRA budget for 2017/18 produces a revenue income total of £121.4m and proposed revenue expenditure of £121.9m. The small £0.5m annual revenue deficit can be funded from HRA reserves.

The key elements of the 2017/18 budget and financial business plan include:



Rents - remain as Social rents, the most affordable form of housing, set following government policy meaning an average weekly rent (52-week) in 2017/18 of £80.19.

Service Charges - will be levied to recover the costs of specific services provided to some tenants, such as caretaking or CCTV and will rise in line with cost increases, generally 1%.

Voids - measures are being put in place to reduce the number of homes becoming empty unnecessarily and the time homes are empty between tenancies. The budgeted rent loss on voids is below 1.5% of gross rent.

Bad debts – the provision for bad debts is more than required in previous years due to the forecast impact of welfare benefit reforms on rent arrears.

Repair & Investment of existing homes – is the largest area of spend and aims to ensure homes continue to meet the government’s Decent Homes Standard and reflects tenants’ priorities such as affordable warmth. The investment plan is significantly reduced from previous plans and no longer includes the cladding of all non-traditional homes or a proactive bathroom replacement programme, and other investment programmes have been elongated to spread costs over a longer period.

New homes – the aim is to build as many new council homes as possible and the HRA business plan model shows that 785 new council homes can be funded in the 1st 15 years of the plan – a reduction from the 1,000 that had previously been planned.

Management costs – savings have been achieved through some reduction in staffing and efficiencies will be sustained through the introduction of a new housing management IT system, streamlined processes, increased mobile working and digital access to services for customers.

Borrowing & Debt - the budget and business plan assume no repayment of debt on the HRA – meaning the re-investment of all income on new & existing homes and services. The debt cap on the HRA means we can only borrow a further £12m, and this limited borrowing remains as a ‘contingency’ option for the future should it be required.

The impact of the reduced 2017/18 budget and a similar approach for the remaining 29-years on our long-term HRA Business Plan is that we are able to balance the HRA for 16-years. However, there is insufficient funding from year 17 onwards and by 30-years the total funding gap of capital investment is £210m. This shortfall is despite using all of the current £90m held in reserves. However, further testing of the assumptions used in that BP will be needed with a range of stakeholders - primarily BCC tenants and leaseholders.

Appendix 3 provides detail of the planned investment in homes in 2017/18, together with longer-term plans that underpin the 30-year financial business plan. Previously, procurement of contractors to undertake investment (over £0.5m) included in the HRA budget have been the subject of separate Cabinet approval reports. It is proposed for 2017/18 that approval of the procurement required to deliver the repair and investment of council housing should be part of approval of the 2017/18 budget and then authority should be delegated to the Strategic Director Neighbourhoods, in consultation with the cabinet member for Homes, to appoint relevant contractors.



Cabinet

30 January 2017



Report Title: Housing Revenue Account 2017/18 budget proposals

Ward: Citywide

Strategic Director: Alison Comley, Strategic Director, Neighbourhoods

Report Author: Nicky Debbage, Service Manager – Business Planning & Service Development

Contact telephone no. & email address 0117 3525358
nicky.debbage@bristol.gov.uk

Purpose of the report:

To seek approval to the proposals for the 2017/18 Housing Revenue Account (HRA) budget; which have been tested within a 30-year financial business plan model.

Recommendation for the Mayor's approval:

- 1. To approve the HRA budget for 2017/18, tested within the context of the 30-year financial business plan model**
- 2. To approve the detailed capital & revenue investment plan for 2017/18 that underpins the 2017/18 HRA budget,**
- 3. To delegate authority to the Strategic Director Neighbourhoods to undertake the procurement required during 2017/18 to help deliver the capital & revenue investment plan (as set out in paragraph 19 and Appendix 3 & 3i).**



The proposal:

Background – budget setting assumptions

1. Following the implementation of self-financing for council housing in 2012 and after considerable consultation with stakeholders, Housing developed an Housing Revenue Account (HRA) landlord strategy and accompanying 30-year financial business plan model. This strategy was built on the improved financial position of the HRA primarily funded through rents increasing above inflation in line with government policy. The strategy aimed to deliver the objectives: Meet Housing Need, Quality Homes & Neighbourhoods, Provide Sustainable Tenancies. The key actions in that strategy included building 1,000 new council homes over 15-years, bringing all homes up to an improved Bristol Homes Standard, improving relet standards, increased staffing and improved processes to help sustain tenancies.
2. However, since development of our landlord strategy, government policy has shifted considerably. This year (2016/17) rent levels reduced by 1%, the first year of the policy which is due to be in place for four years, 2016-2020. The timing and detail of other issues that will impact on the HRA (higher value levy, mandatory Flexible Tenancies) is still uncertain but will not impact on the 2017/18 budget. Some Welfare Benefit Reform measures have already been implemented and begun to have an impact on arrears (Under-Occupation Charge, Overall Benefit Cap) but so far only a small number of tenants are affected by Universal Credit with the timetable for significant roll-out not until 2018.
3. The compound impact of these changes on our HRA financial business plan is substantial. Our initial modelling of the changes in the 2016-46 HRA business plan model shows that savings of around 15% are required across all aspects of HRA spending in order to balance the plan.
4. In the context of these major changes and the need to make substantial savings, Housing's landlord strategy is undergoing major review. The aim of this review is to examine all services to identify new approaches that will deliver savings but, as far as possible, still help achieve our high level objectives and contribute towards the housing strategy aims. This landlord strategy 'reset' is likely to be an iterative process starting with a reduced 2017/18 budget, followed by further consultation with stakeholders to develop clear costed longer-term plans. Our aim is to achieve a financial plan that balances for at least 10-years but not necessarily for the full 30-years, given the level of uncertainty about future government policy.
5. The 2017/18 budget (detailed in Appendix 1) has been developed in the context of the need to make significant savings to ensure the viability of the HRA. The proposed 2017/18 budget has been tested within an updated 30-year financial business plan (detailed in Appendix 2), to check that the savings identified have sufficient impact to move towards a longer-term balanced business plan.
6. Whilst the 2017-47 financial business plan is a first draft, and requires further testing and consultation with stakeholders, it does confirm that our revised approach, in particular reduced investment plans (as detailed in Appendix 3) delivers a viable HRA for the medium – long-term (the HRA business plan balances for 16 years).
7. The key elements of the revised landlord strategy that underpins the 2017/18 budget and financial business plan include:

8. Rents

Rents will remain as Social rents, the most affordable form of housing, and will be set following government policy meaning a reduction of 1% for 2017/18 and a further two years. The resulting average weekly rent (52-week) in 2017/18 will be £80.19.

9. Service Charges

Separate charges will be levied to recover the costs of specific services provided to some tenants, such as caretaking or CCTV. These charges can only cover costs (not generate additional income) and will therefore rise in line with cost increases.

10. Voids

Measures are being put in place to reduce the number of homes becoming empty unnecessarily and the time homes are empty between tenancies. Teams in Response and Estates are improving processes to speed up relet times, such as making better use of the notice period. Some reductions to the relet standard are also being made to reduce the work undertaken and the time taken to relet homes. Closer working with new tenancies will help us understand the support needs of tenants, and regularly reviewing how the tenant is coping should reduce tenancy failure and ‘churn’. Managing end of tenancy processes should ensure fewer homes are left in very poor condition by the outgoing tenant.

11. Bad debts

The business plan includes a forecast for the amount of money to be set aside to cover bad debts (i.e. older former or current tenants’ arrears that are not collectable). The provision for bad debts is more than required in previous years and is forecast to increase further as the full impact of welfare benefit reforms is felt, in particular the rollout of Universal Credit – as c.70% of tenants are in receipt of housing benefit. This figure is a high risk factor and will need to be monitored closely.

12. Repair & Investment of existing homes

The repair and improvement of existing homes is planned using comprehensive house condition and energy performance data, building element lifecycles and accurate costings. Investment planning aims to ensure repairs and replacement of key building elements is undertaken in a timely way so homes continue to meet the government’s Decent Homes Standard. The plan also focusses spend on tenants’ priorities such as affordable warmth, kitchens, and health and safety. However, the investment plan is significantly reduced from previous plans and no longer includes funding for investment such as the cladding of all non-traditional homes or a proactive bathroom replacement programme, and other investment programmes have been elongated to spread costs over a longer period (see Appendix 3 for further detail).

13. New homes

Our commitment is to continue to build as many new council homes as possible and the HRA business plan model shows that 785 new council homes can be funded in the 1st 15 years of the plan – this is a reduction from the 1,000 that had previously been planned. However, a changed approach is needed to try to ‘stretch’ resources as far as possible to deliver the maximum number of homes. Plans to do this include investigating the development of a mixture of council and private homes (to be sold to help fund council homes) and reviewing specifications, procurement routes and delivery mechanisms. Additional Right To Buy receipts will be retained locally and re-invested in new homes (these receipts can be used to fund 30% of the cost of new affordable homes) where possible.

14. Management costs

A reduction in the cost of delivering services (staffing and overheads) has been achieved for 2017/18

through a reduced staffing establishment (achieved by deletion of vacant posts and limited agreement of voluntary severance of existing staff). These efficiency savings will be sustained through the introduction of a new housing management IT system, streamlined processes, increased mobile working and digital access to services for customers. A significant element of management costs are recharges from the General Fund for services delivered by other parts of the council to support council housing (e.g. support services such as human resources or ICT or specific services such as rehousing or grounds maintenance). It is assumed that these recharges will also reduce as efficiencies and savings are delivered across the council.

15. Borrowing & Debt

The budget and business plan assume no repayment of debt on the HRA – meaning the re-investment of all surplus income to spend on new & existing homes and services. The current level of debt of the HRA is £245m and the cost of servicing these debts is £11.3m per annum, which remains virtually constant throughout the business plan as the majority of HRA loans are long-term/fixed rate interest.

16. The debt cap on the HRA is £257m, this means we would only be able to borrow a further £12m. Currently we are not planning on borrowing this £12m to invest in homes, therefore it remains as a ‘contingency’ and an option for the future should it be required.

The HRA Budget 2017/18 and longer-term business plan model

17. We have carried out initial modelling to assess the impact of the reduced 2017/18 budget, together with forecasts of similar approach for the remaining 29-years, on our long-term HRA Business Plan. The result is attached as Appendix 2 to this report and in summary shows we are able to balance the HRA BP for 16-years. However, there is insufficient funding from year 17 onwards and by 30-years the total funding gap of capital investment is £210m. This shortfall is despite using all of the current £90m held in reserves. However, further testing of the assumptions used in that BP will be needed with a range of stakeholders - primarily BCC tenants and leaseholders.

18. This is a marked improvement on our financial forecast in our previous base HRA business plan for 2016/17. This plan used the 2016/17 budget as the 1st year of the plan and forecasts in line with our previous landlord strategy (prior to the financial pressures arising from rent reductions and other government policy changes). The output from the 2016/17 HRA business plan is also attached as part of Appendix A and shows, prior to savings in the 2017/18 budget, the HRA was forecast to not fully funded from year 3 onwards. By year 10 the funding gap was forecast to be £47.4m of revenue, and £76.7m of capital.

19. Appendix 3 provides comprehensive detail of the capital and revenue budget for investment in homes in 2017/18, together with longer-term investment plans that underpin the 30-year financial business plan. Previously, plans for procurement of contractors to undertake investment projects / programmes (over £0.5m) that are included in HRA budget have been the subject of separate Cabinet approval reports. However, it is proposed for 2017/18 that approval of the procurement required to deliver the repair and investment of council housing should be part of approval of the 2017/18 budget and then authority should be delegated to the Strategic Director Neighbourhoods, in consultation with the cabinet member for Homes, to appoint relevant contractors.

20. The 2017/18 budget proposals together with projections in the business plan model have been used to provide a 3-year medium term financial plan for the HRA. Details of this are set out below.

HRA budget 2017/18 – 2019/20

Income Revenue	2017/18 £m	2018/19 £m	2019/20 £m	Revenue Spending	2017/18 £m	2018/19 £m	2019/20 £m
Gross Rent	113.4	111.6	111.9	Revenue repairs	31.7	32.8	33.3
Voids	-1.7	-1.6	-1.5	Management costs	25.9	26.2	26.4
Net Service charges	8.4	8.6	8.8	Service costs	8.5	8.6	8.7
Other revenue income	1.3	1.4	1.4	Debt costs	11.3	11.3	11.3
				Bad debts	2.9	3.0	3.7
				Other	1.9	1.9	1.9
				Depreciation	24.7	25.4	26.0
				Other revenue financing of capital	15.0	10.8	9.3
Revenue Income Total	121.4	120.00	120.6	Revenue Spend Total	121.9	120.0	120.6
Revenue Surplus/(Deficit)					(0.5)	-	-
Income Capital				Capital spending			
Useable Capital receipts applied	2.4	3.9	3.0	Capital investment	42.1	47.1	44.6
Depreciation	24.7	25.4	26.0				
Other revenue financing of capital	15.0	10.8	9.3				
Capital receipts / capital reserves	0.0	7.0	6.3				
Capital Income Total	42.1	47.1	44.6	Capital Spend Total	42.1	47.1	44.6

21. This small revenue deficit in 2017/18 of £0.5m will be funded from existing reserves. This leaves reserves in the HRA of:

- Revenue reserves - £44.6m
- Capital receipt reserves - £28m
- Earmarked reserves - £32m (including a £25m of Additional 1-4-1 RTB receipts that can only be used to support 30% of the cost of new homes).

These reserves will be carried forward and available to fund future HRA expenditure – and are critical to keeping the HRA Business Balanced for a number of year – see Appendix 2.

Consultation and scrutiny input:

a. Internal consultation:

All service areas in the Housing Revenue Account have contributed to the development of the proposed 2017/18 HRA budget. Corporate Finance have been extensively involved in the development of the HRA budget and the production of the 30-year financial business plan model

b. External consultation:

Proposals for the capital and revenue investment plan have been consulted with tenants' on the Repairs & Maintenance Service User Group who were supportive of the plans which they felt reflected tenants' priorities for their homes

The HRA budget proposals have been consulted with the Housing Management Board, a scrutiny group consisting of tenant and leaseholder representatives together with councillor representatives from the main parties. The Board were supportive of the plans for the HRA budget in 2017/18 and the longer term approach to producing a viable business plan.

The HRA business plan model is due to be scrutinised in further detail by Neighbourhoods Scrutiny in February 2017

Other options considered:

A viable HRA budget must be proposed. Example approaches to balancing the HRA were discussed with Housing Management Board and the proposed budget reflects this approach

Risk management / assessment:

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 (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	Significant and unexpected events or emergencies By its nature, the financial risk is uncertain	High	Medium	The HRA holds significant reserves as well as a minimum operating balance that ensures funding is available for emergency purposes	High	Low	Steve Barrett / Mary Ryan
2	Potential overspend and HRA does not deliver required level of savings to balance spending plans Challenging savings have been identified within our spending plans.	Medium	Medium	High risk budget areas have been identified and regular monitoring is targeted in these areas with regular progress reports on delivery of savings to Management Teams	Medium	Low	Steve Barrett / Mary Ryan
3	Reduced rental income as a result of welfare benefit reform	Medium	High	Provision for higher arrears have been made within the budget and business plan. Regular Monitoring of arrears is undertaken. Mitigating action to try to minimise the impact of WBR are in place	Medium	Medium	Steve Barrett / Mary Ryan

FIGURE 2							
The risks associated with <u>not</u> 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	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
1	An unbalanced / unviable HRA – which is not legal	High	High	Setting of viable 2017/18 budget and understanding of longer term approach required through development of 30-year business plan	High	Low	Steve Barrett / Mary Ryan

Public sector equality duties:

Equalities Impact Assessment is included at Appendix 4

Eco impact assessment

ECO assessment is included at Appendix 5

Resource and legal implications:**Finance****a. Financial (revenue) implications:**

The Mayor in Cabinet is recommended to agree the Housing Revenue Account Budget for 2017/18, which reflects the requirement, as set out in the Welfare Reform and Work Act 2016, to reduce social rents by 1% per annum for the four year period from 2016 to 2020. The impact of this change in government policy has led to a significant loss on income to the HRA. This is because the business plan assumed a level of annual inflationary increase. This widening gap has led to the need for a fundamental review the medium term financial strategy for the HRA, as well as the longer term business plan – as the net loss of rent in effect reduces base rental income assumptions for the whole 30 year financial model.

The Council has a duty to agree a balanced HRA budget for the next financial year, as well as a sustainable long term business plan, which takes account of capital investment needs in its stock and the revenue costs of managing and maintaining it. All revenue expenditure must be contained within the assumed income over the medium term. In addition the HRA should maintain an appropriate level of reserves, which will be used in the longer term to finance capital investment not supported through the annual depreciation charge. Utilisation of reserves over the period of the 30 year business plan is outlined in Appendix 3.

The budget savings required to ensure revenue costs are contained within an affordable envelope to ensure a medium term sustainable HRA are set out in Appendix 1.

There are significant financial risks to the sustainability of the HRA going forward. The report outlines the potential impact of ongoing welfare reform, such as reduction of the benefit cap – particularly for larger households. A further risk is the yet to be finalised sale of higher value properties, as set out in the Housing and Planning Act 2016.

Authority is also sought in the report to delegate re-procurement of a number of contracts which need to be renewed during the year. These are set out in Appendix 3 of the report. The Council has a duty to ensure Best Value and these will need to be undertaken in accordance with OJEU regulations and the Council's procurement rules.

Advice given by Chris Holme – Interim Head of Corporate Finance

Date 03/01/2017

b. Financial (capital) implications:

Over 40% of the annual costs attributable to the HRA relate to capital expenditure and its financing. The change in government policy on social rents and other financial risks outlined above have required a review of capital expenditure both in the medium term and over the period of the 30 year business plan to ensure sustainability. Appendix 3 details the proposed amendments to the capital programme.

The business plan assumes some 200 right-to-buys for 2017/18. This will generate some £10.6m of useable capital receipts. However £6.3m form part of the 1-4-1 agreement with DCLG, which must be earmarked for expenditure on new affordable housing – either by the Council itself, or via a registered provider. The receipt can only fund a maximum of 30% of new development. Failure to spend receipts within 3 years, under the agreement, means they must be paid over to the Treasury with a punitive interest rate. This net loss of stock will further reduce revenue resources available to the HRA.

Advice given by Chris Holme – Interim Head of Corporate Finance
Date 03/01/2017

Comments from the Corporate Capital Programme Board:

Not applicable

c. Legal implications:

To ensure the implementation of the programme is lawful, all procurement and contracting activities must comply with the appropriate Procurement Regulations and the councils own procurement rules. Officers must also ensure the programme remains compliant with the Council's budget and policy framework.

Advice given by Eric Andrews, Senior Solicitor
Date 15/12/16

d. Land / property implications:

No specific property comments

Advice given by Robert Orrett, Service Director - Property
Date 15/12/16

e. Human resources implications:

The anticipated reduction in recharges from the General Fund for support to housing services, such as HR and ICT, is not likely to have an impact on the overall establishment of support resources required in those areas of the council. Therefore, there are no HR implications as a result of the Housing Revenue Account 2017/18 budget proposals.

Advice given by: Sandra Farquharson, HR Business Partner, Neighbourhoods
Date 09-12-16

Appendices:

- **Appendix 1 - The 2017/18 Proposed Housing Revenue Account Budget**
- **Appendix 2 - HRA Business Plan model 2017/18 – 2047/48**
- **Appendix 3 & 3i – Capital & Revenue Investment plan details for 2017/18 and 30-year investment assumptions**
- **Appendix 4 – Equalities Impact Assessment**
- **Appendix 5 - Eco Assessment**

Access to information (background papers):

Not applicable

The 2017/18 Proposed Housing Revenue Account Budget

The main income and spend types in the HRA are:

Income	Spending
<ul style="list-style-type: none"> • Gross Rent • Service charges • (Rent loss on Voids) • Useable Capital receipts • Other revenue income 	<ul style="list-style-type: none"> • Capital investment in homes • Revenue repairs to homes • Management & Service costs • Debt costs • Bad debts

Assumptions and resulting figures for the 2017/18 budget are set out below:

Income

Gross rent:

Since 2000 Bristol had been following government rent restructuring policy – meaning individual rents have increased each year to try to bring them to converge with their Target rent level. Annual rent increases have generally been above inflation over this period. However, for 2016/17 to help reduce welfare benefit spend, the Government announced a major change in social rent setting meaning rents will reduce by 1% p.a. for four years from 2016-2020. Rent policy after 2020 is, as yet, unclear

The current 2016/17 52-week rent is £81.00 and so applying the 1% reduction, the average rent for 2017/18 would be **£80.19 on a 52-week basis, the equivalent 48-week rent would be £86.87.**

Stock figures for setting the 2017/18 budget assume:

- Losses: RTB sales continue at the current rate for the remainder of this year (resulting in 184 sales) and slightly increase during 2017/18 (to 200 sales), and there are other stock losses of 20 (due to empty homes being leased)
- New build completions in 2016/17 of 60 and in 2017/18 a further 63

This gives an average stock figure in 2017/18 of **27,202.**

Therefore the resulting gross rent budget for 2017/18 would be **£113.429m**

(N.B. last year there was a one-year exception to rent decrease policy made for supported housing, so rents in sheltered followed 'old' policy of CPI+1% increases. This exception has now been ended so sheltered rents will also decrease by 1%)

Service charges:

Service charge income can only cover costs, not exceed them, so service charges generally rise in line with cost increases. Last year this meant most service charges rose by 2.2% reflecting compound salary increases (as most service costs are staffing costs). The main services that separate service charges are levied for include caretaking, Service To Older People, laundries, CCTV and communal heating.

For 2017/18 the proposal is that the vast majority of tenant & leaseholder Service Charges (except communal heating - see below) should increase to again reflect salary increases. Therefore the increase for 2017/18 would be **1%** (the pay increase for 2017). There is one very minor exception to this for the cleaning of sheltered schemes where the charge will rise by 20% to reflect the increase in salary costs for this service to bring wages to the Living Wage. The charge is very small and even after the increase will be £3.25 per week (paid by 1,627 tenants of sheltered housing).

For Communal Heating costs we are largely just passing on utility company heating costs to tenants. It is proposed that heating costs pre-payments should increase by 10% next year as this is the estimate of increases in energy costs. Should energy costs not rise as much as anticipated tenants will be refunded any over pre-payments when actual accurate bills are issued.

The net (of forecast voids and heating refunds) service charge budget for 2017/18 is therefore **£8.4m**

Voids:

The loss of rent income due to voids is based on the current performance of -1.76% of potential income, with an improvement to **1.5%** (in line with the measures being implemented to reduce void times / speed up relets and reduce tenancy failures and the number of homes returned in a poor state).

The budget for rent loss due to voids in 2017/18 is therefore **£1.7m**

Capital receipts:

These are largely from the sale of council homes under the Right To Buy to sitting tenants at a discount. Sales for 2017/18 are forecast to be **200**, with an average sale price after discount of **£65k**. Because we plan to re-invest receipts to build new

council homes we are potentially able to keep more of these 'additional' or 1-4-1 RTB receipts – but these can only be used to fund new homes.

Total RTB receipts forecast to be received in 2017/18 are £13m with £2.4m to be repaid to government, leaving **£10.6m** useable receipts (£6.25m Additional 1-4-1 receipts and £4.35m 'normal' RTB receipts).

Other receipts generated from the sale of non-operational HRA assets (i.e. not homes but land, commercial assets, etc.) are 100% useable (with few constraints on their use) – these are forecast to be **£1.2m** in 2017/18.

The forecast for useable receipts to be applied to fund the 2017/18 capital programme is **£2.42m** of Additional 1-4-1 receipts - used to fund 30% of the new build programme in 2017/18. The remaining receipts will be added to balances and carried forward to help support the capital programme in future years.

Other revenue income:

This consists of charges for other assets and interest on balances.

Interest on balances is calculated using the consolidated interest rate the council receives (which is currently low at 0.25%) applied to the average level of balances forecast for 2017/18 – this results in a budget of **£0.25m**

Other income from commercial leases, shop rents, ground rents, etc. will be largely as per the rent levels included in the individual lease agreements - this results in a budget for 2017/18 of **£0.6m**.

In the past garage rents rose by the same % as the rent increase, although there is no government policy relating to garage rents. For the last two years we have increased garage/parking bay rents by around 10% p.a. and simplified the calculations to bring them to more 'sensible' whole numbers. The proposal for 2017/18 is to apply more moderate increases – on the basis any further significant increase is likely to lead to tenants giving up their garage. A review of some garage sites is planned to identify those that could be let more commercially to raise income for the HRA. The following weekly charges are recommended for 2017/18:

Garages:

- Council Tenants = £13.50 (was £13),
- Leaseholders = £16.50 (was £16),
- Non-Council Tenants = £20 (was £19),
- Non-Council Tenants Premium Sites = £40 (was £38.40)

Parking Plots:

- Council Tenants/Leaseholders: £4 or £6 depending on site (no increase),
- Non-Council Tenants – £6 or £8 depending on site (was £5.40 or £7.20)

There are currently around 2,000 garages (of which 481 are let) and a further 110 parking plots. The low level of letting is due to the uncertainty over the future of many

sites (we are looking to develop as many sites as possible) and the state of repair of the garages.

Based on the level of let garages/parking bays this would result in a gross rent income of **£413k**

The total budget for other income in 2017/18 is therefore **£1.3m**

Expenditure

Capital & Revenue repairs (further details in Appendix 3):

In response to the financial pressure on the HRA, we have begun a major review of our investment priorities and resulting investment plan. Where possible, we have sought to restrict non-essential expenditure and implement immediate savings that can be reflected in the 2017/18 budget.

The first phase of the review has concluded and has informed the proposed Capital & Revenue investment Plan for 2017/18. Services / budgets were identified as a priority for review and the Asset Management Team worked with the delivery teams to understand the reasons for delivering the service, the duties and limitations (e.g. contractual) and to challenge whether the service could be delivered differently.

Some services have been reviewed thoroughly and we are confident in the short and long term forecasts. However, some services have received a preliminary review, with identified next stages for further work. Responsive Repairs and Relets in particular will be the subject of ongoing review to continuously improve efficiencies and identify savings as more reliable data emerges through the use of Civica Cx new housing management system.

The total **Capital** (i.e. major investment that improves homes) investment in new and existing homes = **£42.1m**.

This is a very significant reduction and represents a 24% cut from the 2016/17 original capital budget of £55.6m. The council's housing stock is ageing, and our homes, particularly our blocks of flats, are showing signs of structural failings. The proposal is to defer decisions on major capital improvement projects whilst we improve our overall asset intelligence, focusing on blocks, by dedicating internal resources to further and more in-depth condition surveys and structural assessments. The capital savings identified early on in the Business Plan will allow a contingency to deal with these issues, ensuring homes are sustainable into the long term.

Total **revenue** repairs and maintenance = **£31.7m**.

Again this is a significant reduction (18%) from the original budget for 2016/17 of £38.5m. However, much of this reduction has been achieved by correctly identifying

and recording capital works (especially at relet) and further work is required to identify revenue savings.

For accounting purposes funding capital investment is split into two broad categories, Depreciation and other. Depreciation is an accountancy term and is the calculated level of basic re-investment needed to keep homes in reasonable repair (calculated using lifecycles / element costs as per our investment planning approach). This sets the minimum level of revenue funding to capital investment in homes that must be applied in that year (or set aside in a separate reserve account to be invested in homes in the future). Depreciation is shown as an expenditure item in revenue, and an income item in capital and the figure for 2017/18 is **£24.7m**.

Management and service costs:

These costs are split between general management costs for delivering housing services to all tenants and Service Costs for the delivery of specific services, with separately levied service charges. Management and service costs comprise of:

- Direct Housing staffing costs (Response Repairs, Planned Programme, Estate Management, Caretaking, Rent Management & Business Planning & Service Development) are calculated based on establishment costs (i.e. staff) plus overheads
- Generic support recharges (e.g. Finance, ICT, HR, etc.) are generally based on a % split of the costs of these services attributable to activity in the HRA.
- Charges for specific services delivered by the council on behalf of the HRA (e.g. ASB, Rehousing, Grounds Maintenance) are based on the cost of the services provided to the HRA

Work has taken place in 2016/17 to identify workforce & overheads savings in landlord services. These have identified £1.9m of savings to be achieved through deleting vacant posts, allowing voluntary severance and working more efficiently supported by the incoming new Civica Cx housing management system. However, to counter these savings there is a salary increase of 1% to be added 2017/18 costs. Work has also begun to look at all recharges to the HRA to identify whether these are still legitimate in light of major savings that are also taking place in the General Fund. So far this work has identified a reduction of £1.3m / 10% in recharges to the HRA. Further work will be undertaken during 2017/18 and it is anticipated further reductions in recharges will be achieved. Budget for 2017/18: **Management costs: £25.9m, Service costs £8.5m**

Debts costs:

These are the forecast for interest payments on the £245m debt on the HRA, these generally relate to long-term loans on fixed rate interest charges. The budget for debt costs in 2017/18 is **£11.3m**.

Bad debts:

This figure is not the level of arrears, but is rather the amount of money set aside to cover bad debts (i.e. older former or current tenants' arrears that are not collectable). The collection rate for current tenants rent is 95%. The bad debts figure of £2.9m represents **2.5%** of gross rent and is higher than performance in previous years. This reflects the initial likely impact of welfare benefit reforms – as c.70% of tenants are in receipt of housing benefit. This figure is a high risk factor and will need to be monitored closely. The budget for bad debts 2017/18 is **£2.9m**.

Other:

Other costs of **£1.9m** include other rents and rates and council tax payments on void properties (this budget has increased as the previous discount on council tax on voids is assumed to be removed).

Resulting budget 2017/18

Income Revenue	£m	Revenue Spending	£m
Gross Rent	113.4	Revenue repairs	31.7
Voids	-1.7	Management costs	25.9
Net Service charges	8.4	Service costs	8.5
Other revenue income	1.3	Debt costs	11.3
		Bad debts	2.9
		Other	1.9
		Depreciation	24.7
		Other revenue financing of capital	15.0
Revenue Income Total	121.4	Revenue Spend Total	121.9
Revenue Surplus/(Deficit)			(0.5)
Income Capital		Capital spending	
Useable Capital receipts applied	2.4	Capital investment	42.1
Depreciation	24.7		
Other revenue financing of capital	15.0		
Capital Income Total	42.1	Capital Spend Total	42.1

There are choices regarding the funding of some elements of the 2017/18 HRA budget. In particular, the £15m 'balance' of funding of the capital programme (after funding from 1-4-1 Additional RTB receipts and Depreciation has been taken into account). This balance could be funded from in-year revenue, revenue reserves or capital reserves, or a mixture of these. For 2017/18 we have used in-year revenue and thus are showing a small annual deficit. This small revenue deficit of £0.5m will be funded from existing reserves. This leaves reserves in the HRA of:

- Revenue reserves - £44.6m
- Capital receipt reserves - £28m.
- Earmarked reserves - £32m (including a £25m of Additional 1-4-1 RTB receipts that can only be used to support 30% of the cost of new homes).

These reserves will be carried forward and available to fund future HRA expenditure – and are critical to keeping the HRA Business Balanced for a number of year – see Appendix 2.

HRA Business Plan Model 2017/18 – 2047/48

An up-to-date version of the HRA BP model has been built on the proposed budget figures for 2017/18 and future forecasts. The 2017/18 HRA BP reflects the financial pressures on the HRA, largely as a result of the 1% rent reduction for four years and the impact of welfare benefit reforms. The plan includes a continuation of the savings achieved in management costs in 2017/18, reduced capital & revenue investment in existing council homes and a new build programme of 785 (compared to a previous figure of 1,000 homes over 15 years).

The key assumptions used in the Base BP are set out in Table 1 below

Based on these assumptions the **BP is fully funded for 16 years**.

However, there is insufficient funding from year 17 onwards and by year 30 the total **funding gap of capital investment is £210m**

And this shortfall is despite using up all of the current £90m held in reserves.

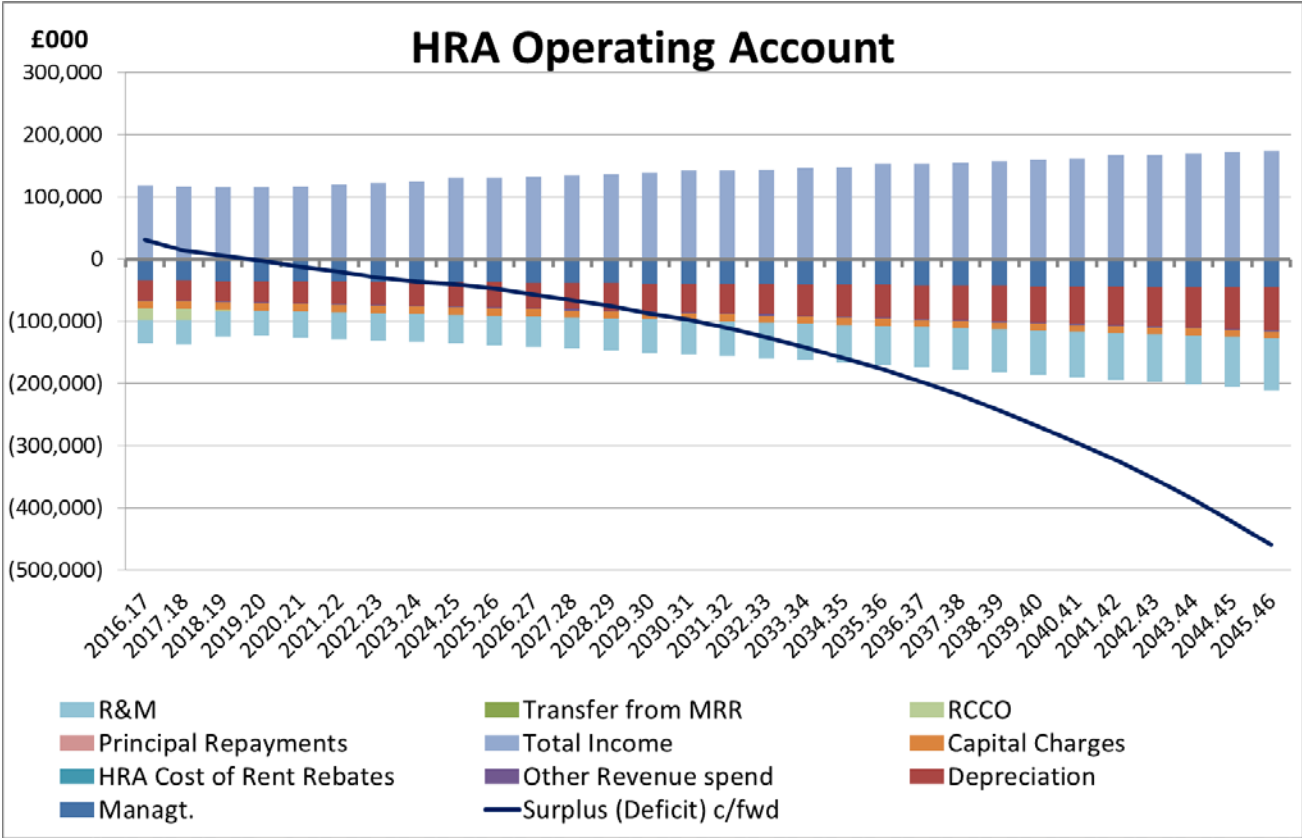
Table 1 : Assumptions in the Base Business Plan:

Item	Importance to BP	BP Assumptions
General		
Stock numbers	Number of homes key to driving forecasts about rental income	Opening stock = 27,280. Reduced by RTB sales / increased by new build (see below). Stock by year 10 = 25,430 (net loss 1,850)
Inflation	Underpins forecasts for income and expenditure. Rent income uses lower CPI figure, expenditure general goes up by higher RPI.	Treasury forecasts for 4 years then reverting to government long term target (RPI 3.1%, CPI 2.1%)
Borrowing/debt	The level of debt ('mortgage') held in the HRA impacts both: <ul style="list-style-type: none"> - The level of interest the HRA needs to pay on that debt - The amount of any new borrowing possible before reaching the debt cap 	Opening debt of £245m, interest payment of £12m p.a. No additional borrowing assumed and small number of loans that fall due during the BP are assumed to be refinanced. Debt cap of £257m meaning a further £12m could be borrowed if required

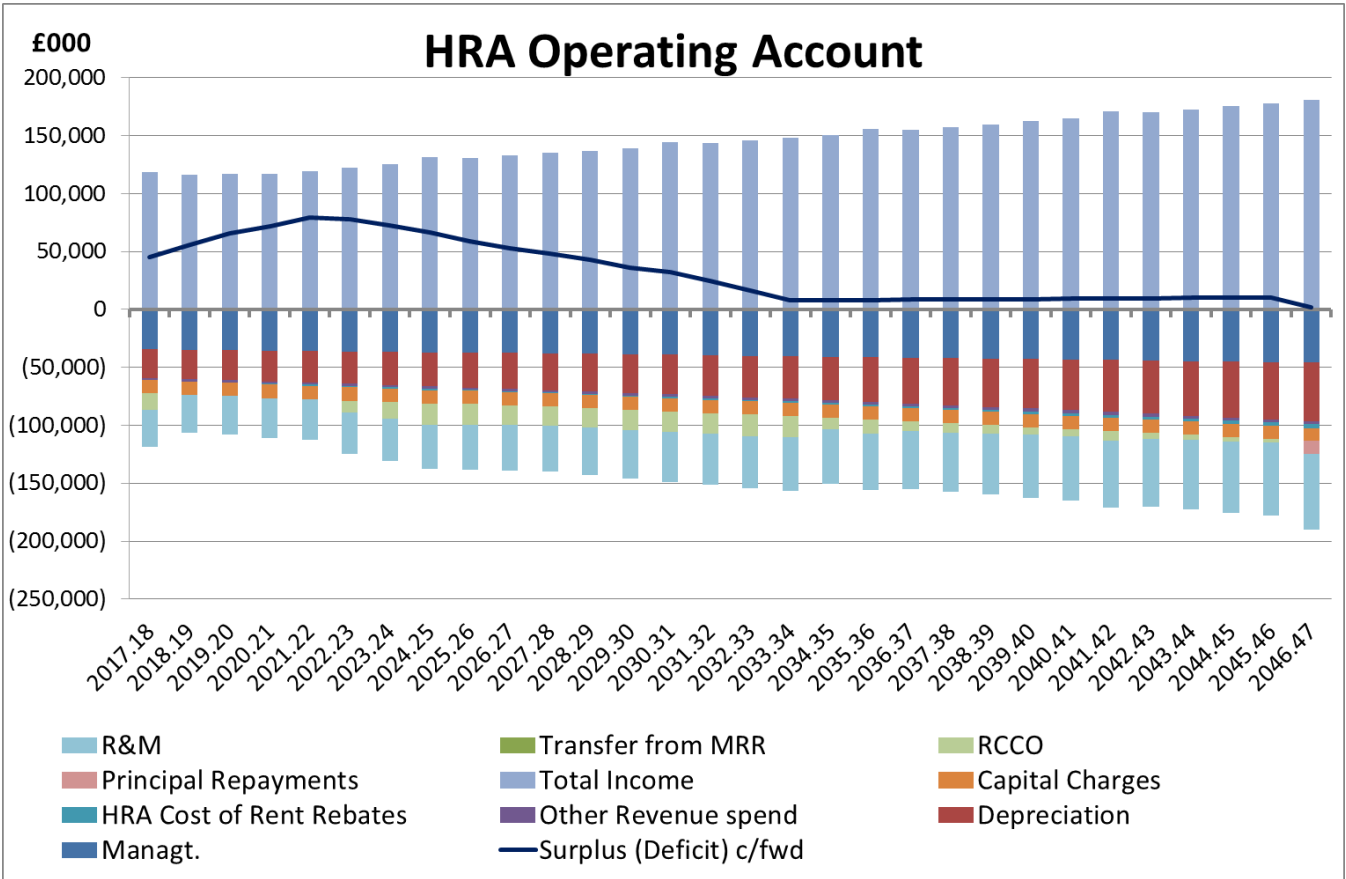
Balances	Balances brought into the start of the plan help to fund expenditure in the early years of the BP where annual expenditure outstrips annual income	£90m of HRA reserves coming into 2017/18 (including £45m of revenue, £22m of capital and £22m of Additional 1-4-1 RTB receipts.
Income		
Rent income	The vast majority of income is from tenants rents. Assumptions about both rent levels and stock numbers are key to the BP.	Average rent for 2017/18 = £80.19 (52 week), resulting in a gross rent of £113m in 2017/18). Target rent increases as per government policy, i.e. : -1% for a further 2 years, CPI+1% for the next 5 years and CPI thereafter. This increases gross rental income to £129m by year 10.
Service charge income	Charges for specific service (e.g. caretaking, laundries) should cover the cost of these services (year one service charge income = £8.4m)	Charges increase in line with increases in costs. Costs are generally salary/overheads or utility costs and are assumed to rise by 1% p.a. in line with recent pay awards.
Voids	The level of void properties impacts on net rental and services charge income (no tenant = no rent)	BP assumes a rental loss of 1.5% p.a. due to empty homes. This results in a rent loss on voids of £1.7m
Bad Debts	Lost rental income due to provision for bad or doubtful debts (i.e. the increase in the amount of rent arrears or rent written off)	The BP assumes a level of loss of 2.41% based on current performance but an increase to 2.9% from 2019/20 with the introduction of further welfare changes (Universal Credit)
Sundry income	Relatively limited income from shops, garages, etc. 2017/18 budget = £1.3m	This income is assumed to not rise as we expect to see a continued loss in the number of let garages as sites are earmarked for development and income from shops etc. is linked to lease agreements.
Right To Buy	RTB levels have two main impacts on the BP: <ul style="list-style-type: none"> - Loss of stock = loss of rent - Sales mean capital receipts and, with the reinvigoration of RTB and ability to retain additional receipts if they are reinvested in new homes, these receipts have a significant impact on the BP 	Sales in 2017/18 forecast to be 200 (an increase from the forecasts sales in 2016/17 of 184) but to reduce slightly year on year down to 160 sales by year 10. The average valuation of homes sold is £125k, with an average discount of £65k. Total gross receipts in 2017/18 are £13m, some of which are repaid to government. But the council keeps £4.35m of 'normal' RTB receipts plus potentially £6.25m of Additional 1-4-1 receipts (that can only be used as 30% of the cost of new homes and are time limited and if not used must be repaid to government). By year 10, gross RTB receipts are forecast to be £16m - £4.7m 'normal' and £8.5m 1-4-1 (to use this level of 1-4-1 receipts we would need a new build programme of £28.3m)
Other stock losses	A small loss of other stock – previously from sales of high repair acquireds, now sales	Based on continuation of current approach which would lead to loss of 20 homes p.a. throughout BP. Previously this would have

	are on hold this is due to the lease of these homes for use as temporary accommodation for homeless households	raised c. £4m to be re-invested in new or existing homes. However, sales are no longer taking place as homes are being used by other providers for temporary accommodation for homeless households. In future receipts from sales would be paid to government as Higher Value Levy – This is a high risk area as actual levy could be considerably higher.
Expenditure		
Management Costs and Service Charge costs	Spending on staffing salaries and overheads to provide the landlord service – direct costs within Housing Delivery plus recharges from other parts of the council. 2017/18 budget of £25.9m management, and £8.5m service costs	Management costs assumed to rise by 1% as mostly salaries. Service costs also assumed to rise by 1%.
Repairs and Maintenance (Revenue)	Spend on the day-to-day responsive repairs, relets and maintenance of homes. Most of spend on internal workforce and materials / some contracted out. 2017/18 budget £31.7m	Budget based on spend required to relet homes to a lower standard plus demand-led responsive repairs and necessary maintenance (e.g. gas servicing). BP assumes costs rise by RPI as building cost inflation historically rises above other costs
Capital Programme – Investment in stock	Biggest elements of spend in BP on major repairs and elemental replacement (kitchens, rewires, heating, etc.). Most work contracted out to external contractors. 2017/18 budget £42.1m.	Budget considerably reduced and aimed to maintain homes at Decent Homes Standard improvements (e.g. kitchens or heating replacements) but removes some elements of previously planned improvements to standards such as a bathroom programme, or the cladding of all low rise and high rise non-traditional homes. Costs are assumed to rise by RPI, again as building costs tend to rise above other costs
New build programme	New homes have two key impacts on the BP: <ul style="list-style-type: none"> - Additional rental income (can be significant over whole BP but most homes do not break even in 30-years). - Significant building costs (budget for 2016/17 = £8m) 	785 homes to be built over 15 years. Around 50 new homes p.a. at an average unit cost of £150k, resulting in an annual programme of £9m. (N. B. in order to use additional capital receipts generated in 2017/18 of £6.25m p.a. spend on new homes of £20.8m is needed).
Debt costs	Annual interest payments on existing debts on the HRA – priority area of spend.	Opening debt of £245m with interest charges of £12m

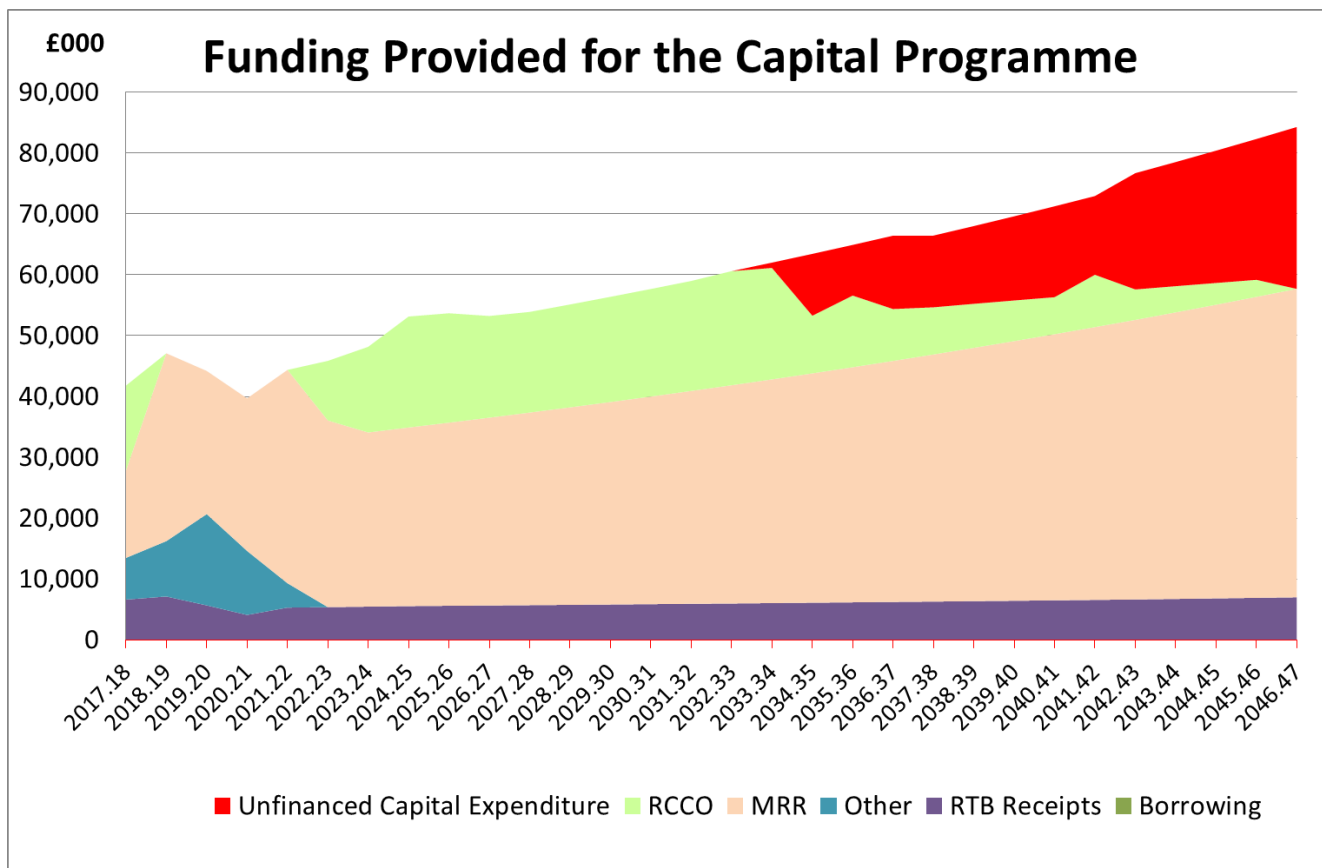
HRA Base BP 2016/17



HRA BP 2017/18



HRA BP 2017/18



Capital and Revenue Investment Plan (CRIP) – 2017/18

Investment Review – Phase One Impact Summary on HRA Business Plan YR 1-10

In response to central government changes putting significant financial pressure on the HRA, we are undertaking a review our investment priorities. The first phase of this review has concluded.

Services / budgets were identified as a priority for review and the Asset Management Team worked with the delivery teams to understand the reasons for delivering the service, the duties and limitations (e.g. contractual) and to challenge whether the service could be delivered differently.

Some services have been reviewed thoroughly and we are confident in the short and long term forecasts. However, some services have received a preliminary review, with identified next stages for further work. Responsive Repairs (RR) and Relets in particular will be the subject of ongoing review to continuously improve efficiencies and identify savings as more reliable data emerges through the use of Civica CX. A summary of the impact the review to date has made is shown in the table below:

Capital / Revenue	Previous BP Cost 1-10 YR	Revised BP Cost 1-10 YR	1-10 YR Variance
Capital	£533m	£469m	-£64m
Revenue	£429m	£358m	-£71m
Total	£962m	£827m	-£135m

17/18 CRIP budget proposals

Budget setting for 2017/18 has been semi transitional, with many budgets agreed based on decisions reached through the Investment Plan review. Budgets not yet reviewed have been determined through discussions with the relevant budget managers or rolled over from previous years.

Some budgets are still restricted by contractual arrangements, procurement issues or require further feasibility work, which reduces our ability to fully implement decisions reached at this stage.

Where possible, we have sought to restrict non-essential expenditure and implement immediate savings that can be reflected in 2017/18.

Capital / Revenue	16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Request v Q1 Budget with savings)
Capital	£55,560,089	£64,459,962	£58,681,962	£42,075,644	-£16,606,318
Revenue	£38,450,129	£37,548,493	£37,303,493	£31,741,827	-£5,561,666
Total	£94,010,218	£102,008,455	£95,985,455	£73,817,471	-£22,167,984

Procurement Summary – 2017/18

The table below provides a summary of the required procurement activity during the year:

Budget / Service	Duration	Estimated Cost	Notes
Cladding & Major Works	Various (Normally 1-2 years in duration)	Various (all estimated to be over £500k)	* Five separate priority projects agreed. * Exact works required to be established over the coming months. * Some projects already have Cabinet approval as part of the block cladding programme.
Windows	Four Years (3+1 Optional)	£2.5m	* To cover window installation / replacement in low rise stock. * Existing framework due to expire in August 2017.
Lift Maintenance	Four Years (3+1 Optional)	£2m	* To cover maintenance & servicing of lifts
Heat Management	Four Years (3+1 Optional)	£2m	* To cover maintenance & servicing of communal boilers and heating systems to blocks

2017/18 CRIP - Breakdown by Investment Category

Investment Categories	16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Request v Q1 Budget with savings)
Decent Homes / Bristol Homes Standard	£16,396,000	£17,770,580	£17,300,580	£20,875,202	£3,574,622
Affordable Warmth	£26,104,059	£29,266,312	£26,068,312	£11,147,310	–£14,921,002
New Build / Meeting Housing Need	£10,850,000	£13,205,000	£12,905,000	£8,075,000	–£4,830,000
Response Repairs & Relets	£26,148,642	£26,148,642	£26,148,642	£20,961,997	–£5,186,645
Health & Safety	£4,656,580	£5,058,311	£4,908,311	£4,008,120	–£900,191
Communal Services	£3,198,740	£3,444,673	£2,234,673	£2,584,673	£350,000
Disabled Adaptations	£2,692,000	£2,692,000	£2,692,000	£1,854,028	–£837,972
Other	£2,425,250	£2,425,250	£1,775,250	£1,799,450	£24,200
Staffing Costs & Charges	£1,538,947	£1,997,687	£1,952,687	£2,511,691	£559,004
Total	£94,010,218	£102,008,455	£95,985,455	£73,817,471	–£22,167,984

Capital

17/18 Total: £42.1m

Reduction: £16.6m

The proposed expenditure on capital projects represents a very significant reduction on current and previous years. The council's housing stock is ageing and our homes, particularly our blocks of flats, are showing signs of structural failings. The proposal is to defer decisions on some major capital improvement projects whilst we improve our overall asset intelligence, focusing on blocks, by dedicating internal resources to further and more in depth condition surveys and structural assessments. We will also be seeking approval to recruit to a dedicated Structural Engineer within the Asset Management Team to ensure we are proactive in identifying structural failings. The capital savings identified early on in the Business Plan will allow a contingency to deal with these issues, ensuring homes are sustainable into the long term.

Blocks

A lack of intelligence on the condition of major elements and on problems with the fabric of our blocks means that robust investment forecasting is difficult at this stage. However, we are moving towards a new agreed approach of proactively gathering block data centrally which should see a more strategic approach to identifying priorities and ensuring urgent issues are dealt with. This should impact RR and reduce revenue expenditure on blocks.

Cladding, cyclical maintenance and major works *17/18 Budget: £8.62m* *Reduction: £2.02m*

Many of the existing cladding projects are coming to an end, with minimal expenditure required for 17/18. We have an agreed plan of priorities for the next two years, and the new projects agreed at Spencer & Norton Houses, Dove Street blocks, Gaywood House, Ropewalk House and Downfield House are focusing on repairing structural issues and general maintenance, rather than insulating the buildings.

The package of major works to these blocks will each exceed £500,000, and we will be including a request to approve the procurement of the contracts within the HRA Budget Cabinet report. We do have Cabinet approval for undertaking major works and overcladding to our uninsulated blocks. Due to the pressures on the BP, and a fresh approach to appraising all options to improve blocks, the result is likely to be less major cladding projects. We will instead be looking to undertake major repairs, deal with water ingress and damp issues to improve the life of our tenants.

Beyond the next two years, allowance is made within the Business Plan for full scaffolding, cradles, structural works and external painting & repairs. Separate funds are allocated for new Cladding, Re-cladding and Major Works to blocks, along with a contingency fund for future major projects. The performance of and issues with previous cladding schemes will be looked at within the next phase of the review. We have reasonable confidence that the longer term annual figures are sufficient, but these will need reviewing as more block information emerges.

Low rise cladding project – Easiforms *17/18 Budget: £600k* *Reduction: £10.6m*

Phase 1 is due to slip into 17/18 but only requires minimal expenditure of £600k. The proposals in the BP assume that we will not be cladding the remaining Easiform homes in the Warmer Homes programme. Surveys of a sample of these properties are currently underway, and the results may alter this assumption. Even if we did decide to proceed with Phase 2 onwards, there would be no further expenditure required until 18/19.

Loft and Cavity Wall Insulation *17/18 Budget: £150k* *Reduction: £150k*

Despite huge efforts over the last ten years, we still have a small number of homes with uninsulated lofts and unfilled cavity walls. In many cases, this has been due to tenants refusing the works.

Windows and Roofs *17/18 Budget: £3.32m* *Reduction: £237k*

We now have greater confidence in the forecast costs and volumes, although this has revealed that insufficient funds have previously been allowed for in the BP and so the proposals indicate increased costs. The existing uPVC Window framework expires in August 2017, and we will be seeking Cabinet approval to procure a new contract within the HRA Budget Cabinet report. The total anticipated sum is likely to be approximately £2.5m over a four year period

Bathrooms*17/18 Budget: £1.95m**Increase: £1.49m*

We have reviewed the proposal in Bristol Homes Standard aspiring to a proactive bathroom replacement programme. The proposal is that this is now not pursued. However, replacements will continue through RR and relets and the forecast expenditure will be capitalised, offsetting the majority of the savings in the BP for a new planned bathroom programme. However, this is shown as a forecast saving on the revenue budget.

Cabinet approval was gained for the new bathroom programme, we will not be pursuing this programme at this time.

Kitchens and Rewires*17/18 Budget: £8.41m**Increase: £1.67m*

Lifecycles have been increased for both kitchens and rewires. Additionally, in a similar way to bathrooms, the expenditure on new kitchens and rewires undertaken through RR and Relets will be capitalised.

Heating Individual systems*17/18 Budget: £3.16m**Reduction: £1.95m*

The emphasis of the proposal is on addressing poor heating types, for individual homes, this means replacing will gas central heating where possible, and replacing existing old gas systems only when they are beyond economic repair. The decision to move away from proactive replacement, extension of the lifecycles and focus on replacing the poorest systems has reduced the budget requirement by £1.95m

Communal heating*17/18 Budget: £270k**Reduction: £82k*

The proposal is to undertake infrastructure improvements in our communal heating systems, and an annual allowance has been made to improve poor heating in flats where individual gas boilers are not feasible. As no new communal heating systems are planned for 17/18, this allowance is not included.

Adaptations*17/18 Budget: £1.85m**Reduction: £838k*

Through the application of some of the principles in the Making Best Use of Stock (MBUS) policy – notably the consideration of rehousing in cases requiring major adaptations, and a move away from adapting family homes in favour of level access properties – we are proposing significant annual savings. The impact of our new approach on the tenants, other parts of the council and on the budget will need to be closely monitored.

New Build*17/18 Budget: £8m**Reduction: £4.8m*

Current programme requires only £8m for 17/18. Future new build expenditure will be considered as part of the development of the Corporate Housing Delivery team.

Revenue*17/18 Total: £31.7m**Reduction: £5.6m*

Much of the reductions in revenue costs have been achieved by correctly identifying and recording capital works (especially at relet) and further work is required to identify revenue savings.

Fire Safety Works*17/18 Budget: £2.04m**Reduction: £795k*

The programme to undertake fire safety improvements in our blocks will continue as planned, although the programme has been stretched from six years to 10 years. The reduction for 17/18 would have been greater, but includes slippage following procurement issues.

External Works*17/18 Budget: £4.03m**Increase: £540k*

(3 storeys and below) – The maintenance cycle has shifted from seven to ten years, meaning that fewer properties are visited each year. However, the average unit cost has increased to £1,575 and some low rise blocks with balconies / asbestos issues have increased the overall budget requirements. The impact of this shift on RR and Relet budgets will need to be monitored, although an allowance has been made in both budgets for 17/18.

Responsive Repairs*17/18 Budget: £10.71m**Reduction: £193k*

Increases were applied due to rises in the cost of materials and external contractors, along with extra funds allocated in response to decisions made during the Investment Plan Review in relation to anticipated rises in gas boiler breakdowns and a reduced cyclical programme. These were offset by savings of £400k that are linked to the implementation of a new external contract. Responsive Repairs expenditure will be reviewed during Phase Two of the Investment Plan Review.

Relets*17/18 Budget: £8.83m**Reduction: £4.79m*

For 16/17, cost cutting measures such as less decoration, providing less carpet, reduced electrical works and increasing both the volume and type of work delivered by BCC operatives has seen spend significantly decrease over the last three months. Improved monitoring and financial analysis have also enabled better performance management of contractors, and changes to the way we allocate some works have resulted in more competitive prices being received. We have spent an average of £480k less per month over the second quarter when compared to the first. The interim changes made to the relet standard have not only resulted in reduced costs, but a shorter void turnaround which also increases rental income.

These savings, plus an expected reduction of £350k linked to the new response contract have reduced the 17/18 budget by £1.26m. This has been offset in part, from £523k of additional cost relating to price rises, void security management and a reduced cyclical programme. More work is needed on the Relet standard and expenditure, and will take place as part of the next Phase of the Investment Plan Review.

Lift maintenance*17/18 Budget: £520k**Reduction: £0*

This is the budget to maintain and service the lifts within our blocks of flats across the city. The current contract costs £520k/ year. The contract is expected to be for 3 + 1 years, with an anticipated total over £2m. We will be seeking Cabinet approval to procure the contract within the HRA Budget Cabinet report.

Heat Management*17/18 Budget: £517k**Reduction: £0*

This budget is for the servicing and maintenance of our communal boilers and systems providing heat and hot water to flats in blocks. The current budget is £500k/ year, and the contract estimate is £2m. We will be seeking Cabinet approval to procure the contract within the HRA Budget Cabinet report.

The result of the phase one review is a reduced budget for 17/18 and reductions as well as increased confidence in the figures across the life of the business plan. Additionally, the proposals should lead to a more consistent approach to investment decisions, better governance in decision-making and the delivery and more confidence that we are investing our money where it will have the greatest impact on the life of our tenants.

Next stages

Good progress has been made to date on reviewing our investment decisions and processes. Over the next year, we need to continue to build on this good work, specifically:

- Ensure implementation of the agreed actions for each service from Phase One – including decisions informing future tendering processes, changes in approach, introducing improved governance arrangements
- Communication of agreed priorities and approach, and the impact of these with tenants, councillors and other stakeholders.
- Identify and agree Phase Two – reviewing services not considered in the first phase, and in some cases means looking again at Phase One services
- Embark on a project looking at previous cladding schemes – blocks and homes – looking at age, condition, performance, issues and forecast investment needs to repair and replace.
- Continue with developing our block asset intelligence – proactive surveys, identifying urgent priorities and forecasting short and long term investment needs

Summary - 2017/18 Budget

APPENDIX 3

Overall Figures

Capital / Revenue	16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Request v Q1 Budget with savings)
Capital	£55,560,089	£64,459,962	£58,681,962	£42,075,644	-£16,606,318
Revenue	£38,450,129	£37,548,493	£37,303,493	£31,741,827	-£5,561,666
Total	£94,010,218	£102,008,455	£95,985,455	£73,817,471	-£22,167,984

Breakdown by Investment Categories

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Investment Categories	16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Request v Q1 Budget with savings)
Decent Homes / Bristol Homes Standard	£16,396,000	£17,770,580	£17,300,580	£20,875,202	£3,574,622
Affordable Warmth	£26,104,059	£29,266,312	£26,068,312	£11,147,310	-£14,921,002
New Build / Meeting Housing Need	£10,850,000	£13,205,000	£12,905,000	£8,075,000	-£4,830,000
Response Repairs & Relets	£26,148,642	£26,148,642	£26,148,642	£20,961,997	-£5,186,645
Health & Safety	£4,656,580	£5,058,311	£4,908,311	£4,008,120	-£900,191
Communal Services	£3,198,740	£3,444,673	£2,234,673	£2,584,673	£350,000
Disabled Adaptations	£2,692,000	£2,692,000	£2,692,000	£1,854,028	-£837,972
Other	£2,425,250	£2,425,250	£1,775,250	£1,799,450	£24,200
Staffing Costs & Charges	£1,538,947	£1,997,687	£1,952,687	£2,511,691	£559,004
Total	£94,010,218	£102,008,455	£95,985,455	£73,817,471	-£22,167,984

Capital Investment Plan - 2017/18

2017/18

Updated: 15/11/16

Planned & Cyclical		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Kitchens - Installation	Decent Homes / BHS	£5,300,000	£5,367,960	£5,367,960	£5,537,033	£169,073	1,250 kitchens @ £3,600 and 360 rewires @ £2,469 = £5,388,840. Plus 2.75% indicie rise of £148,193
Rewires (Domestic)	Decent Homes / BHS	£1,090,000	£1,374,420	£1,374,420	£1,175,008	-£199,412	440 units @ £2,599 = £1,143,560. Plus 2.75% indicie rise of £31,448
Domestic Roofs	Decent Homes / BHS	£1,400,000	£1,396,500	£1,396,500	£1,290,250	-£106,250	Based on following estimates - Windermere 130K, 95 planned roofs @ 5.950 , 100 adhoc/referrals @ 5.950
Windows	Decent Homes / BHS	£946,000	£656,000	£656,000	£665,000	£9,000	Based on following estimates - Avon Cres 100K, window services @ 6 blocks 100K, Deering Close 90K, wildcroft hs 65K, Edward Bird Hs 77.5K, The Woodrook 82.5K, 50 Adhoc Referrals @ 3k each.
Copper Waste Pipes	Health & Safety	£175,000	£150,000	£0	£0	£0	No budget proposed for 17/18
External Major Repairs & Renewals To Blocks	Decent Homes / BHS	£550,000	£2,030,000	£1,910,000	£2,073,756	£163,756	Blocks at Albermarle Row, Callington Road, Vincent Close, Hannover & Rosevear, Acresbush, Corrieaze, Playford Gardens, Gilton, Hillsborough Flats, Queens Road, Gatehouse Ave, Cromwell View
Insulation Works (cavity wall & loft)	Affordable Warmth	£300,000	£300,000	£300,000	£150,000	-£150,000	Estimate based on issues with procurement. Will look to over deliver if work is required and contractors are accessible
		£9,761,000	£11,274,880	£11,004,880	£10,891,047	-£113,833	

M&E / Heating		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Gas Heating - General Installations	Affordable Warmth	£5,670,000	£5,608,002	£5,108,002	£3,160,000	-£1,948,002	Provisional budget agreed at IPWG. Based on 1,000 full systems @ £2,900 and 200 Ad-hoc boiler only replacements at £1,300
Gas Supply Connection	Affordable Warmth	£200,000	£200,000	£100,000	£100,000	£0	All to confirm long term requirements and cost per property
Laundry Maintenance & Refurbishment	Communal Services	£460,000	£460,000	£150,000	£245,000	£95,000	Beaufort (£65k), Longlands (£65k), Playford Gardens (£65k), Broadfield Road (£25k), Conder House (£25k)
Communal Rewires & Electrical Works	Decent Homes / BHS	£350,000	£350,000	£200,000	£300,000	£100,000	Complete rewiring of Waring Hse, Underdown Hse, Francombe Hse. Renew mains at Gilton Hse
Door Entry	Communal Services	£160,000	£340,000	£340,000	£200,000	-£140,000	All of this years work will be Tunstall replacements
Boiler & Plant Installations	Affordable Warmth	£340,000	£400,000	£352,000	£270,000	-£82,000	Provisional budget agreed at IPWG. Based on £270k for adhoc boiler & plant replacement plus infrastructure improvements. No new communal installs expected in 17/18
Lift replacement	Communal Services	£1,130,000	£1,130,000	£430,000	£550,000	£120,000	No longer replacing lift cars, we will now replace controller and gears, fitting a new control panel within car to meet DDA requirements. Gilton Hse cost from 16/17 (£50k), Ropewalk HSE (£100k), Spencer Hse (£100k), Patterson Hse (£100k), Rosevear Hse (£100k), Hanover Hse (£100k).
Digital T.V	Other	£20,000	£0	£0	£0	£0	No budget required
Rowan House Biomass Costs	Affordable Warmth	£0	£0	£0	£0	£0	No budget required
Heat Metering Install - Brunata	Affordable Warmth	£0	£0	£0	£0	£0	No budget required
New TRV's, IV's and radiators in blocks	Affordable Warmth	£200,000	£200,000	£200,000	£0	-£200,000	No budget required. AM confirmed now complete.
		£8,530,000	£8,688,002	£6,880,002	£4,825,000	-£2,055,002	

PP Major Projects		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
General / Contingency (Blocks)	Affordable Warmth	£0	£100,000	£100,000	£200,000	£100,000	Based on forecast spend for 16/17, covers one off investigations, requests for surveys on other blocks, emergency repairs
Block Roofs	Decent Homes / BHS	£900,000	£1,700,000	£1,500,000	£1,360,000	-£140,000	Roofs to be completed at Westbury Court, Station Road, Francombe & Underdown. Also hoping to start work at Mary Carpenter Place, Conduit, Rosemead and Downfield.
Cladding - Northfield House	Affordable Warmth	£0	£41,000	£41,000	£0	-£41,000	Work complete. No cost anticipated for 17/18
Cladding - Brandon House	Affordable Warmth	£150,000	£585,000	£585,000	£0	-£585,000	Work complete. No cost anticipated for 17/18
Cladding - Pountney / Vining Walk	Affordable Warmth	£0	£0	£0	£0	£0	Work complete. No cost anticipated for 17/18
Cladding - Twinnel / Ashman / Wills Drive	Affordable Warmth	£36,749	£225,000	£225,000	£0	-£225,000	Work complete. No cost anticipated for 17/18
Cladding - Sedgewick / Barwick	Affordable Warmth	£700,000	£2,000,000	£2,000,000	£100,000	-£1,900,000	To cover remaining works likely to spill into April 2017
Cladding - Yeamans / Broughtons	Affordable Warmth	£500,000	£1,600,000	£1,350,000	£0	-£1,350,000	Work complete. No cost anticipated for 17/18
Cladding - Winterstoke / Whitmead / Southbow	Affordable Warmth	£3,990,000	£3,990,000	£3,990,000	£1,500,000	-£2,490,000	To cover slippage from 16/17
Major Repairs - Spencer & Norton	Affordable Warmth	£1,000,000	£1,000,000	£0	£2,000,000	£2,000,000	This is on assumption that contract awarded and contractor starting on site May / June 17. The contract sum will range from approx. £2.5 m (major refurb) - £3.8 m (EW1 with brick slip finish) depending on scope of works agreed at IPWG
Major Repairs - Dove Street	Affordable Warmth	£0	£0	£0	£750,000	£750,000	New major repair project
Major Repairs - Gaywood	Affordable Warmth	£0	£0	£0	£1,000,000	£1,000,000	New major repair project
Major Repairs - Ropewalk	Affordable Warmth	£0	£0	£0	£300,000	£300,000	New major repair project
Major Repairs - Downfield	Affordable Warmth	£0	£0	£0	£500,000	£500,000	New major repair project
Low Rise Cladding - Easiform & Nofines	Affordable Warmth	£12,500,000	£12,500,000	£11,200,000	£600,000	-£10,600,000	Based on assumption that programme completion slips into 17/18. £200k for retention.
		£19,776,749	£23,741,000	£20,991,000	£8,310,000	-£12,681,000	

Planning & Commissioning		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Soft Investment	Other	£1,000,000	£1,000,000	£600,000	£600,000	£0	Budget agreed at IPWG
Structural Works - Dwellings	Decent Homes / BHS	£500,000	£500,000	£500,000	£500,000	£0	
Structural Works - Blocks	Decent Homes / BHS	£0	£450,000	£450,000	£200,000	-£250,000	Boundary wall at Polden moved into 17/18 with Cashmore House pulled into 16/17.
		£1,500,000	£1,950,000	£1,550,000	£1,300,000	-£250,000	

Development & Special Projects		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	

New Build	New Build / Meeting Housing Need	£10,500,000	£12,805,000	£12,805,000	£8,000,000	£-4,805,000	
Land Enabling Works	Other	£200,000	£200,000	£50,000	£100,000	£50,000	
Prefabs	New Build / Meeting Housing Need	£0	£0	£0	£0	£0	No budget required
PRC - Demo / Clearance	New Build / Meeting Housing Need	£0	£50,000	£50,000	£0	£-50,000	No budget required
		£10,700,000	£13,055,000	£12,905,000	£8,100,000	£-4,805,000	

Accessible Homes		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Adaptations - Major	Disabled Adaptations	£2,692,000	£2,692,000	£2,692,000	£1,854,028	£-837,972	Reduced in line with MBUS principles. Agreed at IPWG.
Adaptations - Minor	Disabled Adaptations	£0	£0	£0	£0	£0	
		£2,692,000	£2,692,000	£2,692,000	£1,854,028	£-837,972	

Repairs & Maintenance		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Acquires	Response Repairs & Relets	£200,000	£200,000	£200,000	£100,000	£-100,000	Based on best estimate from Nicky
Kitchens - Response / Relet	Decent Homes / BHS	£0	£0	£0	£1,605,600	£1,605,600	Costs moved from Relet budget. Based on 800 units @ £2,007. Costs don't include asbestos or flooring which will be part of the main relet works
Rewiring - Response / Relet	Decent Homes / BHS	£0	£0	£0	£92,500	£92,500	Costs moved from Relet budget. Based on 50 units @ £1,850. Most properties are being directed through Lovell contract but money allocated for those they are unable to take on.
Bathroom - Response / Relet	Decent Homes / BHS	£460,000	£460,000	£460,000	£1,950,000	£1,490,000	Costs moved from Relet budget. Based on 650 units @ £3,000. No planned units to be completed.
		£660,000	£660,000	£660,000	£3,748,100	£3,088,100	

Asset Management & Review		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Making Best Use Of Stock Pilot	New Build / Meeting Housing Need	£350,000	£350,000	£50,000	£75,000	£25,000	To cover moves / alterations required
Structural Investigations	Decent Homes / BHS	£0	£0	£0	£100,000	£100,000	Budget to cover costs relating to structural investigations
Asbestos Management	Health & Safety	£50,000	£50,000	£50,000	£0	£-50,000	No budget required. Ad-hoc issues are being dealt with through Response
		£400,000	£400,000	£100,000	£175,000	£75,000	

Other		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Disposal costs - Housing Property Services	Other	£200,000	£200,000	£100,000	£100,000	£0	Confirmed by Nicky
Furniture Packs	Other	£206,000	£206,000	£206,000	£206,000	£0	
		£406,000	£406,000	£306,000	£306,000	£0	

Salaries		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Planned Programme - Staffing Allocation	Staffing Costs & Charges	£453,880	£752,350	£752,350	£1,541,494	£789,144	
S P & G - Staffing Allocation	Staffing Costs & Charges	£331,110	£491,380	£491,380	£675,575	£184,195	
Disabled Facilities - Staffing Allocations	Staffing Costs & Charges	£349,350	£349,350	£349,350	£349,400	£50	
		£1,134,340	£1,593,080	£1,593,080	£2,566,469	£973,389	

TOTALS		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)
		£55,560,089	£64,459,962	£58,681,962	£42,075,644	£-16,606,318

Revenue Investment Plan - 2017/18

2017/18

Updated: 15/12/2016

Planned & Cyclical		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
External Works (Paint & Repair Programmes)	Decent Homes / BHS	£4,900,000	£3,485,700	£3,485,700	£4,026,055	£540,355	Budget moved to 10 YR cycle and now for low rise properties of three storey or less. 2299 @ £1575 59 @ £2670 36 @ £4100 £100k for asbestos removal at Button Close due to flaking
Internal Painting / Decorations	Communal Services	£425,000	£425,000	£225,000	£500,000	£275,000	446K repairs & decs. Plus 54K for H&S flooring requirements
Assisted Decorations	Other	£38,450	£38,450	£38,450	£38,450	£0	
Fire Safety Works	Health & Safety	£2,700,000	£2,834,974	£2,834,974	£2,040,000	-£794,974	Provisional budget agreed at IPWG (1.7M). May need uplifting due to procurement delays. Due to procurement delay works at St Peters Hs, Carr, Danby, Waring, Francombe & Underdown (340K) to be carried into 17/18.
		£8,063,450	£6,784,124	£6,584,124	£6,604,505	£20,381	

M&E / Heating		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Gas Servicing	Health & Safety	£1,330,000	£1,563,120	£1,563,120	£1,563,120	£0	£65 per property service which now includes smoke detector check an inhibitor top up. All work carried out by internal teams
Heat Pump Maintenance	Health & Safety	£25,000	£25,000	£25,000	£25,000	£0	All work carried out by internal teams
Electric Safety Testing	Health & Safety	£274,000	£330,217	£330,217	£275,000	-£55,217	1200 test £120k, 1200 Ciand C2 repairs £60k. 300i isolation switches £20k, 300 repairs after tests £75.k.
Smoke Vents	Health & Safety	£17,580	£20,000	£20,000	£20,000	£0	Contract with APE
Heat Management	Affordable Warmth	£517,310	£517,310	£517,310	£517,310	£0	Contract with Integral. due to be renewed April 2017
Electrical Maintenance	Communal Services	£390,970	£456,903	£456,903	£456,903	£0	All works carried out by internal teams
Lift Maintenance	Communal Services	£520,000	£520,000	£520,000	£520,000	£0	Contract currently with Otis ,due to be renewed April 2017
Central Call	Communal Services	£96,770	£96,770	£96,770	£96,770	£0	Contract with Tunstall
Door Entry	Communal Services	£16,000	£16,000	£16,000	£16,000	£0	Contract with Openreach
Fire Equipment	Health & Safety	£15,000	£15,000	£15,000	£15,000	£0	Default fire equipment replacement
Fire Alarm Testing	Health & Safety	£70,000	£70,000	£70,000	£70,000	£0	Contract with Multi Alarms
TV Aerial	Other	£92,000	£112,000	£112,000	£112,000	£0	Contract with Avonline
Response Repairs - M&E	Response Repairs & Relets	£932,000	£932,000	£932,000	£932,000	£0	Works carried out by internal teams and sub contractors
		£4,296,630	£4,674,320	£4,674,320	£4,619,103	-£55,217	

Repairs & Maintenance		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Response Repairs	Response Repairs & Relets	£10,900,000	£10,900,000	£10,900,000	£10,706,708	-£193,292	Prices rises for materials and external contractors. Additional sum for reduced cyclical programme. £400k reduction added due to benefits realisation expected through new Response contract
Relets	Response Repairs & Relets	£13,625,642	£13,625,642	£13,625,642	£8,832,289	-£4,793,353	Full replacement works moved to separate capital budgets. Prices rises for materials and external contractors. Additional sum added for reduced cyclical programme. Savings offered totalling £906k plus £400k benefits realisation through new Response contract
Handy-person scheme	Other	£38,800	£38,800	£38,800	£108,000	£69,200	Budget based on current volumes of £9k per month. CSE are promoting use of this as part of their contact with tenants.
		£24,564,442	£24,564,442	£24,564,442	£19,646,997	-£4,917,445	

Other		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Assisted Gardens	Other	£85,000	£85,000	£85,000	£85,000	£0	
Caretaking	Response Repairs & Relets	£41,000	£41,000	£41,000	£41,000	£0	
Disabled Adaptation Repairs	Response Repairs & Relets	£450,000	£450,000	£450,000	£350,000	-£100,000	Budget agreed at IPWG
Estate Management	Other	£545,000	£545,000	£545,000	£450,000	-£95,000	Budget agreed at IPWG
		£1,121,000	£1,121,000	£1,121,000	£926,000	-£195,000	

Charges		16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)	Notes
Works	Category	£	£	£	£	£	
Construction Procurement Charges	Staffing Costs & Charges	£165,000	£165,000	£120,000	£120,000	£0	
Planned Programmes Indirect Charges	Staffing Costs & Charges	£320,570	£320,570	£320,570	£0	£-320,570	
Response & Relets Indirect Charges	Staffing Costs & Charges	£340,640	£340,640	£340,640	£246,825	£-93,815	
Income from Leaseholder Charges	Staffing Costs & Charges	£421,603	£421,603	£421,603	£421,603	£0	
		£404,607	£404,607	£359,607	£-54,778	£-414,385	

TOTALS

16/17 Original Budget (Current ABW Budget)	2016 / 2017 (Approved Budget Q1)	2016 / 2017 (Approved Budget Q1 minus agreed savings)	2017 / 2018 (Budget Request)	Variance (17/18 Budget Request v Q1 Budget with savings)
£38,450,129	£37,548,493	£37,303,493	£31,741,827	£-5,561,666

APPENDIX 4

Bristol City Council Equality Impact Assessment Form

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



Name of proposal	2017/18 HRA Budget Proposal
Directorate and Service Area	Business Planning & Service Development - Housing Services
Name of Lead Officer	Nicky Debbage

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?

To support the recommendations/proposals for:

- ***The 2017/18 Housing Revenue Account (HRA) budget; tested within the context of the 30 year financial business plan model***
- ***The Capital & Revenue Investment Plan for 2017/18 that underpins the 2017/18 HRA budget,***
- ***The procurement of relevant contractors during 2017/18 to help deliver the Capital & Revenue Investment Plan, and delegate the authority to the Strategic Director Neighbourhoods to appoint relevant contractors***

Background to the Proposal

Following the implementation of self-financing in 2012, Housing developed an **HRA Landlord Strategy** and accompanying **30 year financial business plan model**. This strategy was based on the improved financial position of the HRA, which would primarily be funded through rents increasing above inflation in line with government policy. The strategy aimed to deliver three key objectives:

- **Meet Housing Need,**
- **Quality Homes & Neighbourhoods,**
- **Provide Sustainable Tenancies**

The key actions in that strategy included building 1,000 new council homes over 15 years, bringing all homes up to an improved Bristol Homes Standard, improving relet standards, increased staffing and improved processes to help

sustain tenancies.

Since development of our Landlord Strategy, government policy has since shifted considerably, which in turn has a serious impact on the way we as a landlord deliver/respond to requests from our tenants in terms of repairs and our long term reinvestment plan for our existing stock.

As a result of the changes and the requirement by the government to make savings, Housing's Landlord Strategy is undergoing a review, to examine all key services to identify new approaches that will deliver savings, but still help achieve our higher level objectives and contribute towards the housing strategy aims.

Part of this review has meant that the budget for 2017/18 has been reduced to make savings to ensure the viability of the HRA.

Impact?

Some of the key impacts/elements of the revised landlord strategy that underpins the 2017/18 budget and financial business plan include:

- Rents – remain as social rents, and will be set following government policy meaning a reduction of 1% for 2017/18 and a further 2 years. This is a positive for all our tenants.
- Voids – streamlining processes to minimise the number of days homes are empty until they are relet again. This is a positive impact, as we will be moving tenants into their homes faster and reducing the time the property is left empty. There is also a drive to work closely with our new tenancies to ensure we are aware of their support needs, and can monitor their tenancy to combat failures. The tenant should receive a better, efficient service from this team.
- Relets – reviewing and amending the current relet standard by decreasing decoration allowance, providing less carpet, and increasing the work volume of BCC operatives has meant a shorter void turnaround time which will also increase the rental income.
- Repair & Investment of existing homes – investment planning to ensure homes meet the government's Decent Homes Standard, focusing on our key priorities. Reducing some of the previous planning carried out to ensure that we still are able to deliver some of our key projects, whilst amending other work programmes to be stretched so they are delivered over a longer period (cladding of non-traditional homes, less major cladding projects, bathroom replacement programme). The revised proposal will look at repairing structural issues and general

maintenance, rather than insulating the buildings, and we will also be dealing with water ingress and damp issues to improve the life of our tenants.

- Repairs – repairs will be demand-led responsive repairs and necessary maintenance, for example gas servicing, and other elements which are required.
- New Homes – Our commitment is to build as many council homes as possible, in the current model, it shows 785 new units can be funded – this is a reduction from the 1,000 that was previously planned. There is still a positive impact for tenants waiting for a property, as the city desperately needs more social housing. This will benefit prospective tenants who are in the most need of a property, in relation to the equality groups, this will positively impact families, older residents, and disabled tenants as a proportion of our new homes will be built to at least lifetime homes standard.
- Management Costs – Savings have been made through reducing staff levels, through voluntary severance of existing staff, and some deletion of vacant posts.

HRA Budget 2017/18 and longer term business plan model

Work has been carried out initially to assess the impact of the reduced 2017/18 budget, together with forecasts of similar approach for the remaining 29 years, on our long-term HRA Business Plan.

Further testing of these assumptions will be carried out with a wide range of stakeholders, including our tenants from the different groups.

Procurement of Contractors

Previously, procurement of contractors to undertake investment programmes that are included in the HRA budget has been subject of a separate Cabinet approval reports.

In this proposal, the suggestion is for 2017/18 approval of the procurement required to deliver the repair and investment of council housing should be delegated to the Service Director of Housing Services, in consultation with the cabinet member for Homes, to appoint contractors.

This is a positive impact for the council and our tenants, as this proposal aims to make the procurement of contractors more efficient, and will also mean work programmes can be started earlier without the need for further approvals which can add extra costs to the budget.

In summary, the proposal should lead to a more consistent approach to

investment decisions, better governance, and the delivery and confidence that we are investing our money where it will have the greatest impact on the life of our tenants.

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?

Bristol City Council owns over 27,000 homes, and houses over 60,000 people in Bristol. Figures on council tenants from 2015 data identifies:

- 61.46% are women – women are more likely to be council tenants.
- 74.25% are White British and 16.66% are BME – similar to representation within the wider Bristol population.
- Whilst 70.77% are aged between 25 and 64, our tenant population is significantly older with 23.93% aged over 65 in comparison to the citywide population.
- 20.37% of our tenants are disabled. This figure has gone up year on year and will likely continue to go up as we collect more data through Tenancy Audits and as new tenants move in.

The Housing Equalities Digest for 2015 publishes information on cancellation of repairs rather than who has requested repairs. The information on cancellations is as follows:

Repairs - 35.90% (11,494) of all our tenants had repairs cancelled including and over representation of BME and disabled tenants having repairs cancelled which will need to be investigated as part of the procurement process:

- 55.56% of all BME tenants including 76.42% of all Asian Bangladeshi and 69.23% of all Mixed White Asian tenants.
- 79.46% of all tenants aged between 16 and 24 and 55.18% of all tenants aged between 25 and 34.
- 51.68% of all tenants with a learning impairment and 46.00% of all tenants that experience mental/emotional distress.
- 81.82% of all Sikh and 60.51% of all Muslim tenants.

Satisfaction with repairs averages 82% satisfaction for both men and women, and disabled and non disabled people and BME and non-BME tenants, however tenants aged under 34 are less likely to be satisfied with repairs (only 64% satisfaction)

As the Business Plan is a first draft, and requires further testing, consultation

with key stakeholders – primarily our tenants - will take place to raise issues and also to discuss further ways of supporting each affected service for users.

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

We need to include data on who is requesting repairs as well as who is having repairs cancelled.

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

Consultation with key stakeholders, including our tenant groups will be carried out as further work is done around the reduced budget.

We have several formal groups and tenants association groups that we will consult with over the initial proposals.

Various methods will be used to communicate with our key stakeholders, some of which are listed below:

- Meetings
- Attending tenant group sessions to discuss the proposals and impact
- Liaising with key tenant representatives who already comment, and provide advice to the city council on a variety of topics from a tenants perspective
- Engaging with BME tenant representatives to ensure they are aware of important changes with the services they received
- Officer briefings, advising service areas/teams about the changes and what this means for tenants, access to services, repairs reporting and so on.
- Briefings for CSP/ CSC staff to again ensure they are aware of any changes and how this may impact on the advice they may give to our tenants who visit a CSP.

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?

From the current data available all the groups will be affected by the proposals mentioned above to some extent, older and disabled tenants may be affected

more so in terms of the proposal, however those tenants who need works carrying out which are urgent will still be dealt with.

- Disabled – highly affected due to possible health/mobility issues, urgent repair requests will still be dealt with
- Age – older tenants affected due to possible health/mobility, urgent repair requests will still be dealt with and we need to identify why young tenants are more likely to have their repairs cancelled
- Religion and belief – positive impact for this group, as there are works programmed to deliver a cultural washing project for tenants from BME communities when there is a need to change/upgrade bathrooms due to damp issues being reported or serious leaks in blocks
- Pregnancy/Maternity – could affect mothers to be, or new mums, urgent repair requests will still be dealt with
- BME – more Asian and Muslim tenants have repairs cancelled which will need investigating

The likely impact of the proposal regarding repairs/reinvestment means all tenants will be affected as budgets are cut. In general terms:

- Access to repairs will still be available, however we will ensure tenants in the most need will be prioritised (older, disabled tenants)
- Planned works which will now be reduced will affect tenants living in our multi-storey blocks, urgent repairs will be the focus as mentioned above, and some planned works will be delayed, or programme stretched

Using equalities data for caretaking services as a proxy for identifying who lives in multi-storey blocks, reductions in planned repairs for these properties does have an equalities impact and will affect more older and white British tenants but has a disproportionate impact on BME tenants. 27.41% (8,778) of all our tenants receive caretaking services and this group is made up of primarily older and White British tenants. It is important to note that:

- 48.62% of all BME tenants including 76.28% of all Somali tenants and 60.33% of all Black African tenants.
- 54.95% of all tenants aged between 16 and 24.
- 62.71% of all Muslim tenants receive a caretaking service/live in multi storey accommodation.

Although there will be changes to the service, we will ensure the tenants in the most need are still dealt with efficiently. Our duty as a landlord will still be maintained.

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

Repair & Reinvestment of existing homes

- We will mainly be focusing on key building elements linked to continuing to meet the government’s Decent Homes Standard.
- We will continue to meet key priorities as a landlord on areas such as:
 - Affordable warmth
 - Fuel Poverty
 - Kitchens replacement programme
 - Accessibility of our homes – ensuring the council property meets the needs of the tenant
 - Health & Safety
 - Safeguarding – tackling the worst homes

Procurement of Contractors

The city council tendering process will assess potential contractors on previous experience, knowledge of Equalities legislation, good practices, awareness of different community groups and offering a high level of customer care to our tenants and stakeholders.

In addition to this contractors are asked to submit method statements on Health & Safety issues such as:

- Health and Safety – Occupied Properties Risk Assessment, including communication with, and safety of our tenants
- Customer Care – continuous communication, dealing with vulnerable tenants etc.

Housing Service have a Contractors Code of Conduct, all contractors working for the council must adhere to this Code. Contractors are expected to ensure access/egress is accessible throughout any construction works, keeping the site tidy, and generally helping to minimise the impact of the construction works on surrounding residents and stakeholders.

Contractors will be advised of any communication issues with stakeholders and local residents, before works begin to ensure that they keep residents updated.

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

This proposal does have some benefits for our tenants in the following ways:

- Voids – Measures are being put into place to reduce the time taken to let a council home when it is between tenancies. This means tenants are able to move into a council property faster than previously.

- Repair & Investment - Continuing to focus on our priorities as a landlord, for example affordable warmth, health and safety, and kitchens.
- A focus on cultural washing facilities for BME tenants in line with their cultural practices.
- Improving heating and insulation for our existing homes and reacting to these requests. This is a huge benefit for all tenants, particularly older and disabled tenants who feel the effects of the cold.
- Targeting works to reduce fuel poverty for our tenants.
- New Homes – Continuing to build new homes within the current climate is still a huge benefit for tenants that need a home, focusing on housing need in certain areas of the city to meet housing demand is still a positive impact for tenants.

3.4 Can they be maximised? If so, how?

In the current climate where government policy is geared around making savings, maximising the proposal to create further benefits may be difficult to achieve. One area which will be maximised is the council's opportunity to change bathroom facilities for BME tenants who practice different cultural washing techniques. This is an opportunity to provide tenants with wet rooms when a repair is reported relating to leaks/damp.

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?

The assessment has raised the issue of how our tenants will be affected by the reduced HRA budget for 2017/18 and the investment plan as a result of a change in government policy.

It has highlighted that as a landlord, we must provide as much information and support to our tenants and stakeholders as we are able to, using the resources we do still have available.

Using the new IT management system, streamlining processes, and offering tenants new ways of communicating with us and our services tenants will receive a more focused and efficient service.

In terms of the repairs and reinvestment service we provide, this will become more focused as we continue to develop our asset data, survey information on our assets and carefully planning how funds are spent, and ultimately ensuring they are spent in the right way.

It also highlights that all contactors working with the city council must adhere to Equalities Policies and understand that they will be required to adapt their communication practices depending on the equalities groups.

4.2 What actions have been identified going forward?

- Ensure staff are aware of changes in service so they are able to provide a clear message to tenants when they are contacted.
- Engage with service areas – Repairs, Planned Programmes, CSP, CSC, Estate Management etc and update as with other stakeholders (tenant groups, tenants associations).
- Consult with stakeholders regarding the proposal; provide clear information about the changes for tenants and how they will be affected.

4.3 How will the impact of your proposal and actions be measured moving forward?

- Key Performance Indicators will be used to monitor the contractor’s performance.
- Monitor the number of complaints received regarding repairs and planned work requests.
- Continue to collect asset intelligence, proactive surveys, identify urgent priorities, assess information and feed into investment plan to ensure we have good sound knowledge and data of our homes.
- Monitor the impact on the BP and 2017/18 HRA Budget with Finance to track progress and ensure the model is working.

Service Director Sign-Off:	Equalities Officer Sign Off: Anne James – Equality and Community Cohesion Team Leader
Date:	Date:16/12/2016

Eco Impact Checklist

Title of report: Housing Revenue Account 2017/18 Budget Proposals			
Report author: Nicky Debbage			
Anticipated date of key decision 24/1/17			
Summary of proposals: This cabinet report sets out the proposals for the 2017/18 Housing Revenue Account (HRA) budget; which have been tested within the 30-year financial business plan model and which will ultimately form part of the council's overall budget for 2017/18.			
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...
			Briefly describe impact
Emission of Climate Changing Gases?	Yes	Both	<p>Proposals include reductions to spend in a number of areas which would reduce climate changing gas emissions such as external wall insulation and installing showers.</p> <p>However these proposals do not in themselves increase climate changing gas emissions, but instead slow down the rate of emission reduction that Council Housing Stock will achieve.</p> <p>It should also be noted that a number of the proposals contained within this budget such as installing loft and cavity wall insulation and tackling poor heating systems will reduce emissions.</p> <p>Emissions of climate changing gases will also arise through the use of energy, transport fuel and materials during works.</p>
Bristol's resilience to the effects of climate change?	Yes	+ive	Whilst at a slower rate than previously planned, improvements to energy and water efficiency will improve Bristol's resilience to fuel scarcity & drought.
Consumption of non-renewable		-ive	Fossil fuels and other non-renewable materials and products will be used in the
			<p>Where practicable, works delivered under these budget proposals will:</p> <ul style="list-style-type: none"> ● Use sustainable construction materials ● Use local resources and materials ● Reduce the energy used during works ● Reduce the travel impacts associated with works ● Reduce emissions of climate changing gases by improving the energy efficiency of council homes and reducing consumption of fossil fuels. <p>A-rated windows will be specified unless any additional cost is considered unacceptable.</p>

resources?			<p>works delivered by these budget proposals.</p> <p>Extending maintenance and replacement cycles creates the potential for increased responsive repairs and associated consumption of non-renewable materials.</p> <p>+ive Whilst at a slower rate than previously planned:</p> <ul style="list-style-type: none"> - Improvements to energy efficiency will improve Bristol's resilience to fuel scarcity & reduce fossil fuel consumption. - Improvements to water efficiency by installing replacement bathrooms will improve Bristol's resilience to drought. <p>The reduced volumes of work proposed under this budget will result in reduced consumption of non-renewable construction materials, transport fuels and associated energy.</p>	<p>must be rated B or above unless there are significant technical or financial reasons why this cannot be achieved. Equivalent ranking schemes will be considered.</p> <p>All timber and wood-derived products for supply or use in performance of the works delivered under this budget must be from independently verifiable legal and sustainable sources as defined by UK Government guidance.</p> <p>Water efficient products such as dual-flush toilets, savaflush devices and water saving taps and shower heads will be specified where appropriate.</p> <p>Durable and recyclable materials and components will be specified where appropriate.</p> <p>Responsive repairs volumes will be monitored to ensure maintenance and replacement cycles are at an appropriate level.</p>
Production, recycling or disposal of waste		<p>-ive</p> <p>+ive</p>	<p>Waste will arise during the delivery of the works delivered by this budget.</p> <p>The reduced volumes of work proposed under this budget will result in reduced production of waste.</p>	<p>Contractors and Direct Labour will be required to take responsibility for their waste, including adhering to the waste duty of care and waste hierarchy by:</p> <ul style="list-style-type: none"> ● Reducing waste ● Reusing waste where legal and practicable ● Using products which are readily recyclable. ● Recycling as much waste as possible <p>Hazardous wastes will be stored and disposed of in a legally compliant manner.</p> <p>Where appropriate contract</p>

				documents will promote the recycling of scrap metal, with any income returning to Bristol City Council.
The appearance of the city?	Yes	May be -ive	Delivering fewer cladding projects and moving from a 7 to a 10 year external works programme may result in a reduced ability to maintain and improve the appearance of Council Housing in the city.	<p>External maintenance works to Council Housing will help to mitigate this impact.</p> <p>Durable materials which maintain their appearance will be specified where practicable.</p>
Pollution to land, water, or air?		-ive	Works delivered under this budget are likely to involve the use and storage of materials that could contaminate land, watercourses and surface water drains, if accidentally released.	<p>Contractors and Direct Labour will be required to work in accordance with all relevant regulatory guidance and also ensure appropriate procedures and equipment are in place to:</p> <ul style="list-style-type: none"> ● Securely store any potentially polluting materials and keep them away from watercourses and surface water drains. ● Avoid washing out containers of paint and similar materials into drains. ● Ensure correct foul sewer connections are made, rather than to storm drains. ● Reduce dust. ● Reduce noise pollution. ● Contain any spills.
		+ive	Works are likely to create dust and noise. However, the reduced volumes of work proposed under this budget will result in reduced potential for such impacts.	
Wildlife and habitats?		-ive	It is possible for works and construction materials associated with this budget to: <ul style="list-style-type: none"> ● Impact upon legally protected species or habitats ● Impact on priority species or habitats ● Remove or damage trees. 	<p>Timber must be used in accordance with the above requirements.</p> <p>Where works have the potential to disturb protected species or impact upon their habitat, guidance from a suitably experienced and qualified ecological consultant will be sought and followed at the earliest opportunity.</p> <p>Any works requiring Planning Permission will be reviewed by a Nature Conservation Officer as part of the Planning process.</p>
		+ive	However, the reduced volumes of work proposed under this budget will result in reduced potential for such impacts.	

				Wherever possible existing trees will be retained and works affecting these trees will be undertaken in accordance with "BS 5837: Trees in relation to design, demolition and construction – Recommendations"
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Consulted with: Steve Ransom & Giles Liddell

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

The significant impacts of this proposal are...

Works delivered under this budget will result in the consumption of non-renewable resources, production of climate changing emissions and production of waste. Works also create the potential for both direct and indirect impacts on wildlife and habitats.

Some works delivered under this budget such as loft and cavity insulation have the potential for reducing consumption of fossil fuels and greenhouse gas emissions.

However, this budget includes a reduction in expenditure on works which would have resulted in reduced energy and water consumption such as external wall insulation and the installation of showers. This in itself will not worsen the existing environmental impact of housing stock, but instead slow down the rate of improvement and associated reduction in carbon emissions. It should also be noted that reduced work volumes will in fact reduce some of the environmental impacts associated with this budget e.g. by leading to lower material consumption and waste production.

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

A number of mitigation measures are included in the main ECO Checklist which accompanies this Cabinet Report. In addition, the following mitigation measures will also be implemented:

- A Sustainability Appraisal will be completed as part of any procurement process.
- Housing Services will liaise with BCC's Environmental Performance team during the development of specifications etc
- Continuously improving asset intelligence will be used to target works where most required on housing stock.

The net effects of the proposals are

Overall positive provided the mitigation measures outlined in this ECO Checklist are successfully implemented.

Checklist completed by:

Name:	Matthew Sands
Dept.:	Housing Services
Extension:	25545
Date:	15/12/16
Verified by Environmental Performance Team	Giles Liddell

Cabinet

30 January 2017



Report Title: Budget recommendations to Full Council

Ward: City Wide

Strategic Director: Anna Klonowski (interim Strategic Director Resources)

Report Author: Denise Murray Service Director Finance & S151 Officer

**Contact telephone no.
& email address** 0117 35 76255
Denise.Murray@bristol.gov.uk

Purpose of the report:

The Constitution requires the Mayor to recommend the budget proposals for the forthcoming year to Full Council. The recommendations contained in this report set out the various elements of the General Fund Revenue budget, Capital programme and the Housing Revenue Account, that need to be considered and addressed in preparing the final papers that will be forwarded to Council, including Bristol City Council's Council Tax for 2017/18 and Adult Social Care Precept.

Recommendation for the Mayor's approval:

1. To consider the Mayor's budget proposals in the light of the decisions made by Council in respect of the Council Tax Base in December, the provisional Local Government Settlement and the results of the Budget Consultation in making recommendations for Council to approve at its meeting on 21 February 2017.



1. Purpose of the report

To set out the Mayor's Revenue and Capital budget proposals in light of the decisions made by Council in respect of the Council Tax Base in December and the latest overall financial estimates; and outline the main issues to be considered by Cabinet in making recommendations for Council to approve the budget at its meeting on 21 February 2017.

2. Mayor's Recommendations to Cabinet

That the Mayor's budget proposals in respect of 2017/18 be noted as set out in the report to be submitted to Council for approval at its meeting on 21 February 2017 to :-

- a) Note the position on the estimated outturn for 2016/17 and impact on the 2017/18 budget.
- b) Note the consultation feedback and cumulative impact assessment.
- c) Note the General Fund, Dedicated Schools Grant and Housing Revenue Account (HRA), net revenue budgets for 2017/18.
- d) Note the proposals for reducing costs and generating income put forward for incorporation into the Council's budgets for 2017/18 and future years in Appendix 6 which amount to £64.2m.
- e) Note the proposed Capital Programme (Including HRA) 2017/18 – £213.5m in Appendix 2.
- f) Note the delegation of authority to the Service Director Finance after consultation with the Cabinet Member for Finance, Governance & Performance in conjunction with the Mayor, following receipt of the final information, to make any necessary adjustments to the figures to be submitted to Full Council on 21 February 2017.

3. Mayor's budget Recommendations to Council

That the Mayor's budget proposals in respect of 2017/18 be approved as set out in this report to be submitted to Council for approval at its meeting on 21 February 2017:-

To note:

- a) Notes the budget consultation process that was followed and feedback as outlined in Appendix 8.
- b) Notes the Cumulative Impact Assessment in Appendix 7.
- c) Notes that the consultation feedback and cumulative impact assessment has been taken into consideration and has informed the final budget proposals.
- d) Note the proposals for reducing costs and generating income, underpinning the Council's budgets for 2017/18 and future years in Appendix 6 which amount to £64.2m.
- e) Notes the budget consultation process that will be followed where required as per paragraph 19 of this report.
- f) Note the comments of the Service Director Finance (s151 Officer) on the robustness of the Budget and adequacy of reserves as set out at paragraph 18.

To agree:

- g) Agree the Council's 2017/18 net revenue budget (before the use of Council reserves)

for the year 2017/18 as £365.4m and Service expenditure allocations as set out in Appendix 1; subject to any budget amendments properly notified to and approved by Council in line with the Constitution.

- h) Approves the use of up to a £1m (14%) of risk reserves to ensure a balanced budget in the event any of the budget proposals contained within Appendix 6 are not progressed following supplementary consultation. This will be until such a time alternative proposals are identified by the relevant Directorate.
- i) Agree the Bristol City Council levels of Council Tax of 4.99%; which includes 3% to support Adult Social Care and noting the precepts of the Police and Crime Commissioner for Avon and Somerset and Avon Fire Authority as set out at paragraph 9 of the report.
- j) Agree the Council's capital budget (including the HRA) for the year 2017/18 as £213.5m (see paragraph 11) and set the capital budget for each of the Council's directorates.
- k) Agree the Council's provisional capital budget (including the HRA) for the years 2018/19 - 2021/22 totalling £686.9m as set out in paragraph 11 and detailed in Appendix 2.
- l) Agree the proposed total Schools budget of **£244.1m** for 2017/18 as set out in paragraph 15, which will be funded by the Dedicated Schools Grant.
- m) Note the proposed councils Housing Revenue Account budget as set out in a separate report in this agenda.
- n) Agree the proposed Treasury Management Strategy for 2017/18 in Appendix 4, incorporating the revised Minimum Revenue Provision policy and the prudential indicators and limits.

Delegation of authority

- o) The delegation of authority to the Service Director Finance after consultation with Cabinet Member for Finance, Governance and Performance and the Mayor, to make any necessary adjustments to the figures to be submitted to Full Council upon receipt of the final Local Government finance Settlement, final precepts and forecast business rates receipts for 2017/18 to be notified to the Council by the respective billing authorities (due by 31 January).

4. List of Appendices

This report should be read alongside a series of appendices

- Appendix 1 - Detailed budget summary by directorate-service
- Appendix 2 - Capital Programme 2017/18 – 2021/22
- Appendix 3 - Risk & Reserves
- Appendix 4 - Treasury Management Strategy

Further detailed budget information

- Appendix 5 - Investment & rebasing services
- Appendix 6 - Specific savings proposals recommended for approval
- Appendix 7 - Cumulative impact assessment
- Appendix 8 - Budget consultation report
- Appendix 9 – Indicative Governance & Transformation Lifecycle

5. Executive Summary

- 5.1. The Council is required to set an annual balanced budget presenting how its financial resources, are to be allocated and utilised; thus showing the Council's financial plan for the coming year with regard to statutory services as well as local key priorities and objectives. Whilst the Council like many other across the country remains subject to financial challenges in its funding, it has prioritised the revenue resources available to fund key services – for example social care, waste & recycling and other external funds aligned to infrastructure for the benefit of its wide range of customers and to facilitate a sustainable future.
- 5.2. Overall the report recommends a net expenditure budget of £365.4m and incorporates; a package of changes that allows the Council to continue to deliver its key policies, as set out in the Corporate Strategy; including revenue investment in priority areas of **£45.0m** to mitigate on going pressures, new provisions and initiatives.
- 5.3. This report outlines a balanced revenue budget for the period 2017/18 but in light of the 2016/17 forecast pressures this has only been achieved as a result of; additional resources available to the Council (for example Minimum Revenue Provision Policy change); a range of proposed service reductions and income generating options equating to **£34.6m** in 2017/18 and plans to deliver a further **£29.6m** of savings in future years.
- 5.4. Achieving the reported position for 2017/18 has required the tough decision to utilise the mechanism made available to Councils by the Government to levy Social Care Precepts of 3%, as a contribution towards the pressures the City faces in addressing Social Care demands and in addition increasing the Council Tax base by 1.99% to support the underlying position. The two combined uplifts equate to an overall 2017/18 Council Tax increase of 4.99%, generating an additional **£9.1m** resources to be met from Council Tax for services provided by the Council and result in an average household increase of £1.42p per week, based on Band D equivalents.
- 5.5. In addition to the above the position reported relies on **£6m** of one - off resources; (not sustainable long term and increasing the gap in 2018/19) to balance 2017/18.
- 5.6. From alternative funds available to the Council for capital expenditure on Infrastructure the Council is maintaining an ambitious approach to investing in the City. The proposed Capital Programme amounts to **£213.5m** in 2017/18 and includes major programme of works that begin to address the ambition to make Bristol a more equal, aspirational and resilient city where everyone can share in its success.

5.7. The proposals above all form the basis of the Council's final revenue and capital budget for 2017/18.

6. Financial Planning and Strategic Objectives

- 6.1. The Council is a large organisation managing the delivery of a vast range of businesses either directly or through/with others. Its core purpose is to improve the quality of life for residents and effective financial management is key to this. It is important that Members are aware of the major financial challenges and opportunities to enable them to make informed decisions.
- 6.2. Since 2011/12 the Council has faced year on year reductions in government grants, of which the Revenue Support Grant (RSG) was a significant source of income. Under current Government central funding proposals, the intention is to radically change the way local authorities are funded by moving to full business rate retention and phasing out the Revenue Support Grant by 2020. The council within the West of England Combined Authority (WECA) will be piloting 100% business rates retention (see paragraphs 8 & 10 for more details).
- 6.3. It is important for the Council to also focus on facilitating economic growth and developing the approach for financial management that prepares for a new way of funding services from 2020/21. At the same time we face the uncertainties of Brexit and its impact on the City; and the need to respond to changing behaviours by improving quality and performance, managing demand of high cost services and becoming more business-like and targeted in our approach if we are to achieve better outcomes for all residents.
- 6.4. The Medium Term Financial Strategy (MTFS) agreed by council February 2014 as a 3 year financial framework to 2016/17 has come to an end and a rolling Medium Term Financial Plan (MTFP) annually refreshed is in development. The MTFP will outline a different approach to financial management being developed by the Council with the aim of aligning delivery of the Mayor's key outcomes (described in the Council Strategy 2017/18 – 2021/22) with affordability. Considering the milestones that underpin the Councils corporate strategy, current performance levels, the financial climate at both the local and national level together with available resources. This will assist in ensuring resources are invested in activities that have the greatest impact on the delivery of priority outcomes. The MTFP will provide details of how this is delivered in financial terms and will be presented to council later in the financial year.
- 6.5. Over the last 6 years the Council has saved £170m but to be sustainable in the future the Council will need to continue to stop, change, reduce and in some cases, develop new services. The council is required by law to set a balanced annual budget prior to the start of the financial year; however in light of the proposed changes to funding from Central Government, it is also important for the Council to set out its budget proposals for savings over a further three / five year period and provide a resource limit for 2017/18.
- 6.6. This report details the revenue budget for the period 2017/18; propositions which sets the direction of travel in containing planned expenditure within resources forecasted

to be available in the future; and given the long term nature of capital planning its capital programme for 2017/18 – 2021/22. The objective is to provide a financial plan for 2017/18, which aligns to the policy framework in which financial stability can be achieved and sustained in the medium term to deliver the Council’s priority outcomes.

6.7. The financial plan is based 8 strategic objectives:

- i) To provide financial parameters within which budget and service planning should take place.
- ii) To ensure the Council sets a balanced budget, this includes consideration of the revenue implications deriving from the programme of capital investments.
- iii) To focus and re-focus the allocation of resources so that, over time, priority areas receives additional resources.
- iv) Ensuring services are defined on the basis of a clear alignment between priority and affordability.
- v) To ensure the Council manages and monitors its financial resources effectively so that spending commitments do not exceed resources available in each service area.
- vi) To plan the level of council tax (as low as possible) in line with levels that the Council regard as being necessary, acceptable and affordable to meet the Council’s aims, objectives, policies and priorities whilst gradually reducing the Council’s reliance on Central Government funding.
- vii) To maintain balances at or above the minimum prudent level as determined by the Service Director Finance (s151 Officer) and in view of the long term position add to balances whenever the opportunity arises; and
- viii) To ensure that the financial, operational and strategic risks faced by the authority are considered and the Council’s long term financial health and viability remain sound.

Key Considerations

6.8. The 2017/18 budget proposals need to be sustainable within the anticipated available resources. These are:

- Central Government Grants
- Retained Business Rates
- Council Tax
- Balances

6.9. The refreshed Corporate Strategy 2017-2022, setting our strategic direction, current financial position and economic outlook provide the policy and budget framework upon which the annual revenue and capital budgets have been set. However, providing sustainable budgets beyond 2016/17 in light of continuing government spending cuts and the need to maintain a prudent level of balances remains a significant challenge facing the Council.

6.10. Corporate Strategy 2017 – 2022 outlining the vision and priorities for Bristol; can be accessed via the link below:

[Corporate Strategy 2017-2022](#)

7. Revenue Budget position for 2016/17

7.1. This report is concerned mainly with the budget estimates for 2017/18 however; there are elements of the 2016/17 estimated outturn that will have an impact on the overall financial position.

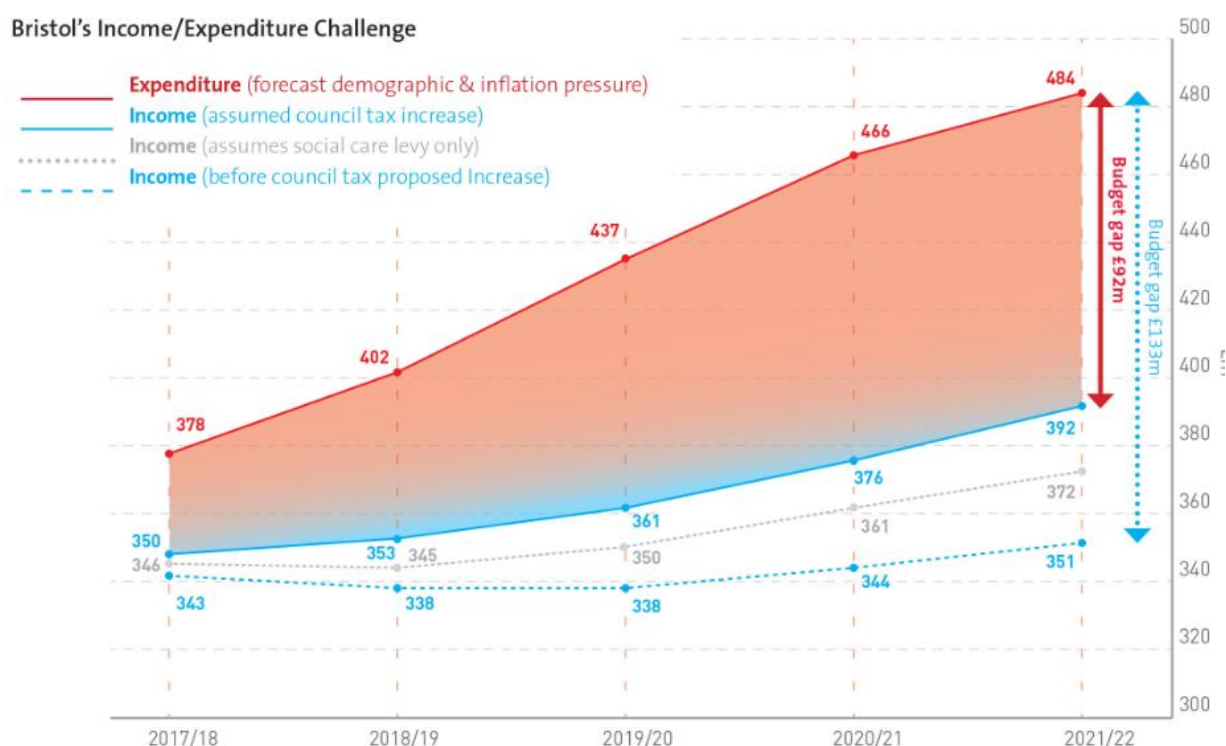
7.2. The latest position, as at Period 8 (November 2016), is a forecast year end revenue overspend of circa £13m. In addition the indicative re-profiled expenditure plans for the capital programme indicates that the cost of financing the long and short term debt in 2016/17 is anticipated to be circa. £2m less than budgeted for within the General Fund. (Further information regarding this forecast position will be set out in the Period 9 Monitoring Report which is to be considered by Cabinet at its meeting on the 7 March 2017.

7.3. We will continue to seek to reduce the in-year pressure however, if the Council does end the year as outlined above a, corresponding draw down of circa. £11m from earmarked reserves will be required. This position is reflected in the analysis of reserves and balances in subsequent sections of this report.

8. Revenue Budget Overview 2017/18

Context

8.1. In commencing 2017/18 Budget Setting the Council faced a financial gap of £28.3m (as per the MTFs agreed by Council February 2016).



8.2. The Council's Budget Requirement is £365.4m for 2017/18 is summarised in the table below. The budget requirement reflects the cost of services for 2017/18, the impact of external cost pressures and the Council's efficiencies and savings programmes of £34.6m.

Summary of Funding Gap							
	Original						
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Base Revenue Budget	345,324	345,433	365,396	375,796	389,622	419,800	
Inflation & Central Adjustments		9,524	15,731	16,735	25,535	12,260	
Investment in Services	0	45,008	12,265	6,634	6,647	2,028	
Savings / Efficiencies	0	(34,568)	(17,596)	(9,543)	(2,003)	(488)	
Annual Budget Requirement	345,324	365,396	375,796	389,622	419,800	433,601	
Financed by:							
Central Government Funding :	74,100	54,251	43,591	36,328	19,265	19,531	
Locally Raised Funding:	271,333	311,145	318,470	330,804	359,606	372,004	
Total Funding	345,433	365,396	362,060	367,132	378,870	391,535	
Residual (Surplus) / Deficit	(109)	(0)	13,736	22,490	40,930	42,065	

8.3. Under section 25 of the Local Government Act 2003 the Service Director Finance (s.151 Officer), is required to provide a view as to the robustness of the estimates made for the purpose of calculating the Council's budget. This statement is set out in paragraph 18. An explanation of the component parts of the table follows below:

Changes and Key Assumptions

8.4. Base Budget

8.4.1. The Base budgets are by far the most significant element of the Council's budget and represent spending on services. An incremental approach has been adopted and whilst not the most efficient mechanism, it is one that is easy to understand, apply consistently and enable the changes applied to the current year budgets to be easily visible. These are the mainstream budgets for services and are monitored monthly, reported to the Senior Leadership Team (SLT), Mayor and Cabinet.

8.5. Investment and Rebasing Services

8.5.1. Part of the Budget process each year also looks at unavoidable pressures on services that will have a financial impact, some of which are outside of the control of the service itself and cannot be immediately addressed by savings/efficiencies. Examples of these would be non-negotiable contractual changes, which have a direct impact on costs, legislative changes such as new functions / standards and organisation development.

8.5.2. There are other areas where the current budget is not adequate for the level of demand within the service or loss of grants / income is anticipated; whilst these can be addressed they cannot be addressed immediately due to the need to revise commissioned activity or develop exit strategies. £45m has been invested in priority service areas to facilitate a rebasing of the budgets or award of growth and key areas over £1m are summarised as follows:-

8.5.3. Neighbourhoods £2.9m

The above investment support budget growth across a range of activities including: to offset the impact of the reduction in the DWP administration grant; housing benefit subsidy loss; and to address the increasing use of temporary accommodation and the programme resource to start to meet the Mayor's manifesto commitment to build 2,000 homes a year by 2020, 800 of which will be affordable homes.

8.5.4. Place £9.7m

The proposed 2017/18 budget has been rebased to give a proper starting point for closing the budget gap. Service budgets with evidenced historical / ongoing budget pressures which cannot be contained have been allocated additional funds. This includes £7.7m investment in Corporate Property Services. This is to improve the performance of the property portfolio. It involves the alignment of property asset plans with business strategies, ensuring efficiency in space use and creating a portfolio of quality accommodation which is well maintained, serviced and affordable.

8.5.5. People £17m

The above figure includes £8.6m significant ongoing pressure across social care which cannot be contained within the budget and have been allocated additional funds. This includes the investment of council tax precept at £3.5m, and £2m adult social care grant.

Follow central government's tapered reduction of the Education Services Grant which supports the delivery of education support services to schools; we are reinvesting a significant portion back into the service to maintain key service levels. This requires an investment of £1.8m in 2017/18, with further investment in 2018/19.

- Investments also include £1.4m on the implementation of the National Living Wage on adult social care as a significant proportion of costs are made up of workers who receive pay at the minimum wage.
- Local authorities are now required to facilitate, monitor and support staying put arrangements for fostered young people until they reach the age of 21. As a result we will be investing £1.3m for extending the period of time where these families are financially supported.

8.5.6. Resources - £3.5m

The pressure above is attributed to the ICT service and relates to additional hardware, maintenance and development costs and ongoing pressures that have been reported through monthly cabinet reports. This increased funding mitigates the main pressure whilst also setting a challenge to keep reviewing costs to produce a balanced budget.

8.5.7. In 2017/18, following the rebasing for key pressures, consideration needs to be given to the Council's approach to cost pressures and growth in a period when it's funding is reducing. For 2017/18 growth and inflation has been examined and built into the base budget. It is proposed that in agreeing the revenue budgets 2017/18 onwards Directorates will be challenged to explore alternative options for meeting the cost pressures faced within their existing resources or seek supplementary Cabinet approval prior to increasing the agreed spending limit.

8.5.8. Central & Cross Directorate - £11.2m

- Learning & Development - 'the right people in the right place at the right time' and then engaging, developing and retaining them is vital to the health and effectiveness of the council; £1.4m has been set aside for this purpose and improve capacity to effectively procure.
- Capital Financing - These are the costs of financing historic and planned capital investment in accordance with the Treasury Management Strategy and comprise interest receivable on investments and payable on external debt and the Minimum Revenue Provision (See Appendix 4).
- General fund impact of Housing Revenue Account recharges – £1.3m allowance for reduced general fund recharges for activities commissioned by HRA.

8.5.9. In addition to the above one off provision has been set aside for cost of redundancies (£7.25m). The following have not been added into core budgets but provided for in earmarked reserve for draw down.

8.6. Savings Proposals

8.6.1. A key priority of the Council's budget strategy is the delivery of savings through: improving our business efficiencies; changing how we fund and provide services by providing different amounts of funding to services, making small changes to what they do, or maybe providing the same thing in a different way; increasing our income generation by introducing or raising our charges and maximising the use of our assets and stopping doing something completely or reducing it significantly

8.6.2. Over the last 6 years, significant savings have been required to meet revenue grant reductions arising from reductions in funding for local government as part of the ongoing austerity programme. Since 2010/11 £170m of savings have been identified and another £34.6m of savings in the 2017/18 budget, and £29.6m for future years as shown in table x below (full details of the savings recommended for approval are set out in Appendix 6).

Nature of Proposal	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	Total £000's
Improving our Business Efficiency	(15,795)	(4,423)	(570)	(500)		(21,288)
Bristol Waste Company	(514)	(52)	346	(4)		(224)
Changing how we fund and provide services	(9,947)	(6,904)	(8,445)	(58)	(58)	(25,412)
Increasing our Income	(1,886)	(1,366)	(264)	(850)	(242)	(4,608)
Reducing or Stopping Services	(6,426)	(4,851)	(610)	(591)	(188)	(12,666)
Total All Proposals	(34,568)	(17,596)	(9,543)	(2,003)	(488)	(64,198)

- 8.6.3. Every service has been subject to a review and varying degrees of consultation and engagement has ensued. The recommendations emanating from this process will determine the future makeup of the functions delivered through the service and designed to dovetail in the council's overall delivery model. The propositions are at different stages of development and this will need to be reflected in the assessment of reserves.
- 8.6.4. As outlined in the investment section above a fund has been established to provide project management and specialist support and gateway process designed to ensure that directorates are equipped and have the capacity to meet the demands of managing services whilst delivering complex service transformation.
- 8.6.5. A residual budget gap of some £42m remains in future years and the Senior Leadership team, Mayor and Cabinet welcome further ideas for income generation. You are invited to bring your innovative and entrepreneurial skills to the fore and share your ideas in a safe environment to enable a more commercial approach to be adopted in addressing the residual shortfall.

8.7. Commercial Investments

- 8.7.1. The council has a range of commercial interests and is the single shareholder for a number of wholly owned companies. These businesses will be able to deliver services, whilst at the same time access a wider market to generate income from additional customers. As with many new ventures or company start-ups investment is required and it is anticipated that the Council will benefit from the generation of profits, which following the pay-back period can be used as appropriate to support the Council's revenue budget position or deliver key priorities.
- 8.7.2. Where investments are required in 2017/18, this will be subject to the performance parameters agreed by the Shareholder and reported to the Shareholder Group quarterly. To ensure the investment is protected, commercial information that could impact on an individual company value will be managed sensitively. As a public authority it will be necessary to consider, the sensitivity of the information being requested at the time of the request and the nature of any harm that would be caused prior to disclosure.

9 Funding

9.1 Provisional Local Government Finance Settlement – Key changes

The Government announced the Provisional Local Government Finance Settlement for 2017/18 on 15th December 2016. The Local Government Finance Settlement determines how much grant central government will give to each local authority in the forthcoming financial year.

9.2 Core Spending Power

The 2015 Spending Review set out the expected available revenue for local government spending through to 2019/20. This was intended to provide local authorities with some certainty of the level of resources for the period 2016/17 through to 2019/20. The Government's calculation of core spending power derives from:

- i) The Settlement Funding Assessment (SFA) – which represents the government's current approach to funding local authorities through Revenue Support Grant and retained Business Rates
- ii) Council tax income – for 2017/18 to 2019/20, the figures have been estimated by applying each local authority's average annual growth in the council tax base between 2013/14 and 2016/17 throughout the period to 2019/20, assuming that local authorities increase their Band D council tax in line with the 2% referendum limit throughout the period to 2019-20
- iii) The potential additional council tax available from the adult social care levy flexibility. For 2017/18 to 2019/20, this has been estimated by assuming all eligible local authorities also continue to take up two per cent adult social care flexibility
- iv) Additional Better Care Funding from 2017/18 – which represents £105m nationally, of which the Council's allocation is £340,000
- v) The 2017/18 Adult Social Care Grant - £241m to be distributed according to the adult social care relative needs formula, of which the Council's allocation is £2m
- vi) Funding for the New Homes Bonus which has now reduced from 6 to 5 years for 2017/18 and with the introduction of a 4% baseline growth before any funding is allocated

9.2.1 From this the Government has provided the following exemplification of core spending power for Bristol City Council which indicates a reduction in spending power of 1.85% in 2017/18 and 1.26% over the Spending Review period:

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Core Spending Power	345.9	339.5	343.7	352.7

9.2.2 The following table provides a more detailed breakdown of the Government's estimates of the Council's core spending power based on their assumptions:

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Revenue Support Grant	60.4	41.8	29.6	17.3
Business Rates	93.3	95.3	98.4	101.8
Council Tax	175.0	182.5	190.4	198.6
Council Tax – Social Care	3.4	7.2	11.4	16.0
Better Care Funding	0	0.3	6.2	11.6
Adult Social Care Grant	0	2.0	0	0
New Homes Bonus	13.7	10.3	7.7	7.4

Core Spending Power	345.9	339.5	343.7	352.7
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9.3 Adult Social Care Grant

The Provisional Local Government Finance Settlement 2017/18 included a new one-off “Adult Social Care” grant worth £240m nationally, to be funded from additional savings resulting from New Homes Bonus reforms not previously anticipated from the “Sharpening the Incentive: New Homes Bonus” consultation. Savings from the New Homes Bonus have been reallocated to support recognised national pressures facing Adult Social Care. This has been allocated based on relative needs formula and the ability to raise additional council tax through the precept, for Bristol City Council this amount is £2m, however this does not fully make up for what was lost under the reforms to the New Homes Bonus

9.4 New Homes Bonus

9.4.1 The New Homes Bonus was introduced in 2011 to reward those authorities in delivering additional housing growth either through new build or bringing empty properties into use. Under this scheme each additional property attracted grant funding, based on the national average band D council tax rate, with an additional uplift for affordable housing. In the 2015 Autumn Statement the government announced its intention to amend the scheme, and this has been confirmed in the draft settlement agreement. Savings from the revised scheme have been used to finance the new Adult Social care Support Grant.

9.4.2 Under revised arrangements payments to Councils will be reduced from 6 years to 5 years for 2017/18 (which equates to a loss of grant of some £2.6m in 2017/18), and for 4 years after that. In addition a 4% baseline has been introduced so that authorities will need to attract growth above this to receive any new grant, which has led to a loss of a further £1.1m.

9.4.3 The table below sets out the impact of these changes for Bristol.

	2017/18 £m
Previous MTFP assumption	13.8
Current budget	10.1
Difference	(3.7)

9.5. Business Rates

9.5.1 In its 2016 budget the Government committed to piloting the early implementation of 100% business rates in a number of areas. This offer was available to those authorities with a ratified devolution deal. Following Cabinet approval in October 2016, Bristol along with South Gloucestershire and Bath and North East Somerset Council’s made a successful application to the Secretary of State to form the West of England Pilot.

9.5.2 Pilot authorities will each retain 100% of locally raised business rates. In return they will forego Revenue Support Grant (RSG) and a number of other funding

streams. Each authority's tariffs and top-ups will be adjusted to ensure cost neutrality.

- 9.5.3 These pilots have been created to help the Government understand how 100% business rate retention would work in practice. 100% business rate retention will be brought-in across England by the end of this parliament, most likely in 2020-21, but possibly a year earlier in 2019-20.
- 9.5.4 Under the arrangement in place to the end of 2016/17 Bristol City Council retained 49% of business rates collected with 1% going to the Fire Authority. The other 50% was returned to government alongside the same from all other collecting authorities. Government then used that money in its entirety to fund local government through Revenue Support Grant or other specific grants.
- 9.5.5 For the period of the pilot, the allocation of the business rates income from the 100% pilot to individual authorities would be on the basis of the amount of retained rates the authority would have achieved under the existing 50% scheme, and distribution of any remaining surplus based on the contribution from each authority.
- 9.5.6 There are two key benefits from the 100% business rate retention proposal. Firstly and growth in business rate income above the baseline will all be kept by the authorities rather than being shared with government and secondly because a levy would no longer be payable on the additional business rates received as would have happened under the existing scheme.
- 9.5.7 As yet the Government have not made final details available. These are likely to be in the Final Settlement. Furthermore, firm Business Rates figures will not be available until later in January. For the purposes of this report we have assumed limited overall growth of 2.6% (RPI) in the base, as well as prudent estimates of business rates growth in the two Enterprise Area's and Enterprise Zone of £3.2m, along with growth over the baseline as the result of the pilot of £3.5m and an increase in S31 Grant of £4.0m

10. Social Care Precept

- 10.1 In 2016/17 the Council had the flexibility to increase Council Tax by up to 4% (2% City Council's base element and 2% Social Care Precept) without holding a local referendum on the matter. In recognition of the increasing pressure on Adult Social Care services across the country the Government have increased this flexibility by a further 1% Social Care Precept, taking the maximum up to 5%.
- 10.2 Demand pressures are evident, in particular in relation to the demand for services such as Adult Social Care and this levy would increase the Council's funding by £5.5m in 2017/18, to be spent in support of Adult Social Care spending (average monthly cost per band D equivalent household of £3.74 for this element only).

10.3 The recommended Budget within this Report assumes the council will take up the previous and additional 1% flexibility in order to increase the resources available to fund Adult Social Care services in the city.

11. Collection Fund Surplus/(Deficit)

11.1 Bristol City Council is required by statute to maintain a Collection Fund separate from the General Fund of the Council. Income from Council Tax and Business Rates are fixed at the start of each financial year. Any variations from this are realised through the Collection Fund and are distributed in subsequent years. Following changes to council tax discounts and exemptions and localisation of business rates from 2013/14 there is now significantly greater volatility and risk in relation to collection fund income.

11.2 As previously reported to Council on 17 January 2017 overall there is an estimated surplus on the Collection Fund for the year ending 31 March 2017 of £17.8m. This is comprised of an estimated surplus of £4.6m for Council Tax and an estimated surplus of £13.2m for Non-Domestic Rates (NDR). Bristol City Council's share of the overall estimated surplus is £10.4m, comprised of an estimated surplus of £3.9m for Council Tax and an estimated surplus of £6.5m for NDR.

11.3 The Business Rate collection fund surplus of £13.2m (Council share £6.5m) for 2016/17 is based on current collection rates, the latest Valuation Office Rating List, notified changes and provision for appeals.

11.4 Of the estimated total 2016/17 surplus of £10.6m, it is proposed that £6m be utilised to support the 2017/18 budget and £4.4m be set aside to reserves in line with the reserves policy set out in paragraph 14 of the report. The surplus should be seen as a one-off resource as growth has already been factored into the base for 2017/18.

12. Council Tax 2017/18

12.1 The referendum threshold for increasing the Council Tax has been increased to 5% to take account of the new flexibility regarding the Social Care Precept. The precept will need to be identified separately and the S151 Officer will be expected to notify the Secretary of State of the amount intended to be raised and verify that the funding has been used for Adult Social Care.

12.2 Calculation of the Council's Tax Base

At its meeting on 13 December 2016 the Council agreed Bristol City Council's Tax Base for the year 2017/18 as **124,083. This represents an increase of some 2.6% on the previous year's tax base. (120,946)**

12.3 Council Tax by Band

It is recommended that the following amounts be submitted for agreement by Full Council for the year 2017/18:-

- a. **£192,162,379 (2016/17 £178,402,606)** being the sum to be met from council tax in 2017/18 for services provided by the Council;

- b. Bristol City’s Council’s share of the council tax for the year 2017/18 for the services it provides for each category of dwelling shown as follows:-

2017/18 Council Tax	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band G
	£	£	£	£	£	£	£	£
2017/18 Council Tax	1,032.44	1,204.51	1,376.58	1,548.66	1,892.81	2,236.95	2,581.10	3,097.32
2016/17 Council Tax	983.37	1147.27	1311.16	1475.06	1802.85	2130.64	2458.43	2950.12
Percentage Increase	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%	4.99%
Annual Increase	49.07	57.24	65.42	73.60	89.96	106.31	122.67	147.20
Monthly Increase	4.09	4.77	5.45	6.13	7.50	8.86	10.22	12.27
Weekly Increase	0.94	1.10	1.26	1.42	1.73	2.04	2.36	2.83

13. West of England Combined Authority

13.1 On 14th November the Cabinet delegated to the Chief Executive, in consultation with the Leader of the Council, authority to take all decisions, to make all necessary appointments, arrangements and provide written confirmation to the Secretary of State consenting to the making of the Order creating a West of England Combined Authority (WECA). Subsequently on the 12th January 2017, the Chief Executive provided such confirmation to the Secretary of State.

13.2 Subject to Parliamentary Approval the WECA will come into existence on 1 February 2017 or shortly thereafter.

13.3 The key financial implications were set out in detail in the specific decision reports of 29th June 2016 and 14th November 2016. It is now anticipated that the WECA will meet on the 15th March 2017 to consider and set the Mayoral and WECA Budget 2017/18.

13.4 In anticipation of this, it is appropriate to include within the Council Budget reasonable financial provisions related to the financial arrangements for the WECA, in particular:-

- i) Capital Grant payments from the WECA to the Council in respect of Highways Maintenance and Transport Improvement funding (previously funded directly by the Department for Transport)

- ii) Contributions to the WECA from the Council to meet the costs associated with transferring transport functions including concessionary fares and community transport.
- iii) Appropriate commissioning payments from the WECA to the Council for delivery of transport activities to ensure continuity of service provision.
- iv) Within the Business Rates Collection Fund to provide for an appropriate share of Business Rates to be allocated to the WECA in accordance with the 100% Business Rate Retention pilot to meet the costs of Highways Maintenance and Transport Improvement Grants.

13.5 The net impact of the above transactions is anticipated to be neutral for the Council as these merely reflect the appropriate movement of funds in line with the devolution deal.

13.6 In addition to the above, the Council will be working with the WECA to identify further opportunities to deliver efficiencies and savings particularly relating to transport and infrastructure functions. This will include initially consideration of how the one-off implementations costs could be reimbursed by the WECA (up to £250K for each of the councils).

13.7 In order to avoid any potential for movements in Council reserves and balances arising from the relative risks of the WECA functions and responsibilities, it is anticipated that the WECA will not seek to hold specific balances and reserves. These will instead continue to be met and underwritten by the constituent councils.

13.8 It should be noted that for the purposes of this budget a number of assumptions as set out of the report were prepared in advance of the draft order setting out the final arrangements for the new authority. A review of all savings relating to transport functions will be undertaken in advance of full Council.

14. Capital Programme

14.1 The Council is playing a key role in investing in its community; that is providing facilities for local people to use as well as business premises that provide jobs and opportunities. Our longer term capital programme aspirations are significant, however we recognise that these investments are essential if we are to deliver revenue savings and transform our capacity to meet future needs.

14.2 The approach has been amended for 2017/18 to improve transparency and certainty on what is in the approved programme. The previous presentation of considering Tier 1, Tier 2 and Tier 3 programmes (of which only funding for Tier 1 was reflected in the medium term financial plan) has been replaced with one programme which the Mayor is putting forward for approval – along with the estimated revenue implications of that proposed programme.

14.3 Capital and revenue expenditure cannot be considered in isolation of each other. A larger and more ambitious capital programme on the one hand can facilitate more cost effective asset management, improving efficiency and the need to incur cost of maintenance, and can help deliver economic growth, but it means the Council will incur a higher level of fixed costs for the foreseeable future and impacts upon revenue resources available to fund

day-to-day services. The programme set out will increase capital financing charges by an estimated £27m in 2021/22.

14.4 Prioritisation of the programme is therefore essential to ensure it remains within an affordable envelope and has involved broadly ranking new pressures and prior tier 2 and 3 schemes as essential, high priority, priority and desirable. The outcome of that exercise is reflected in the programme that is now recommended to Council. Going forward a renewed capital strategy will be developed, in parallel with the asset management strategy that will outline the approach to capital investment, ensuring that it is affordable, sustainable and prudent, and aligned to the Council's corporate priorities.

14.5 The Council must ensure sufficient funding is available to meet the requirements of the agreed projects within its Treasury Management Strategy which is regularly reviewed and updated to reflect projects as they are refined or become ready for delivery.

14.6 Table below summarises our current capital spending plans for the next five years that total £900.4m.

Capital Programme	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
People Directorate	30,826	35,472	25,310	32,500	15,300	139,408
Place Directorate	107,202	72,109	106,631	73,875	60,857	420,674
Neighbourhoods Directorate (GF)	8,794	10,450	3,600	2,400	2,400	27,644
Resources Directorate	8,135	7,600	2,700	2,700	2,700	23,835
City Director & Corporate	17,558	14,075	17,213	10,000	10,000	68,846
Housing Revenue Account	41,000	47,000	44,000	44,000	44,000	220,000
Total	213,515	186,706	199,454	165,475	135,257	900,407

The detailed draft programme and its financing is set out in Appendix 2.

14.7 An idealistic model for public sector capital investment portfolio is one that provides an appropriate blend of investment to do the following:

- undertake mandatory duties keeping the public safe and maintain its investment,
- invest to grow the economy; and
- invest to save by reducing costs that would be borne by the revenue account or generating external income.

14.8. Further consideration will be given to the appropriate blend in the Medium Term Financial Plan.

15. Risk Management

This section of the report advises of any significant risks identified in the budget process, quantifying these wherever possible, and sets out the range of measures and provisions put in place to mitigate these.

General or unallocated reserves are held against the risk of unanticipated expenditure or reduced income arising in any particular year. In addition some specific/earmarked reserves are set aside to manage timing differences between the receipt of income and expenditure being incurred, in accordance with accounting rules.

15.1 Risks Analysis

There will always be risks inherent in the budget process. What is important is that these are identified and mitigated / managed effectively. Key risks have been categories into one of three groups:

- (i) Risks associated with the delivery of material revenue projects,
- (ii) On-going risks; and
- (iii) Emerging risks.

The most significant of these are summarised below:

15.1.1 Risks associated with the delivery of material Revenue projects

The budget process makes assumptions about the **delivery of a range of propositions** some of which could be considered complex and the level of revenue savings that can be achieved in each year and a number of potential risks have been identified within this area:

- Timing and profiling - the ability to fully deliver both ongoing 2016/17 savings and proposals set out in the revenue budget for decision on 21 February 2017 in line with the profile
- A small number will require further consultation, which if not efficiently managed could result in delays; and
- The ability to deliver services within the refreshed baseline level of available resources.

Given the level of savings targeted through transformational change and procurement, a robust process of actively tracking and reporting on savings delivery is recommended for 2017/18, Resources should be earmarked and available to support all Directorates in delivering complex savings. It is anticipated that project management skills & specialist resources will assist in ensuring optimum costs / benefit is realised. A possible governance approach is outlined in Section 15 - Transformation Governance of this report.

Saving propositions result in redundancy costs and pension strain for which there are no central provision. If not rectified this will resulting in costs needing to be contained at directorate level.

It is recommend that a fund is established to fund all redundancy costs within general fund services, that are directly attributed to reviews and savings programmes. This provision is one-off, and actual numbers are not yet determined, however given the scale of the savings that will be necessary over the medium term it may need to be increased in future years.

15.1.2 On-going risks

- i) **Legal Claims** - there is an increased risk of compensation claims arising as a result of specific events and emerging issues. It is necessary for BCC to ensure sufficiently resource to protect BCC position and appropriate advice / advisors accessible.
- ii) **Schools PFI Sinking Fund** – requirement to establish a fund to ensure the ability to meet ongoing contractual liabilities to the term of the contract.

a. It will be necessary to work with Individual PFI Schools, wider School Community and Contractor to agree a sustainable long term solution.

iii) **Capital Receipts** - a further risk relates to the realisation of capital receipts in line with amounts recognised in the capital programme and the ability to deliver and afford the full programme if these do not materialise.

15.1.3 Emerging risks

Major Projects – risks of cost escalation, overspends requiring increase in capital financing costs and subsequent impact on general fund revenue budget.

Project health checks / stress tests recommended, with regular monitoring and reporting via internal assurance mechanisms.

Volatility of Business Rates Income - Business rates pilot, 100% business rates retention; risk that growth projections are incorrect; don't fully capture the impact of the extended Enterprise Zone and new burdens that follow are not fully factored into the forecast.

Greater visibility and input is required to the assurance work undertaken by the Technical work stream of the West of England (WoE) Business Rates Pooling Board and local information needs to be fully factored to ensure accuracy of the assumptions for BCC.

Budgetary and savings implications assumptions may change following the publication of the final devolution arrangements which are expected by February 2017.

BREXIT Article 50; - Potential for a 2nd shock wave or more gradual slow down during the period of uncertainty; potential to impact on inward investment, the Housing Market, Social care providers and procurement costs,

Proactive approach in mapping business flight risks, pinch points and consider incentives business rates / discounts and explore options for de-risking housing developments.

There are a number of other risks that have been considered but are being kept under review and can be managed within the general fund balance an example of these would be Demand Management, Home to School Transport, Welfare Reforms, Council Tax Collection rates and winter pressures.

Appendix 3 shows the Budget Risk matrix, setting out how the risks identified in this report are managed. It is important to recognise, however, this list should not be seen as exhaustive due to the complexity of the Council's activities and the environment within which we operate.

16 Reserves and Balances

16.1 The Council holds a number of reserves as part of its approach to maintaining a sound financial position and to demonstrate that there are no material uncertainties about the Council as a going concern. The requirement for financial reserves is linked to legislation such as Local Government Act 1992 which requires Councils to "have regard" to the level of reserves needed to meet future expenditure when calculating a budget.

16.2 The application and use of reserves supports the achievement of service delivery and improvements and in addition can support any in year service budgetary pressures or budget pressures arising from Central Government's ongoing funding reductions. The Council's reserves policy is described below and reflects the guidance previously provided by the Audit Commission in respect of the appropriate level of strategic reserves:

16.3 Strategic & General Reserve

16.3.1 The purpose of the Council's Strategic Reserve is to cover emergency events only such as unforeseen financial liabilities or natural disasters. This reserve will be maintained at a minimum level of between 5% and 6% of the council's net revenue budget.

16.3.2 The purpose of the councils General Reserve is to support one-off and limited on-going revenue spending.

16.3.3 The combined balance on the Strategic and General Fund Reserve at 31 March 2016 was £20m. In taking account of the strategic, operational and financial risks facing the authority this reserve will be maintained at this level for 2017/18.

16.4 Earmarked reserves

16.4.1 The purpose of the Councils earmarked reserves is to meet identified spending commitments.

16.4.2 These reserves will only be used for the purpose for which they were created and will be reviewed periodically but as a minimum annually.

16.4.3 The opening balance on Earmarked Reserves at 1 April 2016 was £106m (representing circa 30% of the net budget requirement). Utilisation of £45.8m is planned during 2016/17, with a carry forward balance anticipated of £60.2m. The pressures on public finances currently and for the medium term are intense. Therefore, the ability to retain reserves long-term for unforeseen events and circumstances becomes not only difficult but something that requires careful consideration.

16.4.4 In accordance with the policy on reserves all forecasted balances at 31 March 2017 have been reviewed for their continuing need, alignment with council priorities and a risk assessment considering internal and external factors undertaken. The review identified a number of key areas of which specific one off reserves were required and the identification of a range of additional one-off funding sources e.g. Collection Fund surplus, as provided the opportunity to realign funds for priority investments and release £11m to mitigate the 2016/17 forecasted deficit.

Earmark Reserve Summary	£000
Opening Balance	(105,976)
2016/17 Planned Draw Down	45,695
2016/17 Forecast Deficit	11,000
New Contribution	(21,550)
New Opening Balance	(70,831)
New Contribution Financed By:	
Minimum Revenue Provision	6,000
Capital Receipts	11,300
Collection Fund	4,250
Total	21,550

16.5 The table below summarises the movement and shows estimated earmarked reserves at 1 April 2017.

Indicative Opening Values 2017/18			
Earmarked Reserve Type	Opening Balance 01.04.16	Sum of Movement and Additions	Indicative Opening Balance 01.04.17
	£	£	£
Capital Investment	(21,358,987)	4,136,804	(17,222,183)
Finance	(15,280,609)	6,807,651	(8,472,958)
Ring-Fenced Reserves	(9,157,106)	250,000	(8,907,106)
Risk	(19,772,148)	13,658,605	(6,113,543)
Service	(11,895,941)	7,772,010	(4,123,931)
Transformation	(23,009,904)	20,044,817	(2,965,087)
Reserves < £500k	(5,501,273)	2,524,655	(2,976,618)
Future Council Support	-	(5,000,000)	(5,000,000)
Redundancy Reserve	-	(7,250,000)	(7,250,000)
Legal Reserve	-	(750,000)	(750,000)
Risk Reserve	-	(7,050,000)	(7,050,000)
Total Earmarked Reserve	(105,975,969)	35,144,542	(70,831,426)
Total Strategic & General Reserve	(20,000,000)	-	(20,000,000)
Total	(125,975,969)		(90,831,426)

16.6 The combined total of the reserves is anticipated to be £90.8m in 2017/18, with the Strategic & General balances in isolation representing 5.5% of the net budget requirement.

	Opening Balance 01.04.16	Indicative Opening Balance 01.04.17
	£000	£000
Budget Requirement	345,324	365,396
Total Strategic & General Reserve	(20,000)	(20,000)
Strategic & General Reserve	-5.8%	-5.5%
Total Earmarked Reserve	(105,976)	(70,941)
Earmarked Reserve	-30.7%	-19.4%

16.7 The levels of General and Earmarked reserves recommended in this report for the financial year 2017/18 are believed to be sufficient to meet all of the Council's obligations and have been based on a detailed risk assessment. The limits will be reviewed on an annual basis against prevailing risk assessments which consider both internal and external factors.

17. Transformation Governance, Assurance and Support 2017/18

17.1 To ensure successful sustained transformation within the organisation robust governance and delivery framework is being put in place to enable timely decision making and provide delivery assurance.

17.2 The governance and delivery framework is based on some simple principles, namely:

- enables fast, flexible decision making;
- works to a single version of the truth to ensure accuracy;
- visible & transparent;
- ownership and accountability with services;
- proportionate rigour;
- maximising the implementation of best practice.

17.3 The governance around the organisation's transformation has been designed to enable officers to make timely decisions, keep projects on track, highlight and act upon any risks and issues quickly to deliver solutions. It will constantly balance the need to provide thorough review points to ensure we are always getting best value for the City from the changes we are making, whilst looking to make swift decisions to ensure the momentum behind these initiatives is maintained and culminates in fast delivery.

17.4 In practical terms the governance arrangements will consist of a number of new forums connected with the existing well-established meeting structures to ensure no duplication, expedience of decision making and continual assurance. In terms of new forums, a Transformation Board and Transformation Executive will be put in place.

17.5 The Transformation Board will be where the main governance of change takes place, where major decisions to start, continue and/or stop, or close a transformation initiative will be made. It will be made up of senior officer representatives from across the organisation with the Chief Executive as Chair. Its main focus will be to:

- hold and champion the cross-organisational view and impact of all transformation activities;
- provide top-level support to overcome change or delivery problems;
- hold each other to account;
- track/monitor the financial position, savings and delivery requirements.

17.6 The Board will be fed by the most up to date, rich information/data available to ensure the right decisions are made within the required timeframe.

The Transformation Executive will be where the Mayor and Cabinet Member for Finance, Governance & Performance will be kept up to date with progress on delivering savings and change, and where appropriate, take the necessary decisions to keep activity moving forward.

17.7 On a more day to day delivery basis discussions and decisions relating to the development and management of projects will take place in existing management meetings called Directorate Leadership Teams, where Service Directors will take the lead on design and delivery, reporting into Strategic Directors. Here items will be identified for escalation to the Transformation Board as well as providing a forum for innovative ideas to be developed and talked through in more detail.

17.8 A Programme Management Office will undertake the role of ensuring that robust reporting principles and systems are in place to manage all transformational activity. Underpinning this is a strong project methodology, based on national and international best practice (Agile, PRINCE2, Green Book standards).

17.9 This methodology will, support the organisation and our people to manage delivery of change effectively and efficiently. A key element of this robust management will be tracking and reporting on essential project metrics such as financial alignment to business cases, delivery, project milestone plans, risks and outcomes. This information will be reported routinely, in an objective way, as part of an overarching governance structure. This will enable decisive action to secure and sustain the Council's part in the future direction of Bristol

17.10 A visual outlining the indicative principles for governance and transformation lifecycle is attached at Appendix 9.

18. Dedicated Schools Grant

18.1 On the 10 January 2017, the Bristol School's Forum approved the allocation of the Dedicated Schools Grant as summarised below:

	£'m
Dedicated Schools Grant Settlement	244.1
Funding allocated to schools through local formula	238.0
Growth Fund	3.0
Provision for Business Rates increase	0.4
Local Authority Retained Duties	2.7

18.2 The Schools Forum has agreed to allocate £1.896m for Centrally Retained Elements. This is the same value as 2016/17 and covers admissions, prudential borrowing for school projects, central licences for schools, school forum costs and a contribution to Education Services management costs. In addition, they agreed to passport funding added to the Dedicated Schools Grant by central government for Retained Duties previously allocated to the Council via an element of the Education Services Grant. This is intended to fund the core statutory duties for all schools (academy and maintained schools). It is calculated at £15 per pupil and equates to £843k in 2017/18. In addition, an element of the Early Years block and High Needs block are retained to contribute to Council capacity to provide relevant services.

19. Housing Revenue Account

19.1 In a separate report on this agenda the Mayor is asked to agree the 2017/18 Housing Revenue Account budget within the context of the 30 year business plan. HRA self-financing, whereby the Council retains all rental income but must finance all capital and revenue costs associated with its stock, has been in effect since 2012. It was intended to facilitate greater assurance for sustainable long term planning and improved asset management.

19.2 However there have been a number of changes to government policy, which have impacted on planning assumptions, including a requirement to reduce rents by 1% per annum until 2020. The impact of this change in government policy has led to a significant loss on income to the HRA. This is because the business plan, in line with assumptions incorporated within the self-financing agreement, assumed a level of annual inflationary increase.

19.3 The Council has a duty to agree a balanced HRA budget for the next financial year, as well as a sustainable long term business plan, which takes account of capital investment needs in its stock and the revenue costs of managing and maintaining it. Although the account is ring-fenced, which means there can be no cross-subsidy between the revenue cost of services provided through the General Fund and the HRA, there are many services provided to both and paid for through recharges. There are therefore implications on some services of the need to reduce HRA costs to offset the loss of rent income and other risks. The general fund impact on 2017/18 is £1.3m, which is reflected in this report.

20. Treasury Management Strategy

The Council's Treasury Management Strategy, Minimum Revenue Provision Policy, Investment Strategy and Prudential Indicators are set out in Appendix 4 and the Mayor and cabinet is asked to approve for onward referral to Full Council.

21. Financial assurance statement

21.1 The council must set a balanced budget each year. As the council's designated finance officer, I have a legal duty to report to Full Council in February 2017 on the robustness of the council's budget and the adequacy of reserves.

21.2 The council has sought to support the city through a prolonged period of reduction in public sector spending. With the financial pressures unlikely to ease in the years ahead, we are now looking forward to 2022 to set out our approach to adapting to budget reductions and delivering our services each year within the resource allocation.

21.3 My current assessment is that the council will achieve the tough budget limits for 2017/18, and that the proposals set out will provide a firm basis for the development of the budget for future years.

21.4 Reserves, whilst lower than previous, are adequate for the risks we face, but not sufficient to avoid making permanent cuts in services. I am also assured that, subject to the approval of the spending limits per service, a timely conclusion of the further consultation for those specific items requiring it; and identified programme support, this budget can be delivered.

21.5 It is important to note that in making these decisions there will have to be full consideration of all the relevant issues such as the Council's legal duties and contractual obligations.

21.6 The Council needs to be satisfied that it can continue to meet its statutory duties and the needs of vulnerable young people and adults. Proposals have been drawn up on the basis that Strategic Directors are satisfied that this will enable them to continue to meet their core statutory duties and the needs of the most vulnerable. In some cases further consultation may be required.

21.7 If the outcome of such further considerations were to present difficulties in adhering to the agreed Council budget, officers would bring further proposals to members for consideration.

22. Risk management / assessment:

Risk Management is outlined in Paragraph 13 and Appendix 3 – Budget Risk Matrix

23. Consultation and scrutiny input:

Internal consultation:

23.1 The Initial Budget Proposals have been reviewed and challenged by the Council's Scrutiny Commissions during December and early January and their comments fed into the overall budget process. In addition, a subsequent meeting is scheduled for Overview and Scrutiny Management Board on 19th January 2017 to examine all saving propositions (including new propositions developed subsequent to the commencement of the consultation), to be taken forward into the budget process and the Capital Programme. Comments received from Overview and Scrutiny Management Board on any individual matter arising will be incorporated into the report for Council.

External consultation

23.2 The consultation on the council's draft Corporate Strategy and budget savings proposals was open for 12 weeks from 13th October 2016 until 5th January 2017. 1,259 individual responses were received via the survey and additional responses were received from organisations and individuals via email, suggestion boxes and at events and the final report summarising the result is attached at Appendix 8.

23.3 The saving ideas identified in the consultation were in the region of £51m and as a result of the consultation £7.2m of those savings have been withdrawn.

Brief Description	Illustrated	Illustrated	Illustrated	Illustrated	Illustrated	Total £000's
	Saving	Saving	Saving	Saving	Saving	
	2017/18 £000's	2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	
ICT System Rationalisation & Staffing Efficiencies	-286	-750	-1,250	-500		-2,786
Reorganise how school crossings are patrolled (Impact tapered)	-270	65				-205
Charge for advisory disabled bays and 'Keep Clear' markings	-34					-34
Removal of existing RPS free 30 minutes period in all RPS	-675					-675
Remove Companion Concessionary bus passes	-400					-400
Withdraw reimbursements to Community Transport operators for concessionary travel	-195					-195
Revise operating times for Concessionary Travel	-70					-70
Reducing funding to Key Art Providers (Impact tapered)		-310			190	-120
Reducing museum opening hours	-200					-200
Establish an Energy Infrastructure / Service company	420	-130	-840	-2,000		-2,550
Carers Support	-50		0			-50
Total Efficiencies /Consulted Upon and Not Recommended	-1,760	-1,125	-2,090	-2,500	190	-7,285

At the time of the consultation it was recognized that in total the ideas proposed would not close the budget gap and further propositions have been identified to be taken forward. Appendix 7 provides the comprehensive list of propositions for reducing costs and increasing income totaling £64.2m, of which £34.6m form part of the 2017/18 budget.

The council still needs to explore measures to deliver the remaining c.£37m of the savings required in later years.

Consultation Principles for the New Proposals

23.4 The Mayor and the Cabinet are keen to listen to any new ideas and alternatives that can achieve a balanced budget and where it has been identified that further public consultation is required in relation to a new proposal or specific implementation of an existing proposition the opportunity will be provided to discuss with the city the details of exactly how the proposed savings could be made within the approved cash limits.

23.5 Principles:

- Where specific consultation is still considered necessary, Full Council will set the service cash limit but not make decisions on operation issues within the service budget
- Decision (and consultation) in respect of detailed operational proposals are a matter for Cabinet.
- Following Full Council, Cabinet will decide how best to allocate funds within the designated cash limits, when making decisions on specific proposals within Budget lines taking into consideration consultation responses and Equalities impact assessments where needed, and fully recognizing the constraints on any departure from the Council's budget/ financial plan.
- Services should ensure consultation is done at a formative stage, gives consultees enough time and information to respond properly, and that responses are taken into account.

24. Other options considered:

No other options are considered at the present time.

25. Public sector equality duties:

25.1 As part of this decision making process, the Public Sector Equality Duty Decision requires council staff and elected members to consider what will be the impact on people with protected characteristics, whether in the wider city or in our own organisation. We need to understand who will be affected, how will they be affected and where possible how to minimise unintended negative consequences by planning in mitigations from the start.

25.2 Relevance checks and Individual Equality Impact Assessments (EQIAs) have been completed for those proposals contained in Appendix 6 where it is felt that proposed savings could have an adverse impact on a particular group or individuals. These are published alongside the draft budget proposals and the Cumulative Impact Assessment, based on the initial EQIAs, is detailed in Appendix 7

25.3 This report sets out the Mayors budget proposals to take to Full Council. Full Council will set the budget. Some proposals will need further development for Cabinet to make a specific decision. The process for this is set out in the section on consultation on new proposals (Para 20.3). For these proposals a detailed relevance check and Equality Impact assessment will be undertaken if needed, to inform Cabinet when making that decision.

25.4 The cumulative impact assessment that has been prepared sets out for the Cabinet and Full Council the overall impact that they will need to take in consideration when setting the budget.

26. Environmental checklist / eco impact assessment

Not applicable.

27. Resource and legal implications:***Finance*****a. Financial (revenue) implications :**

Set out within the report.

b. Financial (capital) implications:

Set out within the report.

c. Legal implications:

It is the role of the Mayor to formulate a budget and the role of the Council to adopt that budget or, at this stage, object to the budget proposals giving reasons why.

The Council must set the budget in accordance with the provisions of the Local Government Finance Act 1992 and approval of a balanced budget each year is a statutory responsibility of the Council.

The provisions of section 25, Local Government Act 2003 require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the chief finance (s.151) officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. It is essential, as a matter of prudence that the financial position continues to be closely monitored. In particular, members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources. Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings.

Consultation has taken place in accordance with the Council's duties under section 65 of the Local Government Finance Act 1992. The responses provided are attached as appendix to this report.

It must be borne in mind that this is consultation on the budget proposals, not on the decision to take whatever decision is implied by the adoption of that budget. For example, the budget proposals may include a reduction in the budget provision for a particular service. That might imply that the service will reduce or even cease, but that is not the same as the actual decision to reduce the service or cease it, which would be taken at a later date by the Executive, in operating under that budget, and will more often than not require its own specific consultation process.

The consultation process, including the Council's consideration of the responses, is required to comply with the following overarching obligations (unless detailed statutory rules supplant these):

1. Consultation must be at a time when proposals are at a formative stage.
2. The proposer must give sufficient reasons for its proposals to allow consultees to understand them and respond to them properly.
3. Consulters must give sufficient time for responses to be made and considered.
4. Responses must be conscientiously taken into account in finalising the decision.

This is the same whether or not a public body was required to consult or chooses to do so. This is because all of those rules are aspects of an overriding requirement for 'fairness'. The process must be substantively fair and have the appearance of fairness. The setting of the budget and council tax by Members involves their consideration of choices.

When considering options, Members must bear in mind their fiduciary duty to the council taxpayers of Bristol. Members must have adequate evidence on which to base their decisions on the level of quality at which services should be provided.

Where a service is provided pursuant to a statutory duty, it would not be lawful to fail to discharge it properly or abandon it, and where there is discretion as to how it is to be discharged, that discretion should be exercised reasonably.

The report sets out the relevant considerations for Members to consider during their deliberations and Members are reminded of the need to ignore irrelevant considerations. Members have a duty to seek to ensure that the Council acts lawfully.

Members must not come to a decision which no reasonable authority could come to; balancing the nature, quality and level of services which they consider should be provided, against the costs of providing such services.

There is a particular requirement to take into consideration the Council's fiduciary duty and the public sector equality duty In coming to its decision.

The public sector equality duty is that a public authority must, in the exercise of its functions, have due regard to the need to:

- (1) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;
- (2) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (3) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

Any decision made in the exercise of any function is potentially open to challenge if the duty has been disregarded. The duty applies both to Full Council when setting the budget and to Cabinet when considering particular decisions.

Members are also individually reminded that Section 106 of the Local Government Finance Act 1992 applies to this meeting. Members who are two months or more in arrears with their Council Tax must declare this to the meeting and must not vote on budget recommendations, as to do otherwise can be a criminal offence.

Advice given by Shahzia Daya, Service Director Legal and Democratic Services

Date: 16th January 2017

d. Land / property implications:

A number of the propositions if approved will have direct property implications. These will be assessed on an individual basis and implications reflected within the specific Business cases and or Cabinet Reports.

Advice given by: Bob Baber - Asset Strategy Manager

Date: 16/01/2017

e. Human resources implications:

A Section 188 notice was issued in August 2016. The s188 notice provided formal notification to Trade Unions that the scale of the potential workforce reduction is estimated to be up to 1000 employees.

An initial voluntary severance opportunity was implemented through to the end of September 2016. Following responses to applications 301 employees were approved for voluntary severance. The proposals contained within this report will result in further redundancies up to the level indicated in the s188.

We are seeking to avoid compulsory redundancies wherever possible. Full consultation with Trade Unions is continuing to be undertaken throughout this period of organisation change and restructures. At every stage we will seek to reach agreement with the recognised Trade Unions on how to mitigate the need to make any further compulsory redundancies.

If, after meaningful consultation and after mitigating actions have taken place, compulsory redundancies are unavoidable, employees will be given notice of dismissal in accordance with the Council's agreed policies.

Advice given by Richard Billingham – Service Director HR & Change

Date: 17th January 2017

2017/18 Budget setting - Full Council Summary by Division (exc HRA)

Division	2017/18 Budget - For Council Review				
	Base Budget 2017/18 £000	Pay & Inflation £000	Growth £000	Savings £000	Proposed 2017/18 Budget £000
People					
11 Strategic Commissioning & Commercial Relations	20,217	219	8	(2,013)	18,431
14 Care & Support - Adults	117,223	(267)	5,380	(6,681)	115,655
15 Care & Support – Children & Families	43,493	392	4,993	(1,016)	47,863
16 Education & Skills	6,006	26	388	(1,790)	4,630
17 Dedicated Schools Grant	0	0	0	0	0
18 Management - People	202	4	2,581	0	2,787
1A Early Intervention & Targeted Support	19,003	171	3,700	(757)	22,117
People	206,144	546	17,051	(12,257)	211,484
Business Change					
21 ICT	8,662	162	3,559	(569)	11,815
22 Legal and Democratic Services	6,545	155	726	(658)	6,769
24 Finance	4,152	129	52	(377)	3,957
25 HR & Workplace	6,756	200	783	(1,320)	6,419
27 Change Programme	(7,434)	0	7,434	0	0
Business Change	18,681	646	12,555	(2,923)	28,960
Neighbourhoods					
23 Citizen Services	12,446	393	2,380	(2,146)	13,074
31 Waste	27,345	(59)	70	(697)	26,659
33 Neighbourhoods & Communities	14,299	338	40	(2,312)	12,365
34 Public Health	29	0	0	0	29
35 Women's Commission	5	0	0	0	5
36 Public Health - General Fund	1,940	13	0	(143)	1,809
37 Housing Services - General Fund	12,549	180	1,540	(1,224)	13,045
Neighbourhoods	68,613	865	4,031	(6,522)	66,987
Place					
41 Property	(7,491)	257	8,432	(4,549)	(3,350)
42 Planning	271	135	4	(182)	227
43 Transport	12,698	356	516	(4,022)	9,547
44 Economy	5,455	163	125	(287)	5,455
45 Economy - ABS Team	1,788	56	0	(475)	1,369
53 Energy	2,822	422	631	(19)	3,856
Place	15,543	1,389	9,707	(9,535)	17,104
City Director					
28 Policy, Strategy & Communications	3,189	81	257	(147)	3,379
51 Bristol Futures	1,546	30	0	(315)	1,262
54 Executive Office Division	2,145	42	16	0	2,203
City Director	6,880	153	273	(462)	6,844
Corporate Funding & Expenditure					
X2 Levies	1,119	0	0	0	1,119
X3 Corporate Expenditure	28,453	5,926	1,390	(2,870)	32,899
Corporate Funding & Expenditure	29,572	5,926	1,390	(2,870)	34,018
Bristol City Council Total	345,433	9,525	45,008	(34,569)	365,396
X8 Corporate Revenue Funding	(345,433)	(19,963)	0	0	(365,396)
Bristol City Council Total	(345,433)	(19,963)	0	0	(365,396)

Detailed budget summary by division - service

Division: Strategic Commissioning & Commercial Relations

Services provided by Strategic Commissioning & Commercial Relations

Practice lead for commissioning and procurement for the Council. Commissioning, contract management and QA for commissioned adults services and some children social care services. Shareholder and client support for companies the council owns.

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
111	Joint Commissioning (Adults)	909	22	0	(315)	617
112	Joint Commissioning (Children)	3,930	7	0	0	3,938
115	Contracts & Quality	14,027	150	0	(1,627)	12,549
117	Service Director- Sp&C	1,351	39	8	(71)	1,327
Total Strategic Commissioning & Commercial Relations		20,217	219	8	(2,013)	18,431

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	9,006	219	0	(1,299)	7,926
2	Premises-Related Expenditure	0	0	0	0	0
3	Transport-Related Expenditure	21	0	0	0	21
4	Supplies & Services	842	0	0	0	842
5	Third Party Payments	13,259	0	0	(714)	12,545
7	Support Services	223	0	0	0	223
Expenditure		23,350	219	0	(2,013)	21,556
9	Income	(3,133)	0	8	0	(3,125)
Income		(3,133)	0	8	0	(3,125)
NET Expenditure		20,217	219	8	(2,013)	18,431

Savings proposals within Strategic Commissioning & Commercial Relations

Saving Name	Description	Savings £000	Savings Reference
Restructure admin and business support teams	We are streamlining our admin and business support function from separate teams to create a single, multi-disciplinary team to support the whole council. This will generate staff savings and reduce duplication of tasks.	(948)	BE3
Reduce Supporting People services	We will refocus our efforts on supporting those people who would require a statutory service were they not receiving Supporting People services. This will result in reduced access to floating support services, sheltered housing, supported living and other advice and guidance services.	(643)	RS01
Restructuring Education & Skills, Strategic Commissioning and Early Intervention & Targeted Services.	We are restructuring a number of council teams to reduce staff numbers and operating costs and to be more efficient. Teams include Education & Skills, Strategic Commissioning and Early Intervention & Targeted Services.	(423)	BE9
Total savings proposals		(2,014)	

Detailed budget summary by division - service

Division: Care & Support - Adults

Services provided by Care & Support - Adults

The service's key function is the provision of support services for adults aged 18 plus including care, support and safeguarding for those people in our communities who have the highest level of need and for their carers.

Summary by Service

		2017 / 18 Budget				
Service		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
141	Complex Case/Transitions/AMHP	36,086	(273)	0	27	35,840
142	Front Door Services / Hospitals	31,046	(219)	46	(87)	30,787
143	Strategic Safeguarding	1,582	27	0	0	1,609
144	Area Community Teams/Care Brokerage/SI	32,623	(128)	5,334	(5,826)	32,004
145	Reablement, Intermediate Care & Regulated Services	15,885	325	0	(795)	15,415
Total Care & Support - Adults		117,223	(267)	5,380	(6,681)	115,655

Summary by CIPFA group (Account Type)

		2017 / 18 Budget				
CIPFA description		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
1	Employees	27,613	645	46	(436)	27,868
2	Premises-Related Expenditure	453	0	0	0	453
3	Transport-Related Expenditure	283	0	0	0	283
4	Supplies & Services	3,205	0	0	(205)	3,000
5	Third Party Payments	107,775	0	5,153	(5,520)	107,408
6	Transfer Payments	13,299	0	181	(420)	13,060
7	Support Services	622	0	0	0	622
Expenditure		153,250	645	5,380	(6,581)	152,695
9	Income	(36,027)	(912)	0	(100)	(37,040)
Income		(36,027)	(912)	0	(100)	(37,040)
NET Expenditure		117,223	(267)	5,380	(6,681)	115,655

Savings proposals within Care & Support - Adults

Saving Name	Description	Savings £000	Savings Reference
Reducing non-essential spend	Reducing spend on non-essential items such as mobile phones, printing, marketing and conference expenses.	(172)	BE19
Implementing a new model of care and support for adults.	As part of our response to the Care Act, we are moving to a three-tier model of providing care and support to adults. This means helping people to help themselves as much as possible before engaging council services. We will improve the information, advice and guidance available online and introduce pre-payment cards for people who receive direct payments. We will also review service users of adult care and support and our resource allocation system to make sure that we are providing the right services in line with need.	(2,687)	FP03
Recommission Community Support Services.	Community support services help people to be as independent, improve wellbeing and aim to reduce the need for more care later. We will recommission these services to get the best quality and value from new contracts.	(1,917)	FP04
Review Respite Policy	Review our policy on respite services - clearer thresholds for what options are available to whom and when, whilst also looking at how long different respite breaks should last. This is likely to reduce the service for some users, lowering costs.	(348)	RS08
Review provision of day service to adults	We propose to change the way we use Bristol Community Links and adult drop-in centres to deliver day services to adults. This could mean closing one or more of the centres, commissioning external partners to run them or combining with other services. People who use these services would receive an appropriate alternative. We will work with key stakeholders to co-design a new service model.	(362)	FP06
Best value contracts	A Dynamic Purchasing System (DPS) is part of our new procurement system which provides a shortlist of suppliers. The council can conduct an e-competition for tenders. By moving potential suppliers onto this system should get better value contracts.	(325)	BE8
Agree the best future for the provision of Community Meals	We are proposing a review of our community meals provision. This may involve us no longer directly providing the service and instead signposting to other providers in the market.	(220)	FP19
Increase supported living provision	Commission additional supported living provision - Increasing the supported living market will create an alternative to residential care which will increase independence. This is a cost avoidance saving.	(190)	FP22
Change the way we deliver night time services	The council currently uses an external provider for the majority of its out of hours home care services with a small proportion still delivered by council staff. We will seek an external provider to replace the in-house service.	(163)	FP23
Review Redfield Lodge fees and review dementia service	In the short term, increase the charges to service users in order to fully recover the cost of running the service. In the longer term review of the dementia services taking consideration of need and demand for these services across the city.	(50)	FP21
Charge for some Community Link services	As part of a proposal to explore opportunities to change the way Bristol Community Links are run, new models will include ideas for marketing day services to those who would pay to use them.	(50)	FP27
Restructure the Care & Support (Adults) team	We are restructuring our social work team (Care & Support , Adults) to make the service more efficient.	(196)	BE18
Total savings proposals		(6,680)	

Detailed budget summary by division - service

Division: Care & Support – Children & Families

Services provided by Care & Support – Children & Families

This service provides and commissions targeted and specialist services to children, young adults, and families in Bristol. These services aim to meet the needs of children where universal services alone will not ensure their well-being.

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
153	Quality Assurance, BSCB	1,439	36	0	0	1,475
154	Area Social Work (North)	1,901	39	131	0	2,070
155	Area Social Work (East/Central)	2,968	44	513	(154)	3,371
156	Area Social Work (South)	1,948	38	269	0	2,255
157	Fostering & Adoption	6,922	114	0	0	7,036
158	Looked After Children & Aftercare	25,576	63	4,081	(862)	28,858
159	Children & Family Support - Management	1,171	20	0	0	1,192
15A	Safeguarding and Area Services	1,568	38	0	0	1,606
Total Care & Support – Children & Families		43,493	392	4,993	(1,016)	47,863

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	17,106	392	708	0	18,206
2	Premises-Related Expenditure	212	0	0	0	212
3	Transport-Related Expenditure	538	0	0	0	538
4	Supplies & Services	1,892	0	163	0	2,055
5	Third Party Payments	25,929	0	4,065	(918)	29,076
6	Transfer Payments	243	0	57	0	300
7	Support Services	185	0	0	0	185
Expenditure		46,105	392	4,993	(918)	50,573
9	Income	(2,611)	0	0	0	(2,611)
Income		(2,611)	0	0	0	(2,611)
N	Income & Expenditure outside of Net Cost of Service	0	0	0	(98)	(98)
Other items outside of the Net Cost of Service		0	0	0	(98)	(98)
NET Expenditure		43,493	392	4,993	(1,016)	47,863

Savings proposals within Care & Support – Children & Families

Saving Name	Description	Savings £000	Savings Reference
Single Council-wide process for providing emergency	We will integrate Council teams that deal with emergency accommodation into a single team and streamline the administration in order to purchase accommodation at a reduced and common cost per night.	(56)	FP28
Increase council foster carers	We currently spend a lot of money placing children and young people with independent fostering agencies. By increasing the number of council foster carers through introducing an increased allowance for some carers, we can decrease these costs.	(862)	FP10
Office closures	This saving relates to eight surplus office buildings that we have either moved out of or will be moving out of by September 2017. The teams have been moved into alternative accommodation. The financial savings are associated with the rent, rates, utilities, cleaning, security and maintenance costs.	(98)	BE5
Total savings proposals		(1,016)	

Detailed budget summary by division - service

Division: Education & Skills

Services provided by Education & Skills

This service has statutory duties for Early Years including providing a Children's Centre offer, Specialist Education & Access, School Partnerships and provide Trading with Schools and Employment, Learning & Skills

Summary by Service

Service	2017 / 18 Budget				
	Base Budget 2017 /18	Pay, inflation and other adjustments	Growth	Savings	Proposed 2017 / 18 Budget
	£000	£000	£000	£000	£000
161 Early Years Learning	5,418	4	0	(824)	4,599
162 Primary Learning	492	6	0	(528)	(30)
163 Secondary Learning	89	2	0	(7)	84
164 Additional Learning Needs	674	2	(312)	(12)	351
165 Employment & Skills	906	12	0	(419)	499
166 Trading with Schools	(1,573)	0	700	0	(873)
Total Education & Skills	6,006	26	388	(1,790)	4,630

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 /18	Pay, inflation and other adjustments	Growth	Savings	Proposed 2017 / 18 Budget
	£000	£000	£000	£000	£000
1 Employees	7,443	26	0	(277)	7,192
2 Premises-Related Expenditure	218	0	0	0	218
3 Transport-Related Expenditure	52	0	0	0	52
4 Supplies & Services	2,192	0	0	0	2,192
5 Third Party Payments	7,123	0	0	(198)	6,925
6 Transfer Payments	10	0	0	0	10
7 Support Services	7,719	0	0	(750)	6,969
Expenditure	24,756	26	0	(1,225)	23,557
9 Income	(18,500)	0	388	(65)	(18,177)
Income	(18,500)	0	388	(65)	(18,177)
N Income & Expenditure outside of Net Cost of Service	(251)	0	0	(500)	(751)
Other items outside of the Net Cost of Service	(251)	0	0	(500)	(751)
NET Expenditure	6,006	26	388	(1,790)	4,630

Savings proposals within Education & Skills

Saving Name	Description	Savings £000	Savings Reference
Reshape Children Centre Services	Children's centres provide valuable services including much of our early intervention work with young families. They also support public health to deliver their programmes. This proposal keeps our commitment to those services and the value they bring, and recommends a change to the way that we organise our offer, as part of a (0-19) multi-agency early help family support model. We will review management structures and combine some services to create efficiencies. We hope to keep 18 children's centres open and find alternative ways to provide some of the existing services.	(750)	RS03
Reduced Education Services grant	The Government is ending the grant it gives to councils for Education Services. We are proposing to phase the reduction over two years. We will reduce some of the services we fund for schools and further develop the services we trade to schools.	(500)	FP05
Reduce funding for employment support service	Rather than working by ourselves to provide opportunities for people to access employment and apprenticeships, we will seek corporate sponsorship and work with partners such as the City Office to do this. This might reduce the number of activities like job fairs, job clubs and apprenticeship links with local businesses which are provided directly by the council, but we would still provide some and hope other partners can help provide others or more effective alternatives.	(100)	RS21
Remove subsidy for adult education at Stoke Lodge	We pay to provide Stoke Lodge as a base for Adult Learning. Following the restructure of the service, this funding will end and the service will become self-funding and the venue will be available for hire.	(55)	RS19
Consolidate apprenticeship service	The council has two teams supporting apprenticeships, these are our HR and Employment & Skills team. This proposal will bring the teams together to achieve a more efficient service at a reduced cost.	(50)	BE27
Provide in-house Early	We will reduce our spend on Early Years training.	(48)	FP29
Increase income from fee paying adult learning	Increase income from our fee paying adult learning services by increasing marketing.	(10)	IN18
Restructuring Education & Skills, Strategic Commissioning and Early	We are restructuring a number of council teams to reduce staff numbers and operating costs and to be more efficient. Teams include Education & Skills, Strategic Commissioning and Early Intervention & Targeted Services.	(277)	BE9
Total savings proposals		(1,790)	

Detailed budget summary by division - service**Division: Dedicated Schools Grant****Services provided by Dedicated Schools Grant**

Statutory duties to ensure sufficient, high quality primary, secondary & post 16 provision; current statutory duties for maintained schools causing concern; oversee admissions processes; statutory duties for Raising Participation Age (NEET)

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
171	Dedicated Schools Grant	1,165	0	0	0	1,165
172	Primary Learning - DSG	931	0	0	0	931
173	Management - DSG	1,783	0	0	0	1,783
174	Finance - DSG	(75,952)	0	0	0	(75,952)
175	Early Years Learning - DSG	28,993	0	0	0	28,993
176	Additional Learning Needs - DSG	43,058	0	0	0	43,058
177	Secondary Learning - DSG	23	0	0	0	23
Total Dedicated Schools Grant		0	0	0	0	0

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	2,352	0	0	0	2,352
2	Premises-Related Expenditure	243	0	0	0	243
3	Transport-Related Expenditure	29	0	0	0	29
4	Supplies & Services	8,213	0	0	0	8,213
5	Third Party Payments	156,471	0	0	0	156,471
7	Support Services	8,076	0	0	0	8,076
Expenditure		175,384	0	0	0	175,384
9	Income	(175,384)	0	0	0	(175,384)
Income		(175,384)	0	0	0	(175,384)
NET Expenditure		0	0	0	0	0

Savings proposals within Dedicated Schools Grant

Saving Name	Description	Savings £000	Savings Reference
		0	
Total savings proposals		0	

Detailed budget summary by division - service**Division: Management - People****Services provided by Management - People****Summary by Service**

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
181	Management - People	202	4	2,581	0	2,787
Total Management - People		202	4	2,581	0	2,787

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	2,712	4	0	0	2,716
3	Transport-Related Expenditure	4	0	0	0	4
4	Supplies & Services	162	0	0	0	162
5	Third Party Payments	1,949	0	760	0	2,709
7	Support Services	(983)	0	0	0	(983)
Expenditure		3,844	4	760	0	4,608
9	Income	(3,642)	0	1,821	0	(1,821)
Income		(3,642)	0	1,821	0	(1,821)
NET Expenditure		202	4	2,581	0	2,787

Savings proposals within Management - People

Saving Name	Description	Savings £000	Savings Reference
		0	
Total savings proposals		0	

Detailed budget summary by division - service

Division: Early Intervention & Targeted Support

Services provided by Early Intervention & Targeted Support

Services span all ages and include three area based Early Help teams supporting children and families, taking a 'Think Family' approach (inc Troubled Families). This division has strategic leadership of targeted youth support.

Summary by Service

Service		2017 / 18 Budget				
		Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
113	Targeted Support	7,583	66	198	(20)	7,827
152	0-25 Integrated Service	11,303	106	3,502	(737)	14,173
1A1	Service Director - EI & TS	117	0	0	0	117
Total Early Intervention & Targeted Support		19,003	171	3,700	(757)	22,117

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				
		Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
1	Employees	9,395	173	0	(89)	9,479
2	Premises-Related Expenditure	145	0	0	0	145
3	Transport-Related Expenditure	1,044	0	0	0	1,044
4	Supplies & Services	693	0	0	0	693
5	Third Party Payments	12,086	0	3,289	(618)	14,757
6	Transfer Payments	648	0	411	(51)	1,008
7	Support Services	5,037	0	0	0	5,037
Expenditure		29,048	173	3,700	(757)	32,163
9	Income	(10,045)	(1)	0	0	(10,046)
Income		(10,045)	(1)	0	0	(10,046)
NET Expenditure		19,003	171	3,700	(757)	22,117

Savings proposals within Early Intervention & Targeted Support

Saving Name	Description	Savings £000	Savings Reference
Single Council-wide process for providing emergency	We will integrate Council teams that deal with emergency accommodation into a single team and streamline the administration in order to purchase accommodation at a reduced and common cost per night.	(20)	FP28
Recommission Community Support Services.	Community support services help people to be as independent, improve wellbeing and aim to reduce the need for more care later. We will recommission these services to get the best quality and value from new contracts.	(189)	FP04
Review Respite Policy	Review our policy on respite services -clearer thresholds for what options are available to whom and when, whilst also looking at how long different respite breaks should last. This is likely to reduce the service for some users, lowering costs.	(106)	RS08
More efficient Home to School travel	Continue to progress our work to ensure that children and young people travel to school in the most independent way possible for them and their families. Commitment to finding creative solutions and working directly with families to find the best solution for the individual child in the context of their family. We always look for new opportunities presented by technology to calculate routes and get best price for packages of support.	(225)	FP18
Increase supported living provision	Commission additional supported living provision - Increasing the supported living market will create an alternative to residential care which will increase independence. This is a cost avoidance saving.	(8)	FP22
Develop a partnership model to deliver LD employment or training	The provision of employment opportunities for people with learning difficulties increases their independence and leads to a reduced pressure on the SEN residential care budget.	(122)	FP24
Restructuring Education & Skills, Strategic Commissioning and Early	We are restructuring a number of council teams to reduce staff numbers and operating costs and to be more efficient. Teams include Education & Skills, Strategic Commissioning and Early Intervention & Targeted Services.	(88)	BE9
Total savings proposals		(758)	

Detailed budget summary by division - service

Division: ICT

Services provided by ICT

ICT provide high quality Information and Communications Technology (ICT) needed to enable the council to safely deliver efficient and effective business services.

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
212	ICT Delivery	7,371	84	2,465	(512)	9,408
213	Digital Transformation	2,251	60	1,035	(57)	3,289
21A	Business Change & ICT	(1,735)	3	59	0	(1,673)
21B	ICT Sourcing	775	16	0	0	791
Total ICT		8,662	162	3,559	(569)	11,815

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	6,503	162	0	(299)	6,366
2	Premises-Related Expenditure	1	0	0	0	1
3	Transport-Related Expenditure	10	0	0	0	10
4	Supplies & Services	5,968	0	3,482	(270)	9,179
7	Support Services	269	0	0	0	269
Expenditure		12,750	162	3,482	(569)	15,825
9	Income	(4,088)	0	78	0	(4,011)
Income		(4,088)	0	78	0	(4,011)
NET Expenditure		8,662	162	3,559	(569)	11,815

Savings proposals within ICT

Saving Name	Description	Savings £000	Savings Reference
Restructuring support teams	We are restructuring a number of council teams to reduce staff numbers and operating costs and to be more efficient. Teams include: HR, Finance, ICT, Legal & Democratic services.	(299)	BE1
Replacement of call automation software	Our phone service is supported by software that re-directs callers to a series of self-service options, freeing up our call operators to help those who have more complex enquiries. The need for this will be superseded by the new contact centre software currently being implemented.	(170)	BE20
Reduce colour printing	Our offices are now equipped for staff to work digitally - reducing the need for printing. By turning off the colour printing function for all but the necessary documents will save us a further £90k a year on print costs	(90)	BE25
No longer send out reminders for voter	We currently send residents a reminder letter for voter registration (household notification letter). We will no longer do this.	(10)	RS25
Total savings proposals		(569)	

Detailed budget summary by division - service

Division: Legal and Democratic Services

Services provided by Legal and Democratic Services

Legal Services includes the child protection team, community and litigation team, property team, planning transport and the regulatory team. The division also includes statutory registration services and democratic services.

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
221	Legal - Place	931	34	0	(157)	808
222	Statutory & Democratic Services	2,703	29	50	(146)	2,636
224	Legal - People	1,362	40	14	(203)	1,213
225	Legal Services - Other	523	35	0	(151)	406
291	Electoral Services	1,026	18	662	0	1,706
Total Legal and Democratic Services		6,545	155	726	(658)	6,769

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	6,501	155	284	(218)	6,722
2	Premises-Related Expenditure	55	0	0	0	55
3	Transport-Related Expenditure	194	0	0	(17)	177
4	Supplies & Services	4,012	0	428	(84)	4,356
5	Third Party Payments	1	0	0	0	1
7	Support Services	605	0	0	(40)	565
Expenditure		11,368	155	712	(359)	11,877
9	Income	(4,823)	0	14	(115)	(4,923)
Income		(4,823)	0	14	(115)	(4,923)
N	Income & Expenditure outside of Net Cost of Service	0	0	0	(184)	(184)
Other items outside of the Net Cost of Service		0	0	0	(184)	(184)
NET Expenditure		6,545	155	726	(658)	6,769

Savings proposals within Legal and Democratic Services

Saving Name	Description	Savings £000	Savings Reference
Restructuring support teams	We are restructuring a number of council teams to reduce staff numbers and operating costs and to be more efficient. Teams include: HR, Finance, ICT, Legal & Democratic services.	(217)	BE1
Improvements to legal case management system	An improved case management system will help improve workflows and semi-automate some admin tasks. This will reduce the admin time of our lawyers, reduce external spend and free up their time for income generation.	(187)	BE13
Electoral Service Restructure	We are restructuring our electoral services team to improve the efficiency of the service.	(76)	BE26
Increase bookings for Lord Mayor's Mansion House	We plan to increase income from room hire, weddings and events in the Lord Mayor's Mansion House and Chapel.	(75)	IN06
No longer send out reminders for voter	We currently send residents a reminder letter for voter registration (household notification letter). We will no longer do this.	(33)	RS25
Coroner Service Improvements	Implement a range of improvements to make the coroner service more efficient and provide a better quality service.	(29)	BE31
Registrar's Office Improvements	Under this proposal we will explore options to improve the efficiency of the registrar's office to better meet the needs of our customers. This will include consideration of the most appropriate office accommodation.	(20)	BE23
Reduce the provision of catering at civic meetings	We will reduce the provision of catering for elected members at civic meetings by reviewing our policy to only provide catering for lengthy meetings and halve the budget.	(20)	BE35
Total savings proposals		(657)	

Detailed budget summary by division - service

Division: Finance

Services provided by Finance

Finance comprises our financial planning function, financial management budget support services, internal and external reporting, finance operations and finance business partnering. Finance also includes the management of our internal audit services.

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
242	Corporate Finance	3,386	107	52	(356)	3,190
243	Chief Internal Auditor	766	22	0	(21)	767
Total Finance		4,152	129	52	(377)	3,957

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	5,338	129	0	(352)	5,115
3	Transport-Related Expenditure	5	0	0	0	5
4	Supplies & Services	779	0	0	(20)	759
5	Third Party Payments	0	0	0	0	0
7	Support Services	116	0	0	0	116
Expenditure		6,238	129	0	(372)	5,995
9	Income	(2,086)	0	52	0	(2,034)
Income		(2,086)	0	52	0	(2,034)
N	Income & Expenditure outside of Net Cost of Service	0	0	0	(5)	(5)
Other items outside of the Net Cost of Service		0	0	0	(5)	(5)
NET Expenditure		4,152	129	52	(377)	3,957

Savings proposals within Finance

Saving Name	Description	Savings £000	Savings Reference
Restructuring support teams	We are restructuring a number of council teams to reduce staff numbers and operating costs and to be more efficient. Teams include: HR, Finance, ICT, Legal & Democratic services.	(352)	BE1
Reduce subscriptions	We propose making a one-off reduction in subscriptions to the Chartered Institute of Public Finance and Accountancy, and the Local Government Information Unit.	(20)	BE34
Offer tenancy fraud investigation and training services to Housing Associations	Sell our Tenancy Fraud Investigation and Training Services to Housing Associations to support them in ensuring their properties are available to those in greatest need. Sales would help support the Tenancy Fraud Investigation Service and reduce the cost of the service to the Council as a whole.	(5)	IN20
Total savings proposals		(377)	

Detailed budget summary by division - service

Division: HR & Workplace

Services provided by HR & Workplace

HR provides both a strategic and advisory role for the attraction, delivery and continuous development of a strong, capable, agile and effective workforce.

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
251	People Operations	3,120	80	33	(733)	2,501
252	Change & Performance	2,060	31	750	(182)	2,659
271	Programme Management Office	824	48	0	(63)	809
274	BWP Project	0	0	0	0	0
283	Corporate Communications	752	40	0	(342)	451
Total HR & Workplace		6,756	200	783	(1,320)	6,419

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	12,639	200	750	(1,017)	12,572
2	Premises-Related Expenditure	3	0	0	0	3
3	Transport-Related Expenditure	37	0	0	(25)	12
4	Supplies & Services	2,413	0	0	(178)	2,235
5	Third Party Payments	13	0	0	0	13
6	Transfer Payments	4	0	0	0	4
7	Support Services	34	0	0	0	34
Expenditure		15,143	200	750	(1,220)	14,873
9	Income	(8,387)	0	33	(100)	(8,453)
Income		(8,387)	0	33	(100)	(8,453)
NET Expenditure		6,756	200	783	(1,320)	6,419

Savings proposals within HR & Workplace

Saving Name	Description	Savings £000	Savings Reference
Restructuring civil protection team, sustainability city team, innovation team,	We are restructuring civil protection team, sustainability city team, innovation team, international affairs team, communications, marketing & design teams. We will make savings through a reduction of posts and integrating teams with other services.	(184)	BE11
Increase external income from design services	Our multi-media design team undertake some work for external clients. Under this proposal they will increase the number of external customers to generate more income for the council.	(100)	IN10
Restructure admin and business support teams	We are streamlining our admin and business support function from separate teams to create a single, multi-disciplinary team to support the whole council. This will generate staff savings and reduce duplication of tasks.	(182)	BE3
Reducing non-essential spend	Reducing spend on non-essential items such as mobile phones, printing, marketing and conference expenses.	(7)	BE19
Restructuring support teams	We are restructuring a number of council teams to reduce staff numbers and operating costs and to be more efficient. Teams include: HR, Finance, ICT, Legal & Democratic services.	(789)	BE1
Gradually reduce funding to Destination Bristol	The council makes an annual £482k contribution to Destination Bristol, which works to attract tourists, visitors and conferences to the city. This proposal will gradually reduce our contribution over five years to allow time to find alternative funding sources.	(58)	FP16
Total savings proposals		(1,320)	

Detailed budget summary by division - service

Division: Change Programme

Services provided by Change Programme

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
272	Change Programme Workstreams	0	0	0	0	0
273	Change Programme Savings	(7,434)	0	7,434	0	0
275	BWP Business Change	0	0	0	0	0
Total Change Programme		(7,434)	0	7,434	0	0

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	(7,434)	0	7,434	0	0
4	Supplies & Services	0	0	0	0	0
7	Support Services	0	0	0	0	0
Expenditure		(7,434)	0	7,434	0	0
NET Expenditure		(7,434)	0	7,434	0	0

Savings proposals within Change Programme

Saving Name	Description	Savings £000	Savings Reference
		0	
Total savings proposals		0	

Detailed budget summary by division - service

Division: Citizen Services

Services provided by Citizen Services

Citizen Service comprises our corporate contact centre, customer relation team and citizen service points. It also contains our revenues and benefits teams, regulatory services (e.g. licensing) and Safer Bristol.

Summary by Service

Service	2017 / 18 Budget					Proposed 2017 / 18 Budget £000
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000		
	133 Safer Bristol (Crime & Substance Misuse)	3,470	40	230	(261)	
231 Revenue, Benefits & Rent	5,068	149	1,585	(1,355)	5,448	
232 Customer Service Operations	3,622	131	65	(341)	3,478	
333 Regulatory Services	285	73	500	(188)	670	
Total Citizen Services	12,446	393	2,380	(2,146)	13,074	

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget					Proposed 2017 / 18 Budget £000
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000		
	1 Employees	16,246	393	460	(546)	
2 Premises-Related Expenditure	9	0	0	0	9	
3 Transport-Related Expenditure	72	0	0	0	72	
4 Supplies & Services	3,560	0	0	(1,129)	2,431	
5 Third Party Payments	12,804	0	0	(201)	12,603	
6 Transfer Payments	189,008	0	0	(200)	188,808	
7 Support Services	545	0	0	0	545	
Expenditure	222,244	393	460	(2,077)	221,020	
9 Income	(209,336)	0	1,620	(69)	(207,785)	
Income	(209,336)	0	1,620	(69)	(207,785)	
N Income & Expenditure outside of Net Cost of Service	0	0	300	0	300	
Other items outside of the Net Cost of Service	0	0	300	0	300	
N Income & Expenditure outside of Net Cost of Service	(462)	0	0	0	(462)	
Transfer to \ from reserves	(462)	0	0	0	(462)	
NET Expenditure	12,446	393	2,380	(2,146)	13,074	

Savings proposals within Citizen Services

Saving Name	Description	Savings £000	Savings Reference
Operations Centre - Increase income	Our new state-of-the-art Operations Centre will contain services such as traffic and emergency control. By bringing these together and selling the remaining space to partners we can make savings, increase our income and reap the benefits of closer partnership working.	(60)	IN02
Increase income from Translation and	We are proposing to increase bookings for our Translation and Interpreting team.	(9)	IN19
Local Crisis and Prevention Fund reduction	Each year the council provides £1.9m in financial support to citizens who need short term help to pay for food or utility bills or who need furniture to set up home after leaving temporary or supported accommodation. This proposal would reduce the fund by 55% and will mean fewer or smaller grants being made.	(1,050)	RS05
Completion of Citizen Services redesign	We have been undertaking a programme of improvements to the systems we use and have created multi-disciplinary teams. This has saved money and improved the quality of service. completion of Citizen Services redesign	(230)	BE15
Reduce funding for Police Community Support Officers (PCSOs)	There are 130 PCSOs in Bristol, funded by the police, the council and the Police and Crime Commissioner. We need to consider the level of funding the council continues to put into the service which may see a reduction in Police Community Support Officer posts. We will continue to support but at a reduced level. This proposed reduction is the same as we consulted on in October, but a proportion of the savings are attributed to other funding streams.	(181)	RS13
Centralise Citizen Service Points (CSPs) at 100 Temple Street and close	We will centralise our Citizen Service Points at 100 Temple Street with more advisors available face-to-face and by phone. This means that all other Citizen Service Points (in Fishponds, Hartcliffe, Southmead and Ridingleaze) will close.	(158)	RS14
In House Enforcement	We would like to formulate an in-house enforcement team to collect local tax and overpaid housing benefit debts. An in-house team would be able to work with people to help them learn how to budget and manage repayment of debt in a considered way.	(60)	FP14
Faster recovery of Housing Benefit debt	Housing Benefit is a means tested benefit. Failure to declare the true circumstances and delays in reporting changes will result in overpayments which are recoverable from the claimant, and in some instances from the landlord. We are proposing to improve our overpayment recovery service to allow us to claim back more debt. This would include having a member of staff reviewing all outstanding debts over a three month period and align recovery with recommended best practice by DWP.	(50)	IN21
Stop spending on seagull prevention	The council currently carries out seagull prevention work to manage the number of seagulls in the city. This includes egg replacement programmes, some building netting and the use of hawks as a dispersal tactic. Many councils no longer carry out this work due to the cost and the difficulty in making any significant impact. Therefore it is proposed that we no longer run this service	(29)	RS27
Recommission alcohol and other drugs misuse services for adults	We will make this saving by recommissioning the services. This may mean changes to the treatment available but we will still be spending £6.6m per year on alcohol and treatment services. We will retain these services and aim to achieve the savings through the recommissioning process. This proposal is the same as we consulted in October (lower end = 5% saving), but a proportion of the savings are attributed to alternative funding streams.	(20)	RS23
Run our Housing Benefits service more efficiently	Review the way we administer Housing Benefit and work in more efficient ways, for example by closer work with organisations such as the Department of Work and Pensions, to reduce duplication or over-complication of work.	(200)	BE17
Restructuring Parks and Green Spaces, Community Enforcement and Neighbourhood	We began a restructure and redesign in 2016 which is now complete. This included parks and green spaces, neighbourhood enforcement and neighbourhood management. The remaining saving is due to be made in 2017/18.	(99)	BE10
Total savings proposals		(2,146)	

Detailed budget summary by division - service

Division: Waste

Services provided by Waste

This includes the management of our key contract with the Bristol Waste Company and the administration for associated services, e.g. bulky waste and garden waste collections.

Summary by Service

Service	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
311 Waste	27,345	(59)	70	(697)	26,659
Total Waste	27,345	(59)	70	(697)	26,659

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
1 Employees	1,226	29	0	(101)	1,153
2 Premises-Related Expenditure	225	0	0	0	225
3 Transport-Related Expenditure	184	0	0	0	184
4 Supplies & Services	399	0	0	0	399
5 Third Party Payments	39,920	0	56	(364)	39,612
7 Support Services	937	0	0	(150)	787
Expenditure	42,890	29	56	(615)	42,359
9 Income	(15,545)	(88)	14	(82)	(15,700)
Income	(15,545)	(88)	14	(82)	(15,700)
NET Expenditure	27,345	(59)	70	(697)	26,659

Savings proposals within Waste

Saving Name	Description	Savings £000	Savings Reference
Restructuring Parks and Green Spaces, Community Enforcement and Neighbourhood	We began a restructure and redesign in 2016 which is now complete. This included parks and green spaces, neighbourhood enforcement and neighbourhood management. The remaining saving is due to be made in 2017/18.	(101)	BE10
Bristol Waste Company Operational Efficiencies	Reduce spend on Bristol Waste transformation projects which are focused on making the company as efficient as possible. This will not impact on the day to day service delivered to the public.	(200)	BW03
Reduce investment in the two Household, Waste &	A one off saving by reducing the level of investment in the two Household, Waste & Recycling sites – St Phillips and Avonmouth.	(150)	BW04
Changes to garden waste collections	The council will charge the same price for the Garden Waste service but it will be collected fortnightly and the Bristol Waste Company will reduce its charge to the council for the service.	(114)	BW01
Bristol Waste Company (BWC) Income Generation	We will introduce a pilot scheme to offer residents a premium additional service for a fee. This might include weekly collections or larger bins.	(50)	BW02
Increased income for Bulky Waste	We will generate additional income from changes to the bulky waste collections service.	(82)	IN13
Total savings proposals		(697)	

Detailed budget summary by division - service

Division: Neighbourhoods & Communities

Services provided by Neighbourhoods & Communities

Neighbourhood and Communities comprises: Neighbourhood Management, which includes Neighbourhood Partnerships and VCS infrastructure, Library Services and Parks and Green Spaces, including a number of traded services e.g. cemeteries and crematoria.

Summary by Service

Service	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
331 Neighbourhood Management	5,689	61	0	(810)	4,940
332 Library Services	4,688	81	0	(300)	4,469
334 Stronger Communities	0	3	0	0	3
335 Parks and Green Spaces	3,922	193	40	(1,202)	2,954
Total Neighbourhoods & Communities	14,299	338	40	(2,312)	12,365

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
1 Employees	14,213	338	0	(997)	13,554
2 Premises-Related Expenditure	1,883	0	0	(425)	1,458
3 Transport-Related Expenditure	343	0	0	0	343
4 Supplies & Services	3,124	0	0	(320)	2,804
5 Third Party Payments	5,433	0	0	(240)	5,193
7 Support Services	979	0	0	0	979
Expenditure	25,976	338	0	(1,982)	24,332
9 Income	(11,677)	0	40	(253)	(11,889)
Income	(11,677)	0	40	(253)	(11,889)
N Income & Expenditure outside of Net Cost of Service	0	0	0	(78)	(78)
Other items outside of the Net Cost of Service	0	0	0	(78)	(78)
N Income & Expenditure outside of Net Cost of Service	0	0	0	0	0
Transfer to \ from reserves	0	0	0	0	0
NET Expenditure	14,299	338	40	(2,312)	12,365

Savings proposals within Neighbourhoods & Communities

Saving Name	Description	Savings £000	Savings Reference
Restructure admin and business support teams	We are streamlining our admin and business support function from separate teams to create a single, multi-disciplinary team to support the whole council. This will generate staff savings and reduce duplication of tasks.	(146)	BE3
Increase the amount of money we make from litter fines	Picking up litter after people costs us lots of money which shouldn't need spending. Whilst the amount we can fine people who litter is set in law, we'll take a stronger approach to enforcement - with more staff trained and qualified to issue fines and a less forgiving approach to those who litter.	(15)	IN17
Reduce the number of library buildings and redesign the service	This would focus our investment and efforts on a smaller but highquality library service in Bristol. This would include retaining the CentralLibrary and a redesign of the service within the lower cash limit.	(300)	RS04
New ways of delivering parks and open spaces	We want to work towards making the cost of running our Parks Servicecost neutral to the council. There will be a robust exploration of theoptions available resulting in a detailed plan for the long-term future.This might include looking at commercial business models, increasingour income and working with communities.	(300)	FP02*
Parking charges for Oldbury Estate, Blaise	We will be seeking to generate further income by introducing/increasing fees for parking at Ashton Court, Oldbury Court and Blaise Estate.	(100)	IN11
Reduction in wellbeing grant devolved to local	Each Neighbourhood Partnership has a grant to spend on local wellbeing initiatives. Under this proposal we will reduce the grants.	(100)	RS22
New ways of providing public toilets	Currently the provision of toilets is low quality and we want to look at how modern alternatives can be provided within community and publicbuildings. By working in partnership to provide more toilets across the city, we are hoping to provide a better service for the public whilstreducing costs to the council.	(40)	FP13
Increase Cremation	We will be increasing our Cremation Charges from £745 to £765.	(38)	IN09
Alternative fundingmodels for AshtonCourt mansion.	Ashton Court is currently funded by a council subsidy and the incomefrom running weddings, conferences and events. We will explore newways of operating the site without the council subsidy and identifyingnew funding sources for investment in the building.	(35)	RS18
Remove the subsidyfor salary costs forthe Avon Gorgeand Downs	We currently contribute £25k for an education officer and a seasonalpost for the Avon Gorge and Downs Wildlife Programme. This proposalremoves the council contribution.	(25)	RS28
Remove councilcontribution forBristol in Bloom	Bristol has a successful Bristol in Bloom programme which is highlyvalued by the city. Bristol in Bloom community association has beenfocusing on increasing their corporate sponsorship and incomegeneration and under this proposal we would remove the councilsubsidy.	(20)	RS29
New ways of deliveringparks and open spaces	We want to work towards making the cost of running our Parks Servicecost neutral to the council. There will be a robust exploration of theoptions available resulting in a detailed plan for the long-term future.This might include looking at commercial business models, increasingour income and working with communities.	(75)	FP02*
New ways of deliveringparks and open spaces	We want to work towards making the cost of running our Parks Servicecost neutral to the council. There will be a robust exploration of theoptions available resulting in a detailed plan for the long-term future.This might include looking at commercial business models, increasingour income and working with communities.	(50)	FP02*
Increase income from Cemeteries and Crematoria	We will reduce our running costs following a redesign of the service andwe will increase income through additional sales of remembrances. Feeswere reviewed in 2016/17.	(100)	IN09
Neighbourhood Partnerships	We recognise the value of engaging with communities on the issues that affect them, but believe there are more efficient ways to do this than current Neighbourhood Partnership structure. We will work withcouncillors and communities to change the focus and scope of this in the future by looking at what individual communities need.	(500)	FP09
Centralised Events Management	We are combining our events management teams into a single centralised service.	(77)	BE22
Restructuring Parks and Green Spaces, Community Enforcement and Neighbourhood	We began a restructure and redesign in 2016 which is now complete.This included parks and green spaces, neighbourhood enforcement andneighbourhood management. The remaining saving is due to be made in 2017/18.	(393)	BE10
Total savings proposals		(2,314)	

Detailed budget summary by division - service

Division: Public Health

Services provided by Public Health

Public Health comprises health protection and sexual health protection, mental health and social inclusion, services for adults and older people, children and young people and core support provided to the CCG.

Summary by Service

Service	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
341 Public Health	29	0	0	0	29
Total Public Health	29	0	0	0	29

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
1 Employees	4,364	0	0	0	4,364
2 Premises-Related Expenditure	77	0	0	0	77
4 Supplies & Services	12,553	0	0	0	12,553
5 Third Party Payments	5,785	0	0	0	5,785
7 Support Services	12,246	0	0	0	12,246
Expenditure	35,025	0	0	0	35,025
9 Income	(34,995)	0	0	0	(34,995)
Income	(34,995)	0	0	0	(34,995)
NET Expenditure	29	0	0	0	29

Savings proposals within Public Health

Saving Name	Description	Savings £000	Savings Reference
		0	
Total savings proposals		0	

Detailed budget summary by division - service**Division: Women's Commission**

Services provided by Women's Commission

Summary by Service

Service	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
352 Women's Commission	5	0	0	0	5
Total Women's Commission	5	0	0	0	5

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
4 Supplies & Services	5	0	0	0	5
Expenditure	5	0	0	0	5
NET Expenditure	5	0	0	0	5

Savings proposals within Women's Commission

Saving Name	Description	Savings £000	Savings Reference
		0	
Total savings proposals		0	

Detailed budget summary by division - service

Division: Public Health - General Fund

Services provided by Public Health - General Fund

Public Health activity enabled by the general fund includes the management of our sports strategy, city-wide leisure contracts and sports and physical activity development

Summary by Service

Service	2017 / 18 Budget				
	Base Budget 2017 /18	Pay, inflation and other adjustments	Growth	Savings	Proposed 2017 / 18 Budget
	£000	£000	£000	£000	£000
342 Public Health - Non PHE Funded	1,940	13	0	(143)	1,809
Total Public Health - General Fund	1,940	13	0	(143)	1,809

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 /18	Pay, inflation and other adjustments	Growth	Savings	Proposed 2017 / 18 Budget
	£000	£000	£000	£000	£000
1 Employees	523	13	0	(69)	467
2 Premises-Related Expenditure	30	0	0	0	30
3 Transport-Related Expenditure	2	0	0	0	2
4 Supplies & Services	66	0	0	0	66
5 Third Party Payments	5,249	0	0	(75)	5,174
7 Support Services	280	0	0	0	280
X Capital Financing Costs	160	0	0	0	160
Expenditure	6,309	13	0	(143)	6,179
9 Income	(4,370)	0	0	0	(4,370)
Income	(4,370)	0	0	0	(4,370)
NET Expenditure	1,940	13	0	(143)	1,809

Savings proposals within Public Health - General Fund

Saving Name	Description	Savings £000	Savings Reference
Restructuring Parks and Green Spaces, Community Enforcement and Neighbourhood	We began a restructure and redesign in 2016 which is now complete. This included parks and green spaces, neighbourhood enforcement and neighbourhood management. The remaining saving is due to be made in 2017/18.	(68)	BE10
Hengrove Leisure Centre refinancing	We will be exploring options for achieving a cheaper cost of financing for our leisure centre at Hengrove Leisure Centre.	(13)	FP26
Close Jubilee Pool	We are proposing to remove the council subsidy of this public swimming pool and small fitness suite on Jubilee Road in Knowle. The existing five year contract with the current operator is due to end on 30 September 2017.	(62)	RS24
Total savings proposals		(143)	

Detailed budget summary by division - service

Division: Housing Services - General Fund

Services provided by Housing Services - General Fund

Housing Services includes our management of work within the private housing sector and accessible homes, e.g. housing adaptations

Summary by Service

		2017 / 18 Budget				
Service		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
131	Housing Options	10,815	110	929	(954)	10,899
132	GF - Private Housing & Accessible Homes	1,479	67	11	(270)	1,287
135	Housing Solutions	256	3	600	0	859
Total Housing Services - General Fund		12,549	180	1,540	(1,224)	13,045

Summary by CIPFA group (Account Type)

		2017 / 18 Budget				
CIPFA description		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
1	Employees	7,262	180	0	(1)	7,440
2	Premises-Related Expenditure	169	0	0	0	169
3	Transport-Related Expenditure	46	0	0	0	46
4	Supplies & Services	643	0	600	0	1,243
5	Third Party Payments	14,608	0	2,000	(1,094)	15,514
7	Support Services	102	0	0	270	372
Expenditure		22,829	180	2,600	(825)	24,784
9	Income	(10,279)	0	(1,060)	60	(11,279)
Income		(10,279)	0	(1,060)	60	(11,279)
N	Income & Expenditure outside of Net Cost of Service	(1)	0	0	(459)	(460)
Other items outside of the Net Cost of Service		(1)	0	0	(459)	(460)
NET Expenditure		12,549	180	1,540	(1,224)	13,045

Savings proposals within Housing Services - General Fund

Saving Name	Description	Savings £000	Savings Reference
Commission a youth housing pathway	This proposal forms part of a large scale commissioning project to provide a youth housing advice 'hub' and a range of accommodation with the support needed for young people at risk of homelessness or going into care. This will help them at the earliest possible stage to prevent housing and care crises, and/or enable young people to access the housing and support they need in a more planned way.	(94)	FP20
Recommissioning of housing-related support for households who are	We will look at new ways to support people who are at risk of homelessness or recovering from homelessness to ensure long term self-reliance and independence. We will do this by making efficiencies from our contracts.	(250)	FP12
Alternative funding for responding to private tenant's complaints	All privately rented dwellings must meet property condition and management standards. Improving property conditions can be achieved by a variety of methods some of which will reduce the costs to the local authority. A range of schemes will be considered that will reduce the costs of responsive work in dealing with tenant complaints (which are covered by General Fund). The schemes include increasing the level of pro-active interventions and recovery of costs to the council in doing so. These are subject to the legal criteria for the measures being met.	(175)	IN08
Reduce use of temporary/ emergency accommodation	We plan to use more prevention and early intervention to avoid families becoming homeless. Coupled with reducing demand we will be buying emergency accommodation from a 'framework' contract which should see at least 15% reduction in the rates charged to the Council.	(150)	FP15
Potential expansion of approved licensing schemes	Potential expansion beyond the two licensing schemes in order to make more privately rented homes meet decent standards. The staff costs to do this would be funded through the licence fee.	(95)	IN12
Single city-wide Information Advice and Guidance Service	There are various advice services provided by the council and partners, offering people advice on all sorts of things such as money, tenancies and finding jobs. This would bring all those services together as one approach, doing it more efficiently and helping people get better information online as the first port of call.	(300)	FP11
Housing Solutions restructure	The completion of a restructure of the Housing Advice team that began in 16/17 (delivered through voluntary severance).	(160)	BE21
Total savings proposals		(1,224)	

Detailed budget summary by division - service

Division: Property

Services provided by Property

The strategic and operational management of the council's land, buildings and office accommodation (excluding social housing). The estate comprises property held for either service delivery, investment or development purposes.

Summary by Service

Service	2017 / 18 Budget				
	Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
411 Facilities Management	2,905	208	630	(4,518)	(775)
412 Asset Strategy	418	0	96	0	514
413 Property Management	(10,813)	49	7,706	(31)	(3,089)
Total Property	(7,491)	257	8,432	(4,549)	(3,350)

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
1 Employees	10,563	257	0	(400)	10,420
2 Premises-Related Expenditure	9,415	0	0	0	9,415
3 Transport-Related Expenditure	4,288	0	540	0	4,828
4 Supplies & Services	4,287	0	0	0	4,287
5 Third Party Payments	474	0	87	0	561
6 Transfer Payments	68	0	0	0	68
7 Support Services	(2,594)	0	96	(2,500)	(4,998)
8 Depreciation and Impairment Losses	1,945	0	0	0	1,945
X Capital Financing Costs	5	0	0	0	5
Expenditure	28,451	257	723	(2,900)	26,532
9 Income	(35,942)	0	7,709	0	(28,233)
Income	(35,942)	0	7,709	0	(28,233)
N Income & Expenditure outside of Net Cost of Service	0	0	0	(1,649)	(1,649)
Other items outside of the Net Cost of Service	0	0	0	(1,649)	(1,649)
NET Expenditure	(7,491)	257	8,432	(4,549)	(3,350)

Savings proposals within Property

Saving Name	Description	Savings £000	Savings Reference
Restructure admin and business support teams	We are streamlining our admin and business support function from separate teams to create a single, multi-disciplinary team to support the whole council. This will generate staff savings and reduce duplication of tasks.	(21)	BE3
Office closures	This saving relates to eight surplus office buildings that we have either moved out of or will be moving out of by September 2017. The teams have been moved into alternative accommodation. The financial savings are associated with the rent, rates, utilities, cleaning, security and maintenance costs.	(1,649)	BE5
Review our property services	Complete a major review of our property estate and seek operational efficiencies to identify the best strategic options to deliver these services.	(2,500)	BE2
Property Restructure	The completion of a restructure of the Property team that began in 16/17 (delivered through voluntary severance).	(379)	BE12
Total savings proposals		(4,549)	

Detailed budget summary by division - service

Division: Planning

Services provided by Planning

Planning is divided into Strategic City Planning, Development Management which includes Building Control and Planning Enforcement and City Design which includes Engineering Design.

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
421	Strategic City Planning	696	17	0	0	713
422	City Design	50	59	0	(13)	96
425	Development Management	(475)	59	4	(169)	(582)
Total Planning		271	135	4	(182)	227

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	5,540	135	0	(55)	5,620
2	Premises-Related Expenditure	1	0	0	0	1
3	Transport-Related Expenditure	10	0	0	0	10
4	Supplies & Services	251	0	0	0	251
5	Third Party Payments	25	0	0	0	25
7	Support Services	24	0	0	0	24
Expenditure		5,850	135	0	(55)	5,929
9	Income	(5,579)	0	4	(127)	(5,702)
Income		(5,579)	0	4	(127)	(5,702)
NET Expenditure		271	135	4	(182)	227

Savings proposals within Planning

Saving Name	Description	Savings £000	Savings Reference
Reshape planning enforcement service	This will reduce the level of development monitoring, enabling us to reduce the cost of our planning enforcement service.	(102)	RS20
Planning service restructure	The completion of a restructure of the Planning team that began in 16/17 (delivered through voluntary severance).	(30)	BE30
Development	We have redesigned our Development Management planning teams.	(25)	BE32
Differential Pricing Policy for planning applications	We will introduce a differential prices for our different services and will generate additional income.	(25)	BE33
Total savings proposals		(182)	

Detailed budget summary by division - service

Division: Transport

Services provided by Transport

The Service is split into four distinct areas of operation – Strategic City Transport, Traffic, Highways and Sustainable Transport.

Summary by Service

Service	2017 / 18 Budget				
	Base Budget 2017 /18	Pay, inflation and other adjustments	Growth	Savings	Proposed 2017 / 18 Budget
	£000	£000	£000	£000	£000
431 Highways	4,179	49	516	(1,943)	2,801
432 Traffic	(5,665)	151	0	(898)	(6,412)
433 Strategic City Transport	1,523	39	0	(309)	1,253
434 Sustainable Transport	12,661	117	0	(873)	11,905
Total Transport	12,698	356	516	(4,022)	9,547

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 /18	Pay, inflation and other adjustments	Growth	Savings	Proposed 2017 / 18 Budget
	£000	£000	£000	£000	£000
1 Employees	11,357	277	0	(440)	11,194
2 Premises-Related Expenditure	1,639	10	0	0	1,649
3 Transport-Related Expenditure	5,155	0	0	(130)	5,025
4 Supplies & Services	1,945	0	516	0	2,460
5 Third Party Payments	19,679	69	0	(2,260)	17,488
7 Support Services	2,836	0	0	(50)	2,786
8 Depreciation and Impairment Losses	600	0	0	0	600
Expenditure	43,210	356	516	(2,880)	41,202
9 Income	(30,388)	0	0	(1,142)	(31,530)
Income	(30,388)	0	0	(1,142)	(31,530)
N Income & Expenditure outside of Net Cost of Service	(124)	0	0	0	(124)
Transfer to \ from reserves	(124)	0	0	0	(124)
NET Expenditure	12,698	356	516	(4,022)	9,547

Savings proposals within Transport

Saving Name	Description	Savings £000	Savings Reference
Reduce road maintenance budgets	We plan to change the way we maintain our roads, moving towards more preventative treatments at the right time to maximise their value and reduce the amount we need spend on repairs.	(1,200)	RS02
Reviewing on-street parking charges	Charges for on-street parking are overdue for review. We anticipate charges increasing and this income contributing towards our overall budget for transport.	(720)	IN01
Reduction of subsidies for bus routes with low numbers of passengers	Buses are run by private companies and when they cannot make a profit they sometimes choose to remove certain bus routes. The council spends around £1.8m per year subsidising some routes, paying the private operators to run them despite a low number of passengers. This proposal reduces our spending by half, meaning that companies would need to find a way to make them profitable or they may choose to stop running buses on these routes.	(450)	RS06
Remove funding for local traffic schemes currently devolved to	Currently Neighbourhood Partnerships are given £350k to provide smaller local traffic schemes, which could be removed generating (including staff costs) a £410k saving. Note that delivery of current planned schemes may be impacted.	(410)	RS10
Restructure Transport team	The completion of a restructure of the Transport team that began in 16/17 (delivered through voluntary severance).	(233)	BE14
Retendering Park & Ride services	A re-tendering of the contracts for Portway and Brislington Park & Ride bus services has resulted in savings to the operational budget.	(220)	FP17
Stop funding the freight consolidation centre which is not profitable	Having listened to consultation feedback we have decreased the savings we plan to make in this area. We will look at alternative methods for providing patrols for school crossings (lollipop people) outside 80 schoolsites around Bristol. This could include volunteers or seeking alternative funding arrangements.	(150)	RS17
Transport maintenance	We will reduce out operational maintenance budget for transport.	(110)	BE24
New way of delivering P&R service as Long Ashton	We are currently exploring more efficient ways of running the Long Ashton Park & Ride site with the current operator. This won't affect the ongoing Park & Ride service.	(130)	FP25
Reorganise how school crossings are patrolled	Having listened to consultation feedback we have decreased the savings we plan to make in this area. We will look at alternative methods for providing patrols for school crossings (lollipop people) outside 80 schoolsites around Bristol. This could include volunteers or seeking alternative funding arrangements.	(90)	RS16
Increase income from the administration of Traffic	We will charge for the administration costs for preparing Traffic Regulation Orders.	(75)	IN14
Transport development management Fees	Transport development management Fees TDM transferred from 10285 and increased for additional income from new staff	(50)	BE28
Reintroduce Sunday charging for parking on-Park & Ride efficiencies	This would reintroduce charging on Sundays when people use on-street parking bays. This charge was removed in 2012.	(50)	IN07
Redesign how highways information and guidance	We now have a larger team processing the transport element of planning applications, this will give us the opportunity to increase our income.	(50)	BE28
Reducing costs of consultants for strategic	Generate staff savings by reducing costs associated with running our current helpline, and delivering more information via the council website.	(40)	FP30
Civil enforcement officer restructure in Parking	Reducing the cost of consultants and doing more strategic transport planning work in-house.	(23)	IN16
Residents' parking income	The completion of a restructure of the civil enforcement officers (parking attendants).	(17)	BE37
	When people pay for residents' parking permits this is used to pay back the cost of installing the scheme. Once this money is paid back the income will be used firstly to cover parking services costs with any surplus being used to support transport related initiatives.	(4)	IN03
Total savings proposals		(4,022)	

Detailed budget summary by division - service

Division: Economy

Services provided by Economy

The Economy team supports the delivery of capital programmes and projects including culture, specific interventions, the development of housing, the physical regeneration of Bristol Temple Quarter Enterprise Zone and building schools across the City.

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
441	Culture Services	3,403	122	0	(160)	3,365
442	Cultural Development	1,111	1	0	0	1,112
443	Economic Development	441	14	125	(50)	530
444	Major Projects	766	29	0	0	796
445	Management – Place	(266)	(4)	0	(78)	(347)
Total Economy		5,455	163	125	(287)	5,455

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	6,633	163	0	(110)	6,686
2	Premises-Related Expenditure	944	0	0	0	944
3	Transport-Related Expenditure	43	0	0	0	43
4	Supplies & Services	1,788	0	0	0	1,788
5	Third Party Payments	2,323	0	0	0	2,323
6	Transfer Payments	367	0	125	0	492
7	Support Services	200	0	0	0	200
Expenditure		12,298	163	125	(110)	12,476
9	Income	(6,844)	0	0	(100)	(6,944)
Income		(6,844)	0	0	(100)	(6,944)
N	Income & Expenditure outside of Net Cost of Service	0	0	0	(78)	(78)
Other items outside of the Net Cost of Service		0	0	0	(78)	(78)
NET Expenditure		5,455	163	125	(287)	5,455

Savings proposals within Economy

Saving Name	Description	Savings £000	Savings Reference
Centralised Events Management	We are combining our events management teams into a single centralised service.	(78)	BE22
Culture restructure	The completion of a restructure of the Culture team that began in 16/17 (delivered through voluntary severance).	(10)	BE38
Reduce staffing in museum service	To save on operating costs, we will consider reviewing the staffing numbers in the Museum collections team. This replaces the proposal to reduce museum opening hours which featured our earlier consultation.	(100)	BE16
Additional income from The Bottle Yard Studios	This would set a higher income target for these studios, which could be achieved through reviewing charges and getting more clients to use the studios	(50)	IN15
Increase income from museum buildings	We will look at ways to increase income from our cultural assets such as the museum and art gallery and the M Shed, and various events the council runs. This could include re-tendering the café contract, reviewing our exhibitions programme and retail offerings at these venues.	(50)	IN05
Total savings proposals		(288)	

Detailed budget summary by division - service**Division: Economy - ABS Team**

Services provided by Economy - ABS Team

Summary by Service

Service	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
451 Economy - Major Projects	1,788	56	0	(475)	1,369
Total Economy - ABS Team	1,788	56	0	(475)	1,369

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
1 Employees	2,248	56	0	(475)	1,829
4 Supplies & Services	6	0	0	0	6
Expenditure	2,254	56	0	(475)	1,835
9 Income	(465)	0	0	0	(465)
Income	(465)	0	0	0	(465)
NET Expenditure	1,788	56	0	(475)	1,369

Savings proposals within Economy - ABS Team

Saving Name	Description	Savings £000	Savings Reference
Restructure admin and business support teams	We are streamlining our admin and business support function from separate teams to create a single, multi-disciplinary team to support the whole council. This will generate staff savings and reduce duplication of tasks.	(475)	BE3
Total savings proposals		(475)	

Detailed budget summary by division - service

Division: Energy

Services provided by Energy

The Energy Service is made up of a number of different teams, including Housing (Warm Up Bristol), Investment programmes, Infrastructure, Community Energy, Environmental performance, energy supply and marine.

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
531	Energy Programme Manager (Corporate)	2,406	398	631	(19)	3,415
532	Energy Programme Manager (Community)	417	24	0	0	441
Total Energy		2,822	422	631	(19)	3,856

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	1,564	36	0	(19)	1,581
2	Premises-Related Expenditure	8,880	386	0	0	9,266
3	Transport-Related Expenditure	20	0	0	0	20
4	Supplies & Services	409	0	0	0	409
5	Third Party Payments	20	0	131	0	151
7	Support Services	776	0	0	0	776
8	Depreciation and Impairment Losses	(543)	0	0	0	(543)
X	Capital Financing Costs	161	0	0	0	161
Expenditure		11,287	422	131	(19)	11,820
9	Income	(8,464)	0	500	0	(7,964)
Income		(8,464)	0	500	0	(7,964)
NET Expenditure		2,822	422	631	(19)	3,856

Savings proposals within Energy

Saving Name	Description	Savings £000	Savings Reference
Energy service restructure	The completion of a restructure of the Energy team that began in 16/17 (delivered through voluntary severance).	(19)	BE36
Total savings proposals		(19)	

Detailed budget summary by division - service

Division: Policy, Strategy & Communications

Services provided by Policy, Strategy & Communications

The services included are Policy & Strategic Planning, International, PR & Communications, Business Intelligence & Performance, Resilience and Social Action

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
282	Public Relations	430	11	0	0	441
284	Performance & Infrastructure	1,559	46	7	(74)	1,539
285	Strategic Planning & Development	987	22	0	(74)	935
286	Health and Wellbeing	213	2	0	0	215
287	Devolution PSC	0	0	250	0	250
Total Policy, Strategy & Communications		3,189	81	257	(147)	3,379

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	3,313	81	250	(147)	3,496
2	Premises-Related Expenditure	12	0	0	0	12
3	Transport-Related Expenditure	3	0	0	0	3
4	Supplies & Services	88	0	0	0	88
5	Third Party Payments	601	0	0	0	601
7	Support Services	30	0	0	0	30
Expenditure		4,048	81	250	(147)	4,231
9	Income	(859)	0	7	0	(852)
Income		(859)	0	7	0	(852)
NET Expenditure		3,189	81	257	(147)	3,379

Savings proposals within Policy, Strategy & Communications

Saving Name	Description	Savings £000	Savings Reference
Restructuring support teams	We are restructuring a number of council teams to reduce staff numbers and operating costs and to be more efficient. Teams include: HR, Finance, ICT, Legal & Democratic services.	(24)	BE1
Restructuring civil protection team, sustainability city team, innovation team,	We are restructuring civil protection team, sustainability city team, innovation team, international affairs team, communications, marketing & design teams. We will make savings through a reduction of posts and integrating teams with other services.	(123)	BE11
Total savings proposals		(147)	

Detailed budget summary by division - service

Division: Bristol Futures

Services provided by Bristol Futures

The services included are Sustainable City Team, Civil Protection Unit and City Innovations.

Summary by Service

Service		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
511	City Innovation	320	9	0	(160)	169
512	European & International Programme	250	5	0	(29)	226
513	Sustainable City & Climate Change	530	15	0	(54)	490
514	Head of Bristol Futures	447	2	0	(72)	376
Total Bristol Futures		1,546	30	0	(315)	1,262

Summary by CIPFA group (Account Type)

CIPFA description		2017 / 18 Budget				Proposed 2017 / 18 Budget £000
		Base Budget 2017 / 18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	
1	Employees	1,581	30	0	(155)	1,456
2	Premises-Related Expenditure	45	0	0	0	45
3	Transport-Related Expenditure	52	0	0	0	52
4	Supplies & Services	1,319	0	0	0	1,319
5	Third Party Payments	162	0	0	0	162
6	Transfer Payments	318	0	0	0	318
7	Support Services	449	0	0	0	449
Expenditure		3,925	30	0	(155)	3,800
9	Income	(2,379)	0	0	0	(2,379)
Income		(2,379)	0	0	0	(2,379)
N	Income & Expenditure outside of Net Cost of Service	0	0	0	(160)	(160)
Other items outside of the Net Cost of Service		0	0	0	(160)	(160)
NET Expenditure		1,546	30	0	(315)	1,262

Savings proposals within Bristol Futures

Saving Name	Description	Savings £000	Savings Reference
Restructuring civil protection team, sustainability city team, innovation team,	We are restructuring civil protection team, sustainability city team, innovation team, international affairs team, communications, marketing & design teams. We will make savings through a reduction of posts and integrating teams with other services.	(315)	BE11
Total savings proposals		(315)	

Detailed budget summary by division - service**Division: Executive Office Division**

Services provided by Executive Office Division

Summary by Service

Service	2017 / 18 Budget					Proposed 2017 / 18 Budget £000
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000		
	541	Management - City Director	681	11	16	
542	Senior Leadership Team	1,464	30	0	0	1,494
Total Executive Office Division		2,145	42	16	0	2,203

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget					Proposed 2017 / 18 Budget £000
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000		
	1	Employees	1,700	42	16	
2	Premises-Related Expenditure	6	0	0	0	6
3	Transport-Related Expenditure	10	0	0	0	10
4	Supplies & Services	226	0	0	0	226
5	Third Party Payments	200	0	0	0	200
7	Support Services	4	0	0	0	4
Expenditure		2,145	42	16	0	2,203
NET Expenditure		2,145	42	16	0	2,203

Savings proposals within Executive Office Division

Saving Name	Description	Savings £000	Savings Reference
		0	
Total savings proposals		0	

Detailed budget summary by division - service**Division: Levies****Services provided by Levies****Summary by Service**

Service	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
X20 Levies	1,119	0	0	0	1,119
Total Levies	1,119	0	0	0	1,119

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
5 Third Party Payments	1,119	0	0	0	1,119
Expenditure	1,119	0	0	0	1,119
NET Expenditure	1,119	0	0	0	1,119

Savings proposals within Levies

Saving Name	Description	Savings £000	Savings Reference
		0	
Total savings proposals		0	

Detailed budget summary by division - service

Division: Corporate Expenditure

Services provided by Corporate Expenditure

Summary by Service

Service	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
X30 Corporate Expenditure	28,453	16,365	(43,618)	31,699	32,899
Total Corporate Expenditure	28,453	16,365	(43,618)	31,699	32,899

Summary by CIPFA group (Account Type)

CIPFA description	2017 / 18 Budget				
	Base Budget 2017 /18 £000	Pay, inflation and other adjustments £000	Growth £000	Savings £000	Proposed 2017 / 18 Budget £000
1 Employees	2,976	0	400	0	3,376
2 Premises-Related Expenditure	367	0	0	0	367
3 Transport-Related Expenditure	360	0	0	0	360
4 Supplies & Services	5,279	(1,419)	0	(10)	3,850
5 Third Party Payments	0	6,116	0	0	6,116
X Capital Financing Costs	171	0	0	0	171
Expenditure	9,153	4,697	400	(10)	14,240
9 Income	(36)	2,000	0	0	1,964
Income	(36)	2,000	0	0	1,964
N Income & Expenditure outside of Net Cost of Service	19,336	5,418	(44,018)	31,709	12,445
Other items outside of the Net Cost of Service	19,336	5,418	(44,018)	31,709	12,445
N Income & Expenditure outside of Net Cost of Service	0	4,250	0	0	4,250
Transfer to \ from reserves	0	4,250	0	0	4,250
NET Expenditure	28,453	16,365	(43,618)	31,699	32,899

Savings proposals within Corporate Expenditure

Saving Name	Description	Savings £000	Savings Reference
Transport efficiency via the region's Mayoral Combined Authority	We are working with South Gloucestershire and Bath & NorthEast Somerset to create a regional body known as a Mayoral Combined Authority (MCA). This is a necessary part of a deal with the government to move some powers and funding control away from the government and in to local hands. Through this we plan to improve transport efficiency and effectiveness to reduce the direct cost to the council. This will include having the ability to attract alternative funding streams for transport improvements as a result of having devolved powers in the region.	(2,000)	BE4
Organisational	An organisational redesign to include the cost of senior management structures.	(600)	BE7
Workforce policy and conditions review	This proposal includes a number of savings from a workforce policy and conditions review. It includes a proposed pay freeze for managers, reducing the period of pay protection following grade changes, an increase in the amount of holiday time employees can buy back.	(260)	BE6
Reduce subscriptions	We propose making a one-off reduction in subscriptions to the Chartered Institute of Public Finance and Accountancy, and the Local Government Information Unit.	(10)	BE34
Total savings proposals		(2,870)	

Appendix 2

The Draft Capital Programme 2016/17 – 2021/22

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Draft Capital Programme 2016/17 to 2021/22

People

Ref	Scheme	Description	Sum of budget total (£'000)						Total
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Pe01	School Organisation/ Children's Services Capital Programme	To provide enough suitable school/education places to meet the growing demand. This will involve building new schools and providing new spaces in existing facilities.	34,126	25,751	8,497				68,374
Pe02	Schools Organisation/ SEN Investment Programme	Investment in additional SEN Provision.		1,000	25,000	25,000	25,000	15,300	91,300
Pe03	Schools Devolved Capital Programme	Additional capital investment in school buildings funded by Schools.	4,528	2,005					6,533
Pe04	Non Schools Capital Programme	Investment in Education Management Case System and Employment Engagement Hub.	1,538	157	50				1,745
Pe05	Children & Families – Aids and Adaptations	Equipment and adaptations for children with disabilities.	523	430					953
Pe06	Care Services	PWD Partnership - New Homes for people for dementia.			500	310	7,500		8,310
Pe07	Extra care Housing	Extra Care housing to provide accommodation for older people with some care services on site. This proposal is to provide 40 new 'extra care' housing spaces at Cold Harbour Lane as part of a 261 unit development. It will also contribute towards an extra 222 units for rent and 764 units for sale or shared ownership at other sites.	99	720	1,425				2,244
Pe08	Care Management/Care Services	Investment in Social Care Infrastructure and Assets.	225	763					988
People Total:			41,039	30,826	35,472	25,310	32,500	15,300	180,447

Place

Ref	Scheme	Description	Sum of budget total (£'000)						Total
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Transport									
PL01	Metrobus	Providing the three proposed Metrobus schemes (totalling £200m) to improve public transport and reduce congestion. Delivered in partnership through the West of England Local Enterprise Partnership with North Somerset and South Gloucestershire councils.	31,135	15,310					46,445
PL02	Passenger Transport	A variety of projects supporting improvements in bus services such as use of hybrid vehicles.	1,605	1,292					2,897
PL03	Residents Parking Schemes	Regular works to keep improving and updating transport and parking infrastructure such as roads and car parks.	1,282	978					2,260
PL04	Strategic City Transport	This covers a range of projects including the local enterprise zone improvements which is LEP funded and Bristol Metro development.	5,865	13,089	133	934	583		20,604
PL05	Sustainable Transport	Key projects include cycle ambition funded projects, Better Bus Area Fund, LSTF and bus shelter replacement.	10,438	13,828	3,000	1,940			29,206
PL06	Portway Park & Ride Rail Platform	Develop new platform on Severn Beach rail line between Shirehampton & Avonmouth - Bid submitted for external funding in Nov 16 and is subject to grant approval to be awarded.		1,100					1,100
PL07	Rail Stations Improvement Programme	Improvements to existing rail stations.		800	800				1,600
PL08	Highways & Drainage Enhancements	A403 Road enhancement scheme.	2,771						2,771
PL09	Highways Infrastructure – Plimsole Bridge	Replacement of control unit.		300					300
PL10	Highways & Traffic Infrastructure – General	Highways Infrastructure planned maintenance and structural investment.	6,431	1,009	1,000	1,000	1,000	1,000	11,440

Ref	Scheme	Description	Sum of budget total (£'000)						Total
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Regeneration & Major Projects									
PL11	Bristol Arena & Temple Meads East Regeneration (Arena Island and Cattle Market Road programmes)	Indoor entertainment venue with 12,000 capacity located on the former Diesel Depot adjacent to Temple Meads station. The council is heading up the development and the revenue from the lease will fund part of the capital cost. The remainder to be funded through the City Deal growth incentive and other related revenues.	3,614	18,382	37,100	38,000	16,435	10,000	123,531
PL12	Filwood Broadway	Regeneration of district centre – part of Knowle West Regeneration Framework.	184	1,012	169				1,365
PL13	Filwood Green Business Park	Development of the business park including new employment space.	1,494						1,494
PL14	Planning & Sustainable Development	This consists of environmental improvements and the delivery of the Legible City project which improves a network of pedestrian wayfinding system across Bristol meanwhile promotes public health related initiatives.	390	786	500				1,676
PL15	Planning & Sustainable Development	Environmental Improvement Programme.		150	150	300			600
PL16	Economy Development	ASEA Flood Defence scheme.	818						818
PL17	Resilience Fund (£1m of the £10m Port Sale)	To set up an investment fund for the ward of Avonmouth and Lawrence Weston to stimulate regeneration projects within this area. The broad themes for the fund are, Jobs and Enterprise, Thriving High Street and Social Impact.		500	500				1,000
Energy									
PL18	Energy Services	Renewable energy investment schemes.	10,791	8,346					19,137
PL19	Energy Services	Energy Workstream 2 – Infrastructure, renewables, heat networks and efficiencies.		2,000	6,000	6,000			14,000

Ref	Scheme	Description	Sum of budget total (£'000)						Total
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Property									
PL20	Strategic Property	Funding to maintain the structural fabric and condition of existing buildings to meet statutory compliance.	3,223	1,715					4,938
PL21	Strategic Property – Essential H&S	Health & Safety works to council buildings.	1,600	2,500	2,500	2,500	2,500		11,600
PL22	Strategic Property – Investment in existing waste facilities	Health & Safety works on existing waste premises.		1,000	1,000				2,000
PL23	Strategic Property – Temple St	Additional works to Temple Street to facilitate letting out.		1,700					1,700
PL24	Colston Hall	Contribution towards the Colston Hall development works.	1,600	400		5,000	3,400		10,400
PL25	Strategic Property – Community Capacity Building	Investment to support local community asset capacity building.	1,000	1,000	1,000	1,000	1,000	1,000	6,000
PL26	Old Vic & St George's	Grant and loan support to facilitate delivery of respective developments		1,548					1,548
PL27	Strategic Property – vehicle replacement	Replacement vehicle fleet.		3,700	2,900	1,300	300	200	8,400
PL28	Bottleyard Studios	Investment of essential renewal and improvements.		700					700
PL29	Hengrove Park	Residual works to facilitate delivery of new homes, parkland and play areas.	15						15
Housing Delivery									
PL30	Strategy and Commissioning	To set up a Private Housing Delivery Vehicle to enable the council to build housing for sale a proportion of which will be affordable homes, and support other initiative to deliver affordable housing targets.		14,057	15,357	48,657	48,657	48,657	175,385
PL31	Kingswear & Torpoint Flats	Redevelopment.	715						715
Place Total:			84,971	107,202	72,109	106,631	73,875	60,857	505,645

Neighbourhoods

Ref	Scheme	Description	Sum of budget total (£'000)					Total	
			2016/17	2017/18	2018/19	2019/20	2020/21		2021/22
NH01	Libraries for the Future	Investment in modernising Bristol's libraries, as part of the libraries for the future project.	456	200	250				906
NH02	Investment in parks and green spaces	Improvement of Parks & Green Spaces across the city.	1,428	1,562	300				3,290
NH03	Cemeteries & Crematoria	Replacement Programme for cremators.		500	500				1,000
NH04	Third Household Waste Recycling and Re-use Centre	Building a third Household Waste Recycling Centre at Hartcliffe Way Depot – subject to the development of a sustainable financial plan that would ensure the continued operation of the centre.	36		4,000				4,036
NH05	Sports provision	Investment into appropriate swimming and other sports facilities is subject to review design and service delivery based around a nil subsidy model.		300	3,000	1,200			4,500
NH06	Bristol Operations Centre	Specification, procurement and implementation of modern systems (primarily for Telecare, Traffic Systems and CCTV) to replace end of life equipment.	4,824	3,132					7,956
NH07	Housing Solutions	Delivering aids and adaptations for disabled people in private homes, helping them live more independently (based on current estimates of available external grant funding).	2,736	3,100	2,400	2,400	2,400	2,400	15,436
Neighbourhoods Total:			9,480	8,794	10,450	3,600	2,400	2,400	37,124

Housing Revenue Account

Ref	Scheme	Description	Sum of budget total (£'000)						Total
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
HRA1	Housing Revenue Account (HRA)	This is an estimate of potential capital expenditure within the Housing Revenue Account, the full detail is to be determined. This is funded from the HRA, and will be subject to the revised HRA Business Plan, which will inform ongoing capital investment plans.	56,019	41,000	47,000	44,000	44,000	44,000	276,019
Neighbourhoods HRA Total:			56,019	41,000	47,000	44,000	44,000	44,000	276,019

City Director

Ref	Scheme	Description	Sum of budget total (£'000)						Total
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
C104	Bristol Futures	Open Programmable City project for businesses to access superfast broadband in the Bristol Temple Quarter Enterprise Zone and across the City.	1,766	4,888	3,075	6,213			15,942
City Director Total:			1,766	4,888	3,075	6,213	0	0	15,942

Resources

Ref	Scheme	Description	Sum of budget total (£'000)						Total
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Re01	ICT Refresh Programme	A planned programme of investment to conduct a continuous refresh and upgrade of the Council's core ICT infrastructure		1,500	1,500	1,500	1,500	1,500	7,500
Re02	ICT Development – HR/Finance	Development of HR/Finance System.		300	2,500				2,800
Re03	ICT Strategy Development	Investment that will be required to support delivery of ICT Strategy.		5,000	2,700	1,200	1,200	1,200	11,300
Re04	Bristol Workplace Programme	Reduce the number of offices we work in and invest in the remaining buildings to make them modern, efficient and flexible workplaces, including all the necessary ICT (last year of current programme).	11,700	1,335	900				13,935
Resources Total:			11,700	8,135	7,600	2,700	2,700	2,700	35,535

Corporate

Ref	Scheme	Description	Sum of budget total (£'000)						Total
			2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
CP01	Corporate Initiatives	Investment into the Homelessness Property Fund and a number of capital schemes approved in Feb 2016.	5,334	1,670					7,004
CP02	Corporate – Advanced Scheme Design	Funding required to ensure investment in scheme design and delivery.		1,000	1,000	1,000			3,000
CP03	Corporate Contingencies	Contingency required for major capital projects.		10,000	10,000	10,000	10,000	10,000	50,000
Corporate Total:			5,334	12,670	11,000	11,000	10,000	10,000	60,004

Total Capital Programme

	Sum of budget total (£'000)						Total
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Total:	210,309	213,515	186,706	199,454	165,475	135,257	1,110,716

Financing of the Capital Programme

	Sum of budget total (£'000)						Total
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
Capital receipts – (HRA ONLY)	17,009	2,000	10,000	8,000	8,000	8,000	53,009
Capital receipts – GF	360	500	15,000	49,800	49,800	40,100	155,560
Capital Grants	68,973	38,773	18,200	13,000	13,000	12,400	164,346
Revenue	16,237	17,500	12,000	10,000	10,000	10,000	75,737
Prudential Borrowing	75,976	129,742	105,506	92,654	58,675	38,757	501,310
HRA Self-financing (MRR)	31,754	25,000	26,000	26,000	26,000	26,000	160,754
Total Financing:	210,309	213,515	186,706	199,454	165,475	135,257	1,110,716

Documents available in other formats:

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 2848



Budget Risks Matrix

Provision to be made where total score is 10 or above, as per Corporate Risk Register Analysis

Risks associated with the delivery of material Revenue projects

Theme / Ref	Key Risk	Additional Details	Impact	Likelihood	Score	Management of Risks / Provision to Manage	Y / N	£000's	£000's	£000's
							Financial Mitigation	Min	Max	Req'd
D01	Inability to deliver planned savings	In year overspend from 2016/17 savings not delivered, and remain undelivered in 17/18	2 - Significant (£0.5m to £5m)	4 - Likely	10	Known non-delivery of savings from 2016/17 has been built into 2017/18 base budget. To be monitored through normal budget monitoring through year.	Y		4,100	2,000
		Planned Savings 2017/18	Amounts below are those within scope of relevant RAG rating - would not expect non-delivery of this total amount - could anticipate partial non-delivery			Transformation programme; regular & robust monitoring; As part of annual budget process a risk assessment of each saving proposal has been undertaken. All proposals have been RAG assessed, with the totals as below:				
			4 - Catastrophic (£10m + all in scope savings)	2 - Unlikely	8	a) Green rated as deliverable	N		-	-
			3 - Critical (£5m to £10m - depending on value)	4 - Probable	12	b) Amber rated (as at 110117)	Y	-	8,422	3,000
			2 - Significant (£0.5m to £5m)	5 - Likely	10	c) ADD RED ITEMS IF STILL IN (as at 110117)	Y	-	1,550	1,000
			Failure to generate additional budgeted income	2 - Significant (included in the planned savings element above)	4 - Probable	8	Regular and Robust monitoring & as part of the annual budget process a risk assessment has been undertaken for each budget proposal.	N		
D02	The deliverability of services within the baseline level of available resources	In year overspend particularly in areas where the majority of expenditure is demand-led in nature e.g. social care services, concessionary bus fares	3 - Critical (based on potential with social care £5m to £10m - but budget has been put back in	5 - Likely (based on past experience)	15	Growth or provision for increased demand in services has been built into budget, but there is a risk that this will not be sufficient.	Y		2,000	2,000
D03	Organisational Restructuring	Redundancy and pension strain costs. Impact on overall employee numbers and staff release costs associated with the savings propositions & transformation programme. It is not possible to assess the adequacy of provisions with certainty at this stage as the work-streams are not at an advanced enough stage to quantify the timing and magnitude of the total funding requirement.	3 - Critical (£5m to £10m)	4 - Probable	12	Reserve provision to be made, and use of capital receipt flexibilities to fund transformational costs - this will mitigate specific need for call on GF General provisions (see D04 below)	Y	5,000	10,000	7,500
D04	Future Shape Transformation programme (see also O04 - only include risk assessment once)	Adequately resourced in order to deliver the transformation required - failure to resource may result in inability to deliver savings	2 - Significant (£0.5m to £5m)	4 - Probable	8	Provision has been assumed within the Budget for 2017/18, to fund transformational costs from capital receipts, as per latest flexibilities (£6m potentially available in 17/18)	N			
		Mitigation is to fund transformation from Capital Receipt flexibilities - risk that capital receipts will not achieve forecast levels in 2017/18 and will reduce funding available for transformational activity	2 - Significant (£0.5m to £5m)	4 - Probable	8	Sales of assets to generate capital receipts to be subject to robust and regular budget monitoring and reported. Monitor level of sales in scope	N			

Budget Risks Matrix

Provision to be made where total score is 10 or above, as per Corporate Risk Register Analysis

Risks associated with the delivery of material Revenue projects

Theme / Ref	Key Risk	Additional Details	Impact	Likelihood	Score	Management of Risks / Provision to Manage	Y / N	£000's	£000's	£000's
							Financial Mitigation	Min	Max	Req'd
D05	Reserves utilisation 2016/17	Insufficient recovery / delivery spending freeze requires greater than anticipated draw down from reserves. Reduces reserves available to fund transformational costs etc.	3 - Critical (£5m to £10m, depending on spending freeze, deferred liability etc.)	4 - Probable	12	Ongoing close management of spend in 16/17 and progression of other mitigating actions	Y		10,000	10,000
D06	Identified service specific risks tbc if fully captured					growth assumed in LTFP services to take mitigating action				
								5,000	36,072	25,500

Budget Risks Matrix

Provision to be made where total score is 10 or above, as per Corporate Risk Register Analysis

Risks associated with the delivery of material Revenue projects

							Y / N	£000's	£000's	£000's
Theme / Ref	Key Risk	Additional Details	Impact	Likelihood	Score	Management of Risks / Provision to Manage	Financial Mitigation	Min	Max	Req'd
On-going risks										
Theme / ref	Key Risk	Additional Details	Impact	Likelihood	Score	Management of Risks / Provision to Manage	Financial Mitigation	Min	Max	Req'd
001	Financial Settlements and wider fiscal policy changes	The risk that due to the economic conditions, there are likely to be further real terms reductions in levels of government funding. Provision settlement has been published for 17/18, risk is more likely in the longer term.	2 - Significant (£0.5m to £5m)	2017/18: 4 - Probable (provisional settlement issued) 2018/19: 5 - Likely	2017/18: 8 & 2018/19: 10	Long-Term Financial Planning (10 year model); Regular monitoring of public expenditure projections and recognise potential or actual grant variations in LTFFP; 3 year financial settlement	2017/18: N 2018/19: Y			
002	Loss of income	Risks related to the following assumptions on the level of income that will be generated for services incorrect : (i) demand for chargeable services and (ii) the ability to collect all income due (iii) Forecast dividends (iv) ability of existing services to continue to generate income e.g. Trading with Schools in new environments (academies).	2 - Significant (£0.5m to £5m)(some under recovery in some areas, but significant over recovery in other areas)	4 - Probable	8	Service level agreements with external users, centralisation of the Council's corporate debt management to improve debt recovery and regular monitoring.	N			
003	Demand for Services (NB: include to extent it is over and above already in D02 above)	Increased demand on services which can lead to departmental overspends - over and above forecast levels; resulting from:				Growth has been built into 2017/18 budget and ongoing MTFF				
		(1) Demographic Changes (over and above that which has been forecast); and	2 - Significant (£0.5m to £5m, to extent that it has not been forecast)	4 - Probable	8	Long-Term Financial Plan and ongoing monitoring of impacts	Y			
		(2)Social / Environmental Changes ; including Welfare Reforms	2 - Significant (£0.5m to £5m)	4 - Probable	8	There are risks that service users will suffer financial hardship which may impact on housing, health and general welfare resulting in greater need for emergency intervention from Council services; Long-Term Financial Plan and ongoing monitoring of impact	N			
004	Inflation	Corresponding provision has therefore been made across all key areas of expenditure, based on available economic forecasts and other relevant factors. Particularly in the case of contractually-committed sums and negotiated settlements, however, there is a risk that this level of provision is insufficient; potential impact of BREXIT on inflation.	2 - Significant (£0.5m to £5m)	4 - Probable	8	Inflation has been built into the model based on latest Office Budget Responsibility estimates, which are intended to reflect potential impact of BREXIT, keep monitored and updating Long Term Financial Models	N			
005	Interest Rates	An increase in interest rates could impact on borrowing costs, which may in part be offset by increased investment interest receipts	2 - Significant (£0.5m to £5m)	4 - Probable	8	The Treasury team in conjunction with treasury advisors monitors the position to mitigate the impact on the Council	N			

Budget Risks Matrix

Provision to be made where total score is 10 or above, as per Corporate Risk Register Analysis

Risks associated with the delivery of material Revenue projects

Theme / Ref	Key Risk	Additional Details	Impact	Likelihood	Score	Management of Risks / Provision to Manage	Y / N	£000's	£000's	£000's	
							Financial Mitigation	Min	Max	Req'd	
005	Major Incident or large scale emergency – unbudgeted expenditure	Uninsured losses from hard to predict events – for example, storms, floods, terrorism. Relief under the Emergency Financial Assistance scheme is payable only when expenditure exceeds a threshold of 0.2% of the Council's budget requirement and will only fund 85% of emergency expenditure above the threshold. The risk relates to the following:									
		(i) Council required to meet up to 0.2% within the overall level of resources available to the Council (e.g. from Reserves)(Min & Max are calculated on range of unexpected costs of £1m to £25m)	2 - Significant (£0.5m to £5m, see sheet on Major Incident calc)	3 - Possible	6	0.2% of net Budget requirement of £361.8m = £725k	overridden good practice to ensure this provision				-
		(ii) Council requiring to meet the costs for large-scale emergencies for which claims are made under the Bellwin scheme and the ability to manage this within the overall level of resources available to the Council	2 - Significant (£0.5m to £5m, see sheet on Major Incident calc)	2 - Unlikely	4		N				
		(ii) Significant event involving the City's major structural infrastructure	4 - Catastrophic (£10m e.g. bridge collapse/failure)	3 - Possible	12	Ensure maintenance programmes are managed and prioritised, ensure regular inspection of major infrastructure	Y				500
006	Asset Management / Infrastructure	Insufficient resources to maintain adequately the Council's existing and planned infrastructure ; Repair or replacement of assets – for example, buildings, highways infrastructure	2 - Significant (£0.5m to £5m - in part reflected above)	4 - Probable	8	Members of the Senior Leadership Team (SLT) have considered where any additional service investment within the budget framework might be best directed and, at this stage, identified urgent property repairs and maintenance as the key priority.	N				
007	Capital receipts (see Also D04)	Reduced capital receipts and planning related income. Realisation of capital receipts in line with amounts assumed in the capital investment programme and change / transformation programme.	2 - Significant (£0.5m to £5m - based on forecast receipts of £6m)	5 - Likely	10	Regular monitoring and reporting of capital receipts delivery, and activity against sales programme	Y	-	2,000	1,000	
		(i) ability to afford and deliver the full capital programme if these do not materialise,	(above)								
		(ii) ability to contribute to the Strategic transformation / change programme and offset staff release costs associated with the programme.	(above)								
007	Legal Claims	There is a risk of compensation claims arising as a result of specific events and emerging issues	2 - Significant (>£0.5m can be significant)	4 - Probable	8	Ensure sufficiently resource to protect BCC position and access to appropriate advice / advisors	Y	500	1,000	750	

Budget Risks Matrix

Provision to be made where total score is 10 or above, as per Corporate Risk Register Analysis

Risks associated with the delivery of material Revenue projects

Theme / Ref	Key Risk	Additional Details	Impact	Likelihood	Score	Management of Risks / Provision to Manage	Y / N	£000's	£000's	£000's
							Financial Mitigation	Min	Max	Req'd
		Uninsured legal liabilities – for example, Employment Tribunals, judicial reviews								
O08	Self Insurance	The risk of claims to the council not being covered by the Council's insurance policies - if the level of claims increase substantially against historic trends, this would increase amounts potentially payable by the Council.	1 - Marginal (upto £0.5m - based on current excess levels)	5 - Likely (because claims do happen at regular intervals)	5	Current Policies have limited excess on Liability Cover, which manages exposure to cost. Policies currently being tendered. Active management of insurance risks to reduce potential claims in first instance; management of insurance claims when received. Monitoring of claims trends.	N			
O09	Counterparty Failure	Parties may fail to pay amounts back to the Council and therefore impact on revenue budget e.g. investment deposits	4 - Catastrophic (£10m + due to investment limits on MM Funds)	2 - Unlikely	8	Risk is managed through application of TM Strategy - regularly reported through cabinet; use of external advisors; use of high rated counter-parties	N	-	-	-
O10	Long-term contract costs / PFI's companies	Schools PFI Sinking Fund – requirement to establish a fund to ensure the ability to meet ongoing contractual liabilities to the term of the contract.	2 - Significant (£0.5m to £5m - element already included within 17/18 budget provision)	4 - Probable		Invest to save resource; work with Schools, DSG, and Lep to agree a sustainable solution				
O11	National Minimum Wage	Potential additional cost of contracts to the Council. In addition, increased likelihood of social care provider failure due to National Living Wage and pressure on public sector budgets. Cost on Council Staff budgets	2 - Significant (£0.5m to £5m - element already included within 17/18 budget provision)	4 - Probable	8	Growth modelling for social care budgets includes provision for inflation and additional cost of National Living Wage. BCC already pays Living Wage. Impact on other contracts e.g. Waste; Highways; Cleaning should also be considered and as the payment increases price differentials planned for	N			
O12	Apprenticeship Levy	New national policy requirement for organisations. BCC levy includes maintained schools on our payroll, risk that they cannot fund the levy.	1 - Marginal (upto £0.5m - based on total levy already built into budget c£900k)	4 - Probable	4	Provision has been built into the MTFP for BCC element	N			
O13	Council Tax Base Growth Assumption	The growth assumption is different to that built into MTFP. For 2017/18 budget, is as per Council Tax Base Claim, future years pay be different.	2 - Significant (£0.5m to £5m - already reflected in 17/18 budget)	3 - Possible	6	2017/18 budget is based on latest CTB1 claim - therefore suggest inclusion from 18/19 onwards	N			
O14	Non-Recovery of Council Debt (Council Tax, Business Rates and sundry debt	Non-delivery and low collection rates impacts the income collected and increases the bad debt provisions that the Council will be required to maintain. This has direct impact on General Fund.	2 - Significant (£0.5m to £5m)	3 - Possible	6	Regular monitoring of debt collection, and collection rates. Centralisation of debt recovery to create resource and single team approach	N			
O15	Extreme Weather Pressures	Weather related operational pressures; Snow, Ice, Sun, Storm, flood - Highways, Coroners etc	2 - Significant (£0.5m to £5m - already reflected in 17/18 budget)	3 - Possible	6	Monitor and call down if pressure can not be contained	N			
TOTAL								500	3,000	2,250

Budget Risks Matrix

Provision to be made where total score is 10 or above, as per Corporate Risk Register Analysis

Risks associated with the delivery of material Revenue projects

							Y / N	£000's	£000's	£000's
Theme / Ref	Key Risk	Additional Details	Impact	Likelihood	Score	Management of Risks / Provision to Manage	Financial Mitigation	Min	Max	Req'd
Emerging risks										
Theme / ref	Key Risk	Additional Details	Impact	Likelihood	Score	Management of Risks / Provision to Manage	Financial Mitigation	Min	Max	Req'd
E01	BREXIT	Potential shock 2 -following trigger of article 50; gradual slow down during period of uncertainty; workforce pressures - social care providers Inflationary pressures caused by fluctuations in sterling value.	2 - Significant (£0.5m to £5m)- Housing Demand / developments; Increase cost of labour; capital costs, business rates growth slows; inflation increase risk reflected within the budgets and based on latest OBR predictions)	6 - Almost Certain	12	Map business flight risks; consider business rates incentives / discounts DE risk housing developments ; scenario models for increase inflation; consider alternative investments with improved returns	Y		2,000	1,000
E02	Devolution & Implementation of the Mayoral Combined Authority (MCA)	Constituent LA's are required to underwrite the risks of the MCA. Year 1 (2017/18) this will include Transport spend, including Concessionary Fares. Latter years (2018/19 onwards) other powers will be included, including skills (not currently within LA remit	2017/18: 2 - Significant (£0.5m to £5m - significant budgets moving to MCA in 17/18) 2018/19: 3 - Critical (£5m to £10m - new potential risks as new powers transfer to MCA)	2017/18: 4 - Probable (Already included above) 2018/19: 4 - Probable	2017/18 = 8 2018/19 = 12	Year 1: E.g. Concessionary fares, this is reflected in risk assessment above. Year 2 onwards, will need to reflect additional risks	2017/18: No			
		New mayoral arrangements, transfer of statutory duties and powers to MCA, impact on services of LA etc.	See Above			Assurance framework being developed.	N			
E03	Other Major Project	Arena; Metrobus, School's Capital Programme etc. Large scale projects, with large capital budget spend with risk of overspends and overruns, impact on capital financing and general fund revenue budget	Catastrophic Risk 4: Critical (> £10m); Capital contingency created thus risk is in excess	5 - Likely	15	Project health checks / stress tests; Regular and robust budget monitoring and reporting; internal assurance mechanisms	Y		10,000	10,000
E04	New Homes Bonus 0.4% annual review	Thresholds changed as required nationally to ensure bonus can be contained within the earmarked envelope nationally	2 - Significant (£0.5m to £5m, based on current NHB amount)	4 -Probable	8	not risks for 17/18; aim to have a resilient budget and incentive payments not funding core activity. Regular monitoring of national policy and inclusion on the MTFP and long-term financial modelling	N			
E05	Volatility of Business Rates Income	Business Rates Pilot Scheme & move towards 100% business rates retention (i)Final details awaited from Government; (ii) incorrect growth projections; (iii) appeals, revaluations or changing in rating lists (iv) impact of extended enterprise zone; (V)new burdens not factored into the forecast	3 - Critical (£5m to £10m - level of potential appeals, movement of assets within lists, over optimistic forecast with new burdens not factored etc.)	5 - Possible - 2 yr. pilot - full details & risks To be ascertained; appeals system currently under review nationally	15	Assurance work provided by Technical work stream of the WoE Business Rates Pooling Board. BCC Scenario modelling; Prudent approach incorporated in the forecast ; Regular monitoring and reporting. Potential for growth to offset loss of income through appeals	Y	1,000	5,000	2,000
		(ii) Appeals process and volatility of income as a result	See above - included as one risk amount							

Budget Risks Matrix

Provision to be made where total score is 10 or above, as per Corporate Risk Register Analysis

Risks associated with the delivery of material Revenue projects

Theme / Ref	Key Risk	Additional Details	Impact	Likelihood	Score	Management of Risks / Provision to Manage	Y / N	£000's	£000's	£000's
							Financial Mitigation	Min	Max	Req'd
E06	Service Specific Risks (to be managed within directorates)					Services to take mitigating action and manage in year to cash limit	N			
		(i) funding pressures on the whole care pathway, including the NHS and social care				Health & Social care integration	N			
		(ii) Increased risk of schools facing financial difficulty as a result of funding formula changes	1 - marginal - increase in number of licensed deficits	3 - possible for a small number;	3	Early warning processes to be developed; review school balances and identify those below % guide, consider clustered support and sharing of services	N			
E07	ICT Transformation / Investment	The ICT Investment programme not broad enough to cover critical improvements	2 - Significant (>£0.5m can be significant)	3 - possible for a small number;	6	IT strategy to be developed with sufficient engagement; capital funds target areas of most need	N			
TOTAL								1,000	17,000	13,000
Total General, Strategic & Risks								6,500	56,072	40,750
Definitions of the provision identified in the table above table by which risk will be managed Asset Management Plans – will require to be addressed through asset management plans. Earmarked provision – the Council has set monies aside in an earmarked reserve or other provision to meet the estimated costs. Mitigating Action – Strategic Directors / Directors to identify alternative measures to manage risks within available resources Long-Term Financial Plan – provision in the Long-Term Financial Plan Unallocated Reserve – Council would require drawing funding down from the unallocated General Fund balance to meet costs										

APPENDIX 4

Treasury Management Strategy Statement

1 BACKGROUND

1.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

1.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

1.3 The Chartered Institute of Public Finance Accountants (CIPFA) defines treasury management as:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

1.4 The Council is also required to have regard to the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (2011) which requires the following:

- (i) A Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management arrangements (Annex 1).
- (ii) Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
- (iii) Approval by Full Council of an annual Treasury Management Statement.
- (iv) A Mid-year Treasury Management Report – this will update the Council with the progress of the capital position, amending prudential indicators as necessary, and whether the treasury activity is meeting the strategy or whether any policies require revision.

- (v) An Annual Treasury Report – this provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.
- (vi) That the Council nominates one of its committees to keep under review treasury management arrangements and to scrutinise reports before being recommended to the Council. This role is undertaken by both the Audit Committee and Overview and Scrutiny Management Board.

1.5 The Treasury Management Strategy for 2017/18 covers two main areas:

Capital Issues

- The capital plans and the prudential indicators;
- The minimum revenue provision (MRP) policy.

Treasury Management Issues

- current and projected treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on the use of external service providers.

1.6 The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. A training event for members was undertaken in November 2016 and further training will be arranged as required.

1.7 The training needs of treasury management officers are periodically reviewed.

1.8 The Council uses Capita Asset Services, Treasury solutions as its external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

1.9 The Council recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

1.10 The West of England Combined Authority (MCA) will be established in the first part of 2017, with elections for the West of England Mayor to take place in May 2017. The MCA will have its own borrowing powers, and it is expected that transfers of responsibilities will ultimately lead to changes in Bristol City Council's cash flows. However at this stage it is not considered that any changes to the Council's Treasury Management Strategy are necessary and no changes are being recommended arising from the establishment of the MCA. The position will be reviewed as part of the mid-year report.

2 THE CAPITAL PRUDENTIAL INDICATORS 2017/18 – 2019/20

2.1 The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

Capital expenditure

2.2 This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. The table also summarises how the capital expenditure plans are being financed. Any shortfall of resources results in a borrowing need. Members are asked to approve the capital expenditure forecasts:

Capital expenditure £m	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Non-HRA	157	154	173	140	155
HRA	43	56	41	47	44
Total	200	210	214	187	199
Financed by:					
Capital receipts	(18)	(17)	(3)	(25)	(58)
Capital grants	(76)	(69)	(39)	(18)	(13)
HRA Self Financing	(37)	(32)	(25)	(26)	(26)
Revenue	(30)	(16)	(17)	(12)	(9)
Net financing need for year	39	76	130	106	93

The Council's borrowing need (the Capital Financing Requirement)

2.3 The Capital Financing Requirement (CFR) is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

2.4 The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

2.5 The CFR includes any long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility and so the

Council is not required to separately borrow for these schemes. The Council currently has £146m of such schemes within the CFR.

2.6 The Council is asked to approve the CFR projections below:

	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
CFR – non housing	337	405	527	622	704
CFR – PFI/Lease schemes	152	146	140	134	128
CFR – housing	245	245	245	245	245
Total CFR	734	796	912	1,001	1,077
Movement in CFR	19	62	116	89	76

Net financing need for year	39	76	130	106	93
Less MRP & other financing	(20)	(14)	(14)	(17)	(17)
Movement in CFR	19	62	116	89	76

Minimum revenue provision (MRP) policy statement

2.7 The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge, the minimum revenue provision (MRP), although it is allowed to undertake additional voluntary provision.

2.8 The Department of Communities and Local Government (CLG) have issued Regulations which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 and capital expenditure incurred on or after that date which forms part of its Supported Capital Expenditure - The MRP policy will be based on the pre 2007/08 borrowing and post supported borrowing at 2% fixed so that the whole debt is repaid after 50 years.

Note a recent change in policy approved by Full Council on 13th December 2016 amended the rate that is used to calculate MRP from 4% reducing balance to 2% straight line as this is better aligned to the average lives of the

authorities assets and results with the debt being fully repaid. This means that the authority has overprovided during the period 1st April 2008 through to 31st March 2016. The Council will reduce its MRP further, over an adequate timeframe (5 years) to recover this overprovision while also ensuring a prudent annual provision is maintained. This additional reduction in MRP will be set aside to reserves to ensure the Council maintains reasonable provision as mitigation for financial risks outlined in the main body of the report. It is estimated that for 2017/18 £6m of this overprovided for MRP will be made available to supplement general reserves.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be the Asset life method – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction);

Any loan or investment to an organisation defined as capital expenditure will not attract MRP. The original capital expenditure will be met from the capital receipt on the maturity of the loan/investment.

Other methods to provide for debt repayment may occasionally be used in individual cases where this is consistent with the statutory duty to be prudent, as justified by the circumstances of the case, as determined by the Service Director Finance.

These options provide for a reduction in the borrowing need over approximately the asset's life.

- 2.9 There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).
- 2.10 Repayments included in annual PFI or finance leases are applied as MRP.
- 2.11 The Council participates in the Local Authority Mortgage Scheme (LAMS) using the cash backed option. The mortgage lenders require a five year cash advance from the local authority to match the five year life of the indemnity. The cash advance placed with the mortgage lender provides an integral part of the mortgage lending, and is treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of the total indemnity. The cash advance is due to be returned in full at maturity, with interest paid annually. Once the cash advance matures and funds are returned to the local authority, the returned funds are classed as a capital receipt, and the CFR will reduce accordingly. As this is a temporary (five years) arrangement and the funds will be returned in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application. The position is reviewed on an annual basis.

Affordability prudential indicators

2.12 The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators: The Prudential Code requires that the Council set a series of indicators on a three year time frame. The Prudential Indicators are there to demonstrate that the Council can afford the proposed capital programme and that such expenditure is sustainable and prudent.

2.13 **Ratio of financing costs to net revenue stream.** This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	2015/16 Actual %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %
General Fund	8.63	7.94	8.80	9.52	10.43
HRA	8.68	8.73	9.03	9.09	8.96

The estimates of financing costs include current commitments and the proposals in this budget report.

2.14 **Estimates of the Incremental impact of capital investment decisions on council tax Housing Rent levels.** This indicator identifies the debt revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates over a three year period.

This estimate below sets out the additional debt financing costs associated with the proposed new capital schemes set out in this budget report.

	2015/16 Actual £	2016/17 Estimate £	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £
Council tax – Band D	£0.00	£0.03	£4.05	£13.82	£14.31

The indicator does not take account of the ongoing revenue savings facilitated from these schemes that will predominately meet these additional costs along with further savings generated from within the authority.

There are no expected increases in Housing Rent levels following the Capital Investment decisions within this report over the medium term over and above those set out in the HRA business plan.

3 BORROWING

3.1 The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury/prudential indicators, the current and projected debt positions and the annual investment strategy.

Current and projected portfolio position

3.2 The Council's treasury portfolio position at 31 March 2016, with forward projections are summarised below. The table shows the actual external debt against the underlying capital borrowing need (the Capital Financing Requirement), highlighting any over or under borrowing.

	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
External Debt 1 April	417	417	435	565	705
Expected change in debt	-	18	130	140	90
Other long-term liabilities	161	152	146	140	134
Expected change in other long-term liabilities	(9)	(6)	(6)	(6)	(6)
Debt Administered on behalf of the Unitary authorities	(48)	(46)	(44)	(43)	(41)
Actual gross debt 31 March	521	535	661	796	882
Capital Financing Requirement	734	796	912	1,001	1,077
Under borrowing	213	261	251	205	195

Gross Debt and the Capital Financing Requirement

3.3 Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2016/17 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

- 3.4 The Director of Finance reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

Treasury Indicators: limits to borrowing activity

- 3.5 **The operational boundary.** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Debt	435	565	705	795
Other long-term liabilities	152	146	140	134
Total	587	711	845	929

- 3.6 **The authorised limit for external debt.** A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Total	830	930	1,030	1,100

- 3.7 **HRA CFR limit.** Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently:

	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
HRA debt limit	257	257	257	257
HRA CFR	245	245	245	245
HRA Headroom	12	12	12	12

Prospects for interest rates

- 3.8 The Council has appointed a treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives their view.

Period	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)			
		5 year	10 Year	25 year	50 year
Mar 2017	0.25	1.60	2.30	2.90	2.70
Mar 2018	0.25	1.70	2.30	3.00	2.80
Mar 2019	0.25	1.80	2.50	3.20	3.00
Mar 2020	0.75	2.00	2.70	3.40	3.20

- 3.9 The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications (further detail in Annex 2):

- Counterparty risks appear to have eased but market sentiment remains changing and economic forecasts uncertain.
- Investment returns are likely to remain relatively low during 2017/18 and beyond;
- Borrowing interest rates have been on a generally downward trend during most of 2016 up to mid-August; they fell sharply to historically low levels after the referendum and then even further after the Monetary Policy Committee meeting of 4th August when a new package of quantitative easing purchasing of gilts was announced.

Gilt yields have since risen sharply due to a rise in concerns around a 'hard Brexit', the fall in the value of sterling, and an increase in inflation expectations.

The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this will be continually reviewed to avoid incurring higher borrowing costs in later times when the Council will not be able to avoid new borrowing to finance capital expenditure and/or to refinance maturing debt;

- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

Borrowing Strategy

- 3.10 Based on current cash flow forecasts, it is estimated that the Council will have a net borrowing requirement of £360m over the MTFs period. The most significant consideration from a treasury management perspective is the timing and duration of that borrowing. Should the financial environment change and borrowing is deemed advantageous the Council will seek to borrow long-term loans below a target rate of 3.00% and short-term medium term loans below a target rate of 2.50%.
- 3.11 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.
- 3.12 Against this background and the risks within the economic forecast, caution will be adopted with the 2017/18 treasury operations. The Service Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- *If it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*
 - *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*
- 3.13 Any decisions will be reported to the appropriate decision making body at the next available opportunity.
- Long-term and short term fixed interest rates are expected to rise modestly over the medium term. The Service Director-Finance, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks shown in the forecast above.
 - The option of postponing borrowing and running down investment balances strategy has been applied throughout 2015/16 and primarily in 2016/17 apart from planning to borrow £20m from the PWLB at preferential rate that expires on the 31st March 2017 for the Bristol Temple Meads East Regeneration (Arena) scheme. This approach will continue to be applied in

future years until balances are reduced to adequate liquidity requirements unless it was felt that there was a significant risk of a sharp rise in interest rates.

- The Councils borrowing strategy will give consideration to new borrowing in the following ways:
 - The cheapest borrowing will be internal borrowing by running down cash balances and foregoing interest earned at historically low rates. However, in view of the overall forecast for long term borrowing rates to increase over the next few years, consideration will also be given to weighing the short term advantage of internal borrowing against potential long term costs if the opportunity is missed for taking loans at long term rates which will be higher in future years;
 - PWLB loans for up to 10 years where rates are expected to be significantly lower than rates for longer periods. This offers a range of options for new borrowing, which will spread debt maturities away from a concentration in longer dated debt;
 - PWLB loans in excess of 10 years where rates are considered to be low and offer the Council the opportunity to lock into low value long-term finance;
 - Long term fixed rate market loans at rates significantly below PWLB rates for the equivalent maturity period (where available) and to maintaining an appropriate balance between PWLB and market debt in the debt portfolio;
 - Long term borrowing from the Municipal Bond Agency if available and appropriate and rates are lower than those offered by the Public Works Loan Board (PWLB).

3.14 The authority is planning net borrowing of £130m in 2017/18, £140m in 2018/19 and £90m in 2019/20, to finance the expected Prudential Borrowing requirement of £130m in 2017/18, £106m in 2018/19 and £93m in 2017/18 as set out in the Capital programme. The additional borrowing of £31m finances the expected net reduction in cash resources to maintain adequate liquidity levels as set out in the strategy. This will also partly reverse the current internal borrowing position, reducing the interest risk exposed to the authority, minimising the increase in net debt financing costs and reducing counterparty risk.

3.15 The Council will seek to undertake temporary borrowing (less than one year) loans to cover day-to-day cashflow requirements as and when required. Such a decision will be based on the availability of and access to cash in deposit accounts and money market funds to cover the cashflow requirement, whilst also considering the most efficient method for the authority.

- 3.16 Temporary borrowing will also be considered when the draw down deadline for a deposit account for same day transfer has passed, thus resulting in borrowing cash from the money markets.
- 3.17 The Service Director Finance will be kept informed of the temporary loans outstanding on a monthly basis and reviewed at the regular Treasury Management Group meeting.

Policy on borrowing in advance of need

- 3.18 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- 3.19 Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt rescheduling

- 3.20 As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).
- 3.21 The reasons for any rescheduling to take place will include:
- the generation of cash savings and / or discounted cash flow savings;
 - helping to fulfil the treasury strategy;
 - enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).
- 3.22 Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.
- 3.23 All rescheduling will be reported to the Cabinet at the earliest meeting following its action.

Municipal Bond Agency

- 3.24 It is likely that the Municipal Bond Agency, currently in the process of being set up, will be offering loans to local authorities in the near future. It is hoped that the borrowing rates will be lower than those offered by the Public Works Loan

Board (PWLB). The Council intends to make use of this new source of borrowing as and when appropriate.

4 ANNUAL INVESTMENT STRATEGY

Introduction: changes to credit rating methodology

- 4.1 The Council's investment policy has regard to the CLG's Guidance on Local Government.

Investment policy

- 4.2 The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.
- 4.3 In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.
- 4.4 Ratings will not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such a 'credit default swaps' and overlay that information on top of the credit ratings.
- 4.5 Other information sources including the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- 4.6 Investment instruments identified for use in the financial year are listed in appendix 3 under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices – schedules.

Creditworthiness policy

- 4.7 The primary principle governing the Council's investment criteria is the security of its investments, whilst liquidity and the yield on the investment is also a key consideration. After this main principle, the Council will ensure that:
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and

- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

4.8 The Service Director - Finance will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

4.9 The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the Council's criteria, the other does not, the institution will fall outside the lending criteria. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are considered before making investment decisions.

4.10 The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:

- **Banks 1** - good credit quality – the Council will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign long term rating of AA

and have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):

- i. Short term – F1 (or equivalent)
 - ii. Long term – A- (or equivalent)
- **Banks 2** – Part nationalised UK banks – Royal Bank of Scotland. This bank can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above.
 - **Banks 3** – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
 - **Bank subsidiary and treasury operation** - the Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.

- **Building societies** - the Council will use all societies which meet the ratings for banks outlined above.
- **Money market funds** – AAA rated (sterling)
- **Enhanced money market funds** (EMMFs) – AAA rated (sterling)
- **UK Government** (including gilts and the DMADF)
- **Local authorities, parish councils etc**
- **Supranational institutions**
- **Local Authority Mortgage Scheme.** Under this scheme the Council is required to place funds of £2m, with Lloyds Bank Plc (£1m) and Leeds Building Society (£1m) for a period of 5 years. This is classified as being a service investment, rather than a treasury management investment, and is therefore outside of the specified/non specified categories.
- **Council owned subsidiaries.** The Council invests in wholly owned Council subsidiaries. Depending on the nature of the investment this will either be classified as a Service investment or a Treasury investment. Service investments fall outside the scope of the specified/ non specified categories and currently investments of this type are classified as service investments.

A limit of £100m will be applied to the use of non-specified investments

Country and sector considerations

4.11 Due care will be taken to consider the country, group and sector exposure of the Council's investments. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent). In addition:

- no more than 25% will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;
- sector limits will be monitored regularly for appropriateness.

4.12 **Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision. This additional market information (for example Credit Default Swaps (CDS), negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments.

4.13 Time and monetary limits applying to investments. The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments):

	Fitch Long term Rating (or equivalent)	Money Limit	Time Limit
Banks 1 - higher quality	AAA	£50m	5 Years
Banks 1 - medium quality	AA-	£20m	3 Years
Banks 1 - lower quality	A-	£10m	1 Year
Banks 2 – part-nationalised	N/A	£10m	1 Year
Limit 3 category – Council's banker (not meeting Banks 1/2)	-	£100k	Liquid
Other institutions limit*	-	£50m	1 Year
DMADF	UK Sovereign rating	unlimited	1 Year
Local authorities	-	£40m	5years
Money market funds (MMF) (Including Enhanced MMF)	AAA	£40m	liquid

*The Other Institution Limit will be for Gilt and Supranational investments

The proposed criteria for specified and non-specified investments are shown in Appendix 3 for approval.

4.14 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

4.15 For its cash flow generated balances, the Council will seek to utilize its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

4.16 **Investment return expectations.** Bank Rate is forecast to remain unchanged at 0.25% until quarter 2 of 2019 and not to rise above 0.75% by quarter 1 of 2020. Bank Rate forecasts for financial year ends (March) are:

- 2017/18 0.25%
- 2018/19 0.25%
- 2019/20 0.75%

Budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next three years are as follows:

2017/18 0.25%
 2018/19 0.25%
 2019/20 0.50%

The overall balance of risks to these forecasts is currently to the downside in view of the uncertainty over the final terms of Brexit. If growth is below expectation and inflationary pressures are minimal, the start of increases in Bank Rate could be deferred. However, should growth quicken and / or forecasts for increases in inflation rise, there could be an upside risk i.e. Bank Rate increases occur earlier and / or at a quicker pace

Treasury management limits on activity

4.17 There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

	2017/18	2018/19	2019/20
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	40%	40%	40%
Maturity structure of fixed interest rate borrowing 2017/18			
	Lower	Upper	
Under 12 months	0%	30%	
12 months to 2 years	0%	40%	
2 years to 5 years	0%	40%	
5 years to 10 years	0%	50%	
10 years and above	25%	100%	

Investment treasury indicator and limit

4.18 Total principal funds invested for greater than 364 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

Maximum principal sums invested > 364 days			
£m	2017/18	2018/19	2019/20
Principal sums invested > 364 days	£100m	£100m	£100m

Ethical Investment Policy

4.19 The Ethical Investment Policy was approved by Cabinet on the 15th December 2011. The City Council will not knowingly invest in organisations whose activities include practices which directly pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the mission and values of the City Council.

Investment Risk Benchmarking

4.20 These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

4.21 Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.00% (AAA rated) to 0.06% (A rated) historic risk of default when compared to the whole portfolio.

Liquidity – in respect of this area the Council seeks to maintain:

- Bank overdraft - £500k.
- Liquid short term deposits of at least £40m available within a rolling three month period.
- Weighted average life benchmark is expected to be a minimum of a day with a maximum of 1 year.

Yield - local measures of yield benchmarks are:

- Investments – internal returns above the 7 day LIBID rate.

And in addition that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
Maximum	0.07%	0.19%	0.36%	0.55%	0.78%

This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

Annexes

Annex 1 - Treasury Management Policy Statement

Annex 2 – Economic Background

Annex 3 – TMP1 Credit and Counterparty risk management

Treasury Management Policy Statement

1. The Council defines its treasury management activities as follows:

The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

2. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council, and any financial instruments entered into to manage these risks.
3. The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
4. The Council's high level policies for borrowing and investments are:
 - The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt
 - The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Council's investments followed by the yield earned on investments remain important but are secondary considerations.

APPENDIX: Economic Background

UK. GDP growth rates in 2013, 2014 and 2015 of 2.2%, 2.9% and 1.8% were some of the strongest rates among the G7 countries. Growth is expected to have strengthened in 2016 with the first three quarters coming in respectively at +0.4%, +0.7% and +0.5%. The latest Bank of England forecast for growth in 2016 as a whole is +2.2%. The figure for quarter 3 was a surprise which confounded the downbeat forecast by the Bank of England in August of only +0.1%, (subsequently revised up in September, but only to +0.2%). During most of 2015 and the first half of 2016, the economy had faced headwinds for exporters from the appreciation of sterling against the Euro, and weak growth in the EU, China and emerging markets, and from the dampening effect of the Government's continuing austerity programme.

The referendum vote for Brexit in June 2016 delivered an immediate shock fall in confidence indicators and business surveys at the beginning of August, which were interpreted by the Bank of England in its August Inflation Report as pointing to an impending sharp slowdown in the economy. However, the following monthly surveys in September showed an equally sharp recovery in confidence and business surveys so that it is generally expected that the economy will post reasonably strong growth numbers through the second half of 2016 and also in 2017, be it at a slower pace than in the first half of 2016.

The Monetary Policy Committee, (MPC), meeting of 4th August was dominated by countering this expected sharp slowdown and resulted in a set of measures that included a cut in Bank Rate from 0.50% to 0.25%, a renewal of quantitative easing, with £70bn made available for purchases of gilts and corporate bonds, and a £100bn tranche of cheap borrowing being made available for banks to use to lend to businesses and individuals.

The MPC meeting of 3 November left Bank Rate unchanged at 0.25% and other monetary policy measures also remained unchanged. This was in line with market expectations, but a major change from the previous quarterly Inflation Report MPC meeting of 4 August, which had given a strong steer, in its forward guidance, that it was likely to cut Bank Rate again, probably by the end of the year if economic data turned out as forecast by the Bank. The MPC meeting of 15 December also left Bank Rate and other measures unchanged.

The latest MPC decision included a forward view that Bank Rate could go either up or down depending on how economic data evolves in the coming months. Our central view remains that Bank Rate will remain unchanged at 0.25% until the first increase to 0.50% in quarter 2 2019 (unchanged from our previous forecast). However, we would not, as yet, discount the risk of a cut in Bank Rate if economic growth were to take a significant shift downwards, though it is unlikely. We would also point out that forecasting as far ahead as mid 2019 is highly fraught as there are many potential economic headwinds which could affect the UK economy one way or the other as well as political developments in the UK, (especially over the terms of Brexit), EU, US and beyond, which could have a major impact on these forecasts.

The August quarterly Inflation Report was based on a pessimistic forecast of near to zero GDP growth in quarter 3 i.e. a sharp slowdown in growth from +0.7% in quarter 2, in reaction to the shock of the result of the referendum in June. However, consumers have very much stayed in a 'business as usual' mode and there has been no sharp downturn in spending; it is consumer expenditure that underpins the services sector which comprises about 75% of UK GDP. After a fairly flat three months leading up to October, retail sales in October surged at the strongest rate since September 2015 and were again strong in November. In addition, the GfK consumer confidence index recovered quite strongly to -3 in October after an initial sharp plunge in July to -12 in reaction to the referendum result. However, in November it fell to -8 indicating a return to pessimism about future prospects among consumers, probably based mainly around concerns about rising inflation eroding purchasing power.

Bank of England GDP forecasts in the November quarterly Inflation Report were as follows, (August forecasts in brackets) - 2016 +2.2%, (+2.0%); 2017 1.4%, (+0.8%); 2018 +1.5%, (+1.8%). There has, therefore, been a sharp increase in the forecast for 2017, a marginal increase in 2016 and a small decline in growth, now being delayed until 2018, as a result of the impact of Brexit.

The Chancellor has said he will do 'whatever is needed' i.e. to promote growth; there are two main options he can follow – fiscal policy e.g. cut taxes, increase investment allowances for businesses, and/or increase government expenditure on infrastructure, housing etc. This will mean that the PSBR deficit elimination timetable will need to slip further into the future as promoting growth, (and ultimately boosting tax revenues in the longer term), will be a more urgent priority. The Governor of the Bank of England, had warned that a vote for Brexit would be likely to cause a slowing in growth, particularly from a reduction in business investment, due to the uncertainty of whether the UK would have continuing full access, (i.e. without tariffs), to the EU single market. He also warned that the Bank could not do all the heavy lifting to boost economic growth and suggested that the Government would need to help growth e.g. by increasing investment expenditure and by using fiscal policy tools. The newly appointed Chancellor, Phillip Hammond, announced, in the aftermath of the referendum result and the formation of a new Conservative cabinet, that the target of achieving a budget surplus in 2020 would be eased in the Autumn Statement on 23 November. This was duly confirmed in the Statement which also included some increases in infrastructure spending.

The other key factor in forecasts for Bank Rate is inflation where the MPC aims for a target for CPI of 2.0%. The November Inflation Report included an increase in the peak forecast for inflation from 2.3% to 2.7% during 2017. This increase was largely due to the effect of the sharp fall in the value of sterling since the referendum, although during November, sterling has recovered some of this fall to end up 15% down against the dollar, and 8% down against the euro. This depreciation will feed through into a sharp increase in the cost of imports and materials used in production in the UK. However, the MPC is expected to look through the acceleration in inflation caused by external, (outside of the UK), influences, although it has given a clear warning that if wage inflation were to rise significantly as a result of these cost pressures on consumers, then they would take action to raise Bank Rate.

It is clear that consumer disposable income will come under pressure, as the latest employers' survey is forecasting median pay rises for the year ahead of only 1.1% at a time when inflation will be rising significantly higher than this. The CPI figure has been on an upward trend in 2016 and reached 1.2% in November. However, prices paid by factories for inputs rose to 13.2% though producer output prices were still lagging behind at 2.3% and core inflation was 1.4%, confirming the likely future upwards path.

Gilt yields, and consequently PWLB rates, have risen sharply since hitting a low point in mid-August. There has also been huge volatility during 2016 as a whole. The year started with 10 year gilt yields at 1.88%, fell to a low point of 0.53% on 12 August, and hit a new peak on the way up again of 1.55% on 15 November. The rebound since August reflects the initial combination of the yield-depressing effect of the MPC's new round of quantitative easing on 4 August, together with expectations of a sharp downturn in expectations for growth and inflation as per the pessimistic Bank of England Inflation Report forecast, followed by a sharp rise in growth expectations since August when subsequent business surveys, and GDP growth in quarter 3 at +0.5% q/q, confounded the pessimism. Inflation expectations also rose sharply as a result of the continuing fall in the value of sterling.

Employment had been growing steadily during 2016 but encountered a first fall in over a year, of 6,000, over the three months to October. The latest employment data in December, (for November), was weaker with an increase in unemployment benefits claimants of 2,400 in November and of 13,300 in October. House prices have been rising during 2016 at a modest pace but the pace of increase has slowed since the referendum; a downturn in prices could dampen consumer confidence and expenditure.

USA. The American economy had a patchy 2015 with sharp swings in the quarterly growth rate leaving the overall growth for the year at 2.4%. Quarter 1 of 2016 at +0.8%, (on an annualised basis), and quarter 2 at 1.4% left average growth for the first half at a weak 1.1%. However, quarter 3 at 3.2% signalled a rebound to strong growth. The Federal reserve started its first increase in rates at its December 2015 meeting.

At that point, confidence was high that there would then be four more increases to come in 2016. Since then, more downbeat news on the international scene, and then the Brexit vote, have caused a delay in the timing of the second increase of 0.25% which came, as expected, in December 2016 to a range of 0.50% to 0.75%. Overall, despite some data setbacks, the US is probably, the best positioned of the major world economies to make progress towards a combination of strong growth, full employment and rising inflation.

This is going to require the central bank to take action to raise rates so as to make progress towards normalisation of monetary policy, albeit at lower central rates than prevailed before the 2008 crisis. The Federal Reserve also indicated that it expected three further increases of 0.25% in 2017 to deal with rising inflationary pressures

The result of the presidential election in November is expected to lead to a strengthening of US growth if Trump's election promise of a major increase in expenditure on infrastructure is implemented. This policy is also likely to strengthen inflation pressures

as the economy is already working at near full capacity. In addition, the unemployment rate is at a low point verging on what is normally classified as being full employment. However, the US does have a substantial amount of hidden unemployment in terms of an unusually large, (for a developed economy), percentage of the working population not actively seeking employment.

Trump's election has had an instant effect on the bond market and bond yields rose sharply in the week after his election. Time will tell if this is a reasonable assessment of his election promises to cut taxes at the same time as boosting expenditure. This could lead to a sharp rise in total debt issuance from the current level of around 72% of GDP towards 100% during his term. However, although the Republicans now have a monopoly of power for the first time since the 1920s, in having a President and a majority in both Congress and the Senate, there is by no means any certainty that the politicians and advisers he has been appointing to his team, and both houses, will implement the more extreme policies that Trump outlined during his election campaign.

In the first week since the US election, there was a a major shift in investor sentiment away from bonds to equities, especially in the US. However, gilt yields in the UK and bond yields in the EU have also been dragged higher. Some commentators are saying that this rise has been an overreaction to the US election result which could be reversed. Other commentators take the view that this could well be the start of the long expected eventual unwinding of bond prices propelled upwards to unrealistically high levels, (and conversely bond yields pushed down), by the artificial and temporary power of quantitative easing.

EZ. In the Eurozone, the ECB commenced, in March 2015, its massive €1.1 trillion programme of quantitative easing to buy high credit quality government and other debt of selected EZ countries at a rate of €60bn per month. This was intended to run initially to September 2016 but was extended to March 2017 at its December 2015 meeting. At its December and March 2016 meetings it progressively cut its deposit facility rate to reach -0.4% and its main refinancing rate from 0.05% to zero.

At its March meeting, it also increased its monthly asset purchases to €80bn. These measures have struggled to make a significant impact in boosting economic growth and in helping inflation to rise significantly from low levels towards the target of 2%. Consequently, at its December meeting it extended its asset purchases programme by continuing purchases at the current monthly pace of €80 billion until the end of March 2017, but then continuing at a pace of €60 billion until the end of December 2017, or beyond, if necessary, and in any case until the Governing Council sees a sustained adjustment in the path of inflation consistent with its inflation aim.

It also stated that if, in the meantime, the outlook were to become less favourable or if financial conditions became inconsistent with further progress towards a sustained adjustment of the path of inflation, the Governing Council intended to increase the programme in terms of size and/or duration.

EZ GDP growth in the first three quarters of 2016 has been 0.5%, +0.3% and +0.3%, (+1.7% y/y). Forward indications are that economic growth in the EU is likely to continue at moderate levels. This has added to comments from many forecasters that those central banks in countries around the world which are currently struggling to combat low

growth, are running out of ammunition to stimulate growth and to boost inflation. Central banks have also been stressing that national governments will need to do more by way of structural reforms, fiscal measures and direct investment expenditure to support demand and economic growth in their economies.

Asia. Economic growth in China has been slowing down and this, in turn, has been reducing economic growth in emerging market countries dependent on exporting raw materials to China. Medium term risks have been increasing in China e.g. a dangerous build up in the level of credit compared to the size of GDP, plus there is a need to address a major over supply of housing and surplus industrial capacity, which both need to be eliminated. This needs to be combined with a rebalancing of the economy from investment expenditure to consumer spending. However, the central bank has a track record of supporting growth through various monetary policy measures, though these further stimulate the growth of credit risks and so increase the existing major imbalances within the economy.

Economic growth in Japan is still patchy, at best, and skirting with deflation, despite successive rounds of huge monetary stimulus and massive fiscal action to promote consumer spending. The government is also making little progress on fundamental reforms of the economy.

Emerging countries. There have been major concerns around the vulnerability of some emerging countries exposed to the downturn in demand for commodities from China or to competition from the increase in supply of American shale oil and gas reaching world markets. The ending of sanctions on Iran has also brought a further significant increase in oil supplies into the world markets. While these concerns have subsided during 2016, if interest rates in the USA do rise substantially over the next few years, (and this could also be accompanied by a rise in the value of the dollar in exchange markets), this could cause significant problems for those emerging countries with large amounts of debt denominated in dollars. The Bank of International Settlements has recently released a report that \$340bn of emerging market corporate debt will fall due for repayment in the final two months of 2016 and in 2017 – a 40% increase on the figure for the last three years.

Financial markets could also be vulnerable to risks from those emerging countries with major sovereign wealth funds, that are highly exposed to the falls in commodity prices from the levels prevailing before 2015, especially oil, and which, therefore, may have to liquidate substantial amounts of investments in order to cover national budget deficits over the next few years if the price of oil does not return to pre-2015 levels.

CAPITA ASSET SERVICES FORWARD VIEW

Economic and interest rate forecasting remains difficult with so many external influences. The forecasts, (and MPC decisions), will be liable to further amendment depending on economic developments in financial markets over the next year. Geopolitical developments, especially in the EU, could also have a major impact.

Forecasts for average investment earnings beyond the three-year time horizon will be dependent on economic and political developments.

The overall longer trend for gilt yields and PWLB rates are to rise gently. It has long been expected that at some point, there would be a start to a switch back from bonds to equities after a historic long term trend over about the last twenty five years of falling bond yields. The action of central banks since the financial crash of 2008, in implementing substantial quantitative easing purchases of bonds, added further impetus to this downward trend in bond yields and rising prices of bonds. The opposite side has been a rise in equity values as investors searched for higher returns and took on riskier assets. The sharp rise in bond yields since the US Presidential election, has called into question whether, or when, this trend has, or may, reverse, especially when America is likely to lead the way in reversing monetary policy.

Until 2015, monetary policy was focused on providing stimulus to economic growth but has since started to refocus on countering the threat of rising inflationary pressures as strong economic growth becomes more firmly established.

The expected rise in the Federal Reserve rate over the next few years may make US bonds less attractive and cause their prices to fall, and therefore bond yields to rise. Rising bond yields in the US would be likely put some upward pressure on bond yields in other developed countries but that upward pressure is likely to be reduced by how strong, or weak, the prospects for economic growth and rising inflation are in each country, and on the degree of progress in the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

PWLB rates and gilt yields have been experiencing high levels of volatility that is correlated to geo-political, sovereign debt crisis and emerging market developments. It is likely that these levels of volatility could continue to occur for the foreseeable future.

The overall balance of risks to economic recovery in the UK is to the downside, particularly in view of the current uncertainty over the final terms of Brexit and the timetable for its implementation.

Apart from the above uncertainties, downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Monetary policy action by the central banks of major economies reaching its limit of effectiveness and failing to stimulate significant sustainable growth, combat deflation and reduce high levels of debt in some countries.
- Lack of action from national governments to promote growth through structural reforms, fiscal policy and investment expenditure.
- Outcome of major national polls within Europe
- A resurgence of the Eurozone sovereign debt crisis
- Weak capitalisation of some European banks
- Geopolitical risks in Europe, the Middle East and Asia, causing a significant increase in safe haven flows.
- UK economic growth and increases in inflation are weaker than we currently anticipate.

- Weak growth or recession in the UK's main trading partners - the EU and US.

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates, include: -

- UK inflation rising to significantly higher levels than in the wider EU and in the US, causing an increase in the inflation premium in gilt yields.
- A rise in US Treasury yields as a result of Federal Reserve funds rate increases and rising inflation expectations in the USA, pulling UK gilt yields upwards.
- The pace and timing of increases in the Federal Reserve funds rate causing a reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major change from bonds to equities.
- A downward revision to the UK's sovereign credit rating undermining investor confidence in holding sovereign debt (gilts).

Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

The CLG issued Investment Guidance in 2010, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. The Council has adopted the Code and will apply its principles to all investment activity. In accordance with the Code, the Service Director of Finance has produced its treasury management practices (TMPs). This part, TMP 1(5), covering investment counterparty policy requires approval each year.

Annual investment strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

Strategy guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement (Appendix 5).

Specified investments – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.

3. A local authority, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society). For this category this covers bodies with a minimum short term rating of A- (or the equivalent) as rated by Standard and Poor's, Moody's or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. This criteria is set out below:-

	Fitch Long term Rating (or equivalent)	Money Limit	Time Limit
Banks 1 higher quality	AAA	£50m	5 Years
Banks 1 medium quality	AA-	£20m	3 Years
Banks 1 lower quality	A-	£10m	1 Year
Banks 2 – part nationalised	N/A	£10m	1 Year
Limit 3 category – Council's banker (not meeting Banks 1/2)	-	£100k	Liquid
Other institutions limit*	-	£50m	1 Year
DMADF	AAA	unlimited	5 Years
Local authorities	-	£40m	5 Years
Money market funds (Including Enhanced MMF)	AAA	£40m	liquid

*The Other Institution Limit will be for Gilt and Supranational investments

Non-specified investments –are any other type of investment (i.e. not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments is limited to an overall exposure of £100m and would include any sterling investments with:

	Non Specified Investment Category	Limit (£ or %)
a.	Supranational bonds greater than 1 year to maturity (a) Multilateral development bank bonds - These are bonds defined as an international financial institution having as one of its objects economic development, either generally or in any region of the world (e.g. European Investment Bank etc.).	AAA long term ratings £50m

	<p>(b) A financial institution that is guaranteed by the United Kingdom Government (e.g. The Guaranteed Export Finance Company {GEFCO})</p> <p>The security of interest and principal on maturity is on a par with the Government and so very secure. These bonds usually provide returns above equivalent gilt edged securities. However the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	
b.	<p>Gilt edged securities with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. Similar to category (a) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	£50m
c.	<p>The Council's own banker if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.</p>	Minimal
d.	<p>Any bank or building society that has a minimum long term credit rating of A-, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).</p>	£40m
e.	<p>Any non rated subsidiary of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to:</p> <ul style="list-style-type: none"> • Parent company guarantee • Parent company to be a UK institution. 	£10m
f.	<p>Share capital or Loan Capital in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. . There is a higher risk of loss with these types of instruments.</p>	£10m
g.	<p>Share capital or Loan Capital to Council owned companies – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources.</p>	£50m
h.	<p>Bond funds – There is a high risk of loss with this type of instrument.</p>	£10m
i.	<p>Pooled property funds – The use of these instruments will normally be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. The key exception to this is an investment in the CCLA Local Authorities Property Fund.</p>	£50m

	The authority has invested £5m in a Property Fund (Cabinet 3 rd November 2015) to support Homelessness in Bristol.	
j.	Property funds managed by a wholly owned Council subsidiary – The use of these instruments will normally be deemed to be capital expenditure, and as such will be an application (spending) of capital resources.	£50m

In respect of category f, g and h, these will only be considered after obtaining external advice and subsequent member approval.

Council owned companies

The Council has purchased share capital / provided loans to wholly owned Council subsidiaries amounting £13.2m at the turn of the calendar year.

These are classified as service investment's, rather than treasury management investment's, and are therefore outside the specified / non specified categories.

Local Authority Mortgage Scheme.

Under this scheme the Council is currently required to place funds with Lloyds Bank Plc (£1m) and Leeds Building Society (£1m) for a period of 5 years. The scheme is anticipated to finish in 2018/19 with deposits returning in 2017/18 (£1m) and 2018/19 (£1m). This is classified as being a service investment to support housing, rather than a treasury management investment, and is therefore outside of the specified / non specified categories.

The monitoring of investment counterparties - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Capita Asset Services as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Service Director - Finance, and if required new counterparties which meet the criteria will be added to the list.

Appendix 5

Draft – Revenue Investment and Rebasing in Services

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Draft – Revenue Investment and Rebasing in Services

Neighbourhood

Revenue – Service Investment and Rebasing by Function	2017/18 £'000
Grant reductions:	
DWP Admin Gran	460
Other pressures:	
Homelessness	400
Waste Services	56
Taxi Licensing	300
HR Subsidy Loss	500
DWP Qualification Costs	500
Reduction in Summons Income	125
Investment in services:	
Housing Delivery Revenue costs	600
Total investment and rebasing	2,941

People

Revenue – Service Investment and Rebasing by Function	2017/18 £'000
Demand Pressures:	
Population change – working age adults	435
Population change – older adults	769
Population change – children	504
Grant reductions:	
Education Services Grant	1,821
Independent Living Fund	59
Other pressures:	
2016/17 Social Care	8,600
2016/17 Education/Traded with schools	700
Investment in services	
National Living Wage	1,355
Care Act Cost	46
Staying Put Foster Carers	1,329
Preparing for Adulthood – New Burdens	519
Children Social Work	708
Investment in New delivery model	198
Total investment and rebasing	17,043

Place

Revenue – Service Investment and Rebasing by Function	2017/18 £'000
Grant reductions:	
Carbon reduction commitment	131
Other pressures:	
2016/17 Pressure Brought Forward – Property	7,700
Engine Shed 1	96
Underfall Yard	87
Fleet replacement programme (16/17 replacement partly funded through reserves) Includes prudential borrowing payments	300
Enterprise Pool Cars	240
Metrobus operating contract potential subsidy	300
Metrobus I-Points maintenance	216
Enterprise support (private and social enterprise match funding)	125
Unachievable energy trading recharge target to HRA and schools due to reduction of energy price and stock take adjustment on expenditure budget. Current pressure offset by one off income.	500
Total investment and rebasing	9,695

Resources

Revenue – Service Investment and Rebasing by Function	2017/18 £'000
Other pressures:	
2016/17 Pressure brought forwards – ICT	3,500
Total investment and rebasing	3,500

City Director

Revenue – Service Investment and Rebasing by Function	2017/18 £'000
Other pressures:	
Election – cost of individual registrations	462
Election – contribution to election sinking fund to avoid hike in future	200
Establishment cost pressures	16
Total investment and rebasing	678

Cross Directorate

Revenue – Service Investment and Rebasing by Function	2017/18 £'000
Other pressures:	
Staff – Learning & Development Investment	750
Member – Learning & Development Investment	50
Procurment Capability & Capacity	400
Devolution Resource	250
Total investment and rebasing	1,450

Central

Revenue – Service Investment and Rebasing by Function	2017/18 £'000
Other pressures:	
Apprentice Levy	990
HRA recharges	1,277
Change Programme Undelivered (seek to improve in year delivery)	7,434
Total investment and rebasing	9,701

Total all directorates:

Revenue – Service Investment and Rebasing by Function	2017/18 £'000
Total investment and rebasing in services:	45,008

Documents available in other formats:

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 2848





Appendix 6

Saving proposals recommended
for approval

Improving our business efficiency

Redesigning services and restructuring teams.

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Resources	BE1	Restructuring support teams	We are restructuring a number of council teams to reduce staff numbers and operating costs and to be more efficient. Teams include: HR, Finance, ICT, Legal & Democratic services. <i>Equality Impact Assessment</i>	-1,681	-274	-520	-500		-2,975	New
Place	BE2	Review our property services	Complete a major review of our property estate and seek operational efficiencies to identify the best strategic options to deliver these services. <i>Equality Impact Assessment</i>	-2,500					-2,500	New
Cross Directorate	BE3	Restructure admin and business support teams	We are streamlining our admin and business support function from separate teams to create a single, multi-disciplinary team to support the whole council. This will generate staff savings and reduce duplication of tasks. <i>Equality Impact Assessment</i>	-1,772	-492				-2,264	New
City Director	BE4	Transport efficiency via the region's Mayoral Combined Authority	We are working with South Gloucestershire and Bath & North East Somerset to create a regional body known as a Mayoral Combined Authority (MCA). This is a necessary part of a deal with the government to move some powers and funding control away from the government and in to local hands. Through this we plan to improve transport efficiency and effectiveness to reduce the direct cost to the council. This will include having the ability to attract alternative funding streams for transport improvements as a result of having devolved powers in the region.	-2,000					-2,000	New

***Status:**

New

A proposal which is either completely new or has not been published in this format before. Some of these were counted under a 'Business Efficiency' total in our October consultation without publishing their full description.

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Improving our business efficiency (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Cross Directorate	BE5	Office closures	This saving relates to eight surplus office buildings that we have either moved out of or will be moving out of by September 2017. The teams have been moved into alternative accommodation. The financial savings are associated with the rent, rates, utilities, cleaning, security and maintenance costs.	-1,747					-1,747	New
Cross Directorate	BE6	Workforce policy and conditions review	This proposal includes a number of potential savings from a review of workforce policies. It includes a proposed incremental pay freeze for senior managers and an increase in the amount of holiday time employees can buy back. <i>Equality Impact Relevance Check</i>	-260	-1,463				-1,723	New
Cross Directorate	BE7	Organisational redesign including the council's senior management structures	An organisational redesign to include the cost of senior management structures. <i>Equality Impact Assessment</i>	-600	-1,000				-1,600	New
Cross Directorate	BE8	Best value contracts	A Dynamic Purchasing System (DPS) is part of our new procurement system which provides a shortlist of suppliers from which the council can conduct an e-competition for tenders. By moving potential suppliers onto this system we should be able to get better value contracts.	-325	-975				-1,300	New
People	BE9	Restructuring education & skills, strategic commissioning and early intervention & targeted services teams	We are restructuring a number of council teams to reduce staff numbers and operating costs and to be more efficient. Teams include Education & Skills, Strategic Commissioning and Early Intervention & Targeted Services. <i>Equality Impact Assessment</i> <i>Equality Impact Relevance Check</i>	-788					-788	New
Neighbourhoods	BE10	Restructuring parks and green spaces, neighbourhood enforcement and neighbourhood management teams	We began a restructure and redesign in 2016 which is now complete. This included parks and green spaces, neighbourhood enforcement and neighbourhood management. The remaining saving is due to be made in 2017/18. <i>Equality Impact Assessment</i>	-661					-661	New

Improving our business efficiency (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
City Director	BE11	Restructuring civil protection team, sustainability city team, innovation team, international affairs team and corporate communications team.	We are restructuring the civil protection team, sustainability city team, innovation team, international affairs team and corporate communications team. We will make savings through a reduction of posts and integrating teams with other services.	-622					-622	New
Place	BE12	Property restructure	The completion of a restructure of the property team that began in 16/17 (delivered through voluntary severance). <i>Equality Impact Assessment</i>	-379					-379	New
Resources	BE13	Improvements to legal case management system	An improved case management system will help improve workflows and semi-automate some admin tasks. This will reduce the admin time of our lawyers, reduce external spend and free up their time for income generation. <i>Equality Impact Relevance Check</i>	-187	-49				-236	New
Place	BE14	Restructure transport team	The completion of a restructure of the transport team that began in 16/17 (delivered through voluntary severance). <i>Equality Impact Assessment</i>	-233					-233	New
Neighbourhoods	BE15	Completion of Citizen Services redesign	We have been undertaking a programme of improvements to the systems we use and have created multi-disciplinary teams. This has saved money and improved the quality of service. <i>Equality Impact Relevance Check</i>	-229					-229	New
Place	BE16	Reduce staffing in museum service	To save on operating costs, we will consider reviewing the staffing numbers in the museum collections team. This replaces the proposal to reduce museum opening hours which featured in our earlier consultation. <i>Equality Impact Relevance Check</i>	-100	-50	-50			-200	Changed =
Neighbourhoods	BE17	Run our Housing Benefits service more efficiently	Review the way we administer housing benefit and introduce more automation to increase efficiency. <i>Equality Impact Relevance Check</i>	-200					-200	New

Improving our business efficiency (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
People	BE18	Restructure the care & support (adults) team	We are restructuring our social work team (care & support , adults) to make the service more efficient. <i>Equality Impact Assessment</i> <i>Equality Impact Relevance Check</i>	-196					-196	New
Cross Directorate	BE19	Reducing non-essential spend	Reducing spend on non-essential items such as mobile phones, printing, marketing and conference expenses. <i>Equality Impact Assessment</i>	-179					-179	New
Resources	BE20	Replacement of call automation software	Our phone service is supported by software that re-directs callers to a series of self-service options, freeing up our call operators to help those who have more complex enquiries. The need for this will be superseded by the new contact centre software currently being implemented. <i>Equality Impact Assessment</i>	-170					-170	New
Neighbourhoods	BE21	Housing Solutions restructure	The completion of a restructure of the Housing Advice team that began in 16/17 (delivered through voluntary severance). <i>Equality Impact Assessment</i>	-160					-160	New
Cross Directorate	BE22	Centralised events management	We are combining our events management teams into a single centralised service. <i>Equality Impact Assessment</i>	-155					-155	New
Resources	BE23	Registrar's Office improvements	Under this proposal we will explore options to improve the efficiency of the registrar's office to better meet the needs of our customers. This will include consideration of the most appropriate office accommodation. <i>Equality Impact Assessment</i>	-20	-130				-150	New
Place	BE24	Transport maintenance budget reduction	We will reduce our operational maintenance budget for transport.	-110					-110	New

Improving our business efficiency (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Resources	BE25	Reduce colour printing	Our offices are now equipped for staff to work digitally – reducing the need for printing. By turning off the colour printing function for all but the necessary documents will save us a further £90k a year on print costs. <i>Equality Impact Assessment</i>	-90					-90	New
Resources	BE26	Electoral Service restructure	We are restructuring our electoral services team to improve the efficiency of the service. <i>Equality Impact Assessment</i>	-76					-76	New
People	BE27	Consolidate apprenticeship service	The council has two teams supporting apprenticeships, these are our HR and employment & skills team. This proposal will bring the teams together to achieve a more efficient service at a reduced cost. <i>Equality Impact Relevance Check</i>	-50					-50	New
Place	BE28	Transport development management fees	We now have a larger team processing the transport element of planning applications, this will give us the opportunity to increase our income. <i>Equality Impact Relevance Check</i>	-50					-50	New
Place	BE29	Park & Ride efficiencies	We will reorganise the security arrangements at Portway and Brislington Park & Ride, including the introduction of CCTV. <i>Equality Impact Assessment</i>	-50					-50	New
Place	BE30	Planning service restructure	The completion of a voluntary severance process. <i>Equality Impact Assessment</i>	-30					-30	New
Resources	BE31	Coroner Service improvements	Implement a range of improvements to make the coroner service more efficient and provide a better quality service. <i>Equality Impact Relevance Check</i>	-29					-29	New
Place	BE32	Development management planning team redesign	We have redesigned our development management planning teams. <i>Equality Impact Assessment</i>	-25					-25	New

Appendix 6: Saving proposals recommended for approval

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Place	BE33	Differential pricing policy for planning pre-application service	We have introduced a premium pre-application service and reviewed other fees in order to generate additional income. <i>Equality Impact Relevance Check</i>	-25					-25	New
Resources	BE34	Reduce subscriptions	We propose making a one-off reduction in subscriptions to the Chartered Institute of Public Finance and Accountancy, and the Local Government Information Unit.	-30	10				-20	New
Resources	BE35	Reduce the provision of catering at civic meetings	We will reduce the provision of catering for elected members at civic meetings by reviewing our policy to only provide catering for lengthy meetings and halve the budget. <i>Equality Impact Relevance Check</i>	-20					-20	New
Place	BE36	Energy service restructure	The completion of a restructure of the energy team that began in 16/17 (delivered through voluntary severance). <i>Equality Impact Assessment</i>	-19					-19	New
Place	BE37	Civil enforcement officer restructure in Parking	The completion of a restructure of the civil enforcement officers (parking attendants). <i>Equality Impact Assessment</i>	-17					-17	New
Place	BE38	Culture restructure	The completion of a restructure of the culture team that began in 16/17 (delivered through voluntary severance). <i>Equality Impact Relevance Check</i>	-10					-10	New
Resources	BE39	Combining all Bristol City Council and Trading with Schools' HR services	Bringing teams together to make savings and create a more efficient service.							New
Total:				-15,795	-4,423	-570	-500		-21,288	

Bristol Waste Company

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Bristol Waste Company	BW01	Changes to garden waste collections	The council will charge the same price for the Garden Waste service but it will be collected fortnightly and the Bristol Waste Company will reduce its charge to the council for the service. <i>Equality Impact Relevance Check</i>	-114	-2	-2	-2		-120	New
Bristol Waste Company	BW02	Bristol Waste Company (BWC) income generation	We will introduce a pilot scheme to offer residents a premium additional service for a fee. This might include weekly collections or larger bins. <i>Equality Impact Relevance Check</i>	-50	-50	-2	-2		-104	New
Bristol Waste Company	BW03	Bristol Waste Company operational efficiencies	Reduce spend on Bristol Waste transformation projects which are focused on making the company as efficient as possible. This will not impact on the day to day service delivered to the public. <i>Equality Impact Relevance Check</i>	-200		200			0	New
Bristol Waste Company	BW04	Reduce investment in the two Household, Waste & Recycling (HWRC) sites	A one off saving by reducing the level of investment in the two Household, Waste & Recycling sites – St Phillips and Avonmouth. <i>Equality Impact Relevance Check</i>	-150		150			0	New
Total:				-514	-52	346	-4		-224	

Status:New*

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Changing how we fund and provide services

Providing different amounts of funding to services, making small changes to what they do, or maybe providing the same thing in a different way

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Neighbourhoods	FP01	Reduce third-party payments	To consider our third-party payments to deliver improved efficiency in delivery of £88m services for the local authority by external partners. Sports contracts, trees, waste, voluntary and community sector grants. <u>Equality Impact Relevance Check</u>			-4,436			-4,436	Changed ▼ -564
Neighbourhoods	FP02	New ways of delivering parks and open spaces	We want to work towards making the cost of running our Parks Service cost neutral to the council. There will be a robust exploration of the options available resulting in a detailed plan for the long-term future. This might include looking at commercial business models, increasing our income and working with communities. <u>Equality Impact Assessment</u>	-425	-632	-2,862			-3,919	Changed (includes new proposal) ▲ +2,656

*Status:

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Changing how we fund and provide services (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
People	FP03	Implementing a new model of care and support for adults.	<p>As part of our response to the Care Act, we are moving to a three-tier model of providing care and support to adults. This means helping people to help themselves as much as possible before engaging council services. We will improve the information, advice and guidance available online and introduce pre-payment cards for people who receive direct payments. We will also review service users of adult care and support and our resource allocation system to make sure that we are providing the right services in line with need.</p> <p><u>Equality Impact Assessment</u></p> <p><u>Equality Impact Assessment</u></p> <p><u>Equality Impact Relevance Check: Assistive Technology</u></p> <p><u>Equality Impact Relevance Check: Prepaid Payment Accounts</u></p> <p><u>Equality Impact Relevance Check: Service user reviews</u></p> <p><u>Equality Impact Relevance Check: Implementing a new model of care and support for adults</u></p>	-2,685					-2,685	New
People	FP04	Recommission community support services	<p>Community support services help people to be independent, improve wellbeing and aim to reduce the need for more care later. We will recommission these services to get the best quality and value from new contracts.</p> <p><u>Equality Impact Assessment</u></p>	-2,106					-2,106	New
People	FP05	Reduced education services grant	<p>The Government is ending the grant it gives to councils for education services. Instead of an immediate loss of £1.8m from education services, we are proposing to phase the reduction over two years. We will reduce some of the services we fund for schools and further develop the services we trade to schools.</p> <p><u>Equality Impact Relevance Check</u></p>	-500	-1,320				-1,820	New

Changing how we fund and provide services (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
People	FP06	Review provision of day service to adults	We propose to change the way we use Bristol Community Links and adult drop-in centres to deliver day services to adults. This could mean closing one or more of the centres, commissioning external partners to run them or combining with other services. People who use these services would receive an appropriate alternative. We will work with key stakeholders to co-design a new service model. <i>Equality Impact Assessment</i>	-362	-464	-413			-1,239	Existing =
People	FP07	Recommission Bristol Youth Links	We propose to reduce the current amount of money (£4.9m) available for commissioning services for 13–19 year olds (and up to 25 with learning difficulties) by £1.2m. This means that the number of sessions delivered will reduce, including open access sessions. We will be consulting with providers to make sure there are innovative and sustained services in communities. <i>Equality Impact Assessment</i>		-1,238				-1,238	Existing = (lower end of range)
People	FP08	Change the way reablement, rehabilitation and intermediate care services are provided in the city	Develop a new reablement, rehabilitation and intermediate care offer through our existing partnership. The council will look to consider all options in the provision of these services. <i>Equality Impact Assessment</i>		-574	-626			-1,200	Existing =
Neighbourhoods	FP09	Neighbourhood Partnerships	We recognise the value of engaging with communities on the issues that affect them, but believe there are more efficient ways to do this than current Neighbourhood Partnership structure. We will work with councillors and communities to change the focus and scope of this in the future by looking at what individual communities need. <i>Equality Impact Assessment</i>	-500	-562				-1,062	Changed ▲ +237

Changing how we fund and provide services (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
People	FP10	Increase council foster carers	We currently spend a lot of money placing children and young people with independent fostering agencies or with councils outside of Bristol. By increasing the number of council foster carers through introducing an increased allowance for some carers, we can decrease these costs. <i>Equality Impact Relevance Check</i>	-862					-862	Existing =
Neighbourhoods	FP11	Single city-wide Information, Advice and Guidance Service	There are various advice services provided by the council and partners, offering people advice on all sorts of things such as money, tenancies and finding jobs. This proposal would bring all those services together as one approach, doing it more efficiently and helping people get better information online as the first port of call. <i>Equality Impact Relevance Check</i>	-300	-500				-800	Existing =
Neighbourhoods	FP12	Recommissioning of housing-related support for households who are recently homeless	We will look at new ways to support people who are at risk of homelessness or recovering from homelessness to ensure long term self-reliance and independence. We will do this by making efficiencies from our contracts. <i>Equality Impact Assessment</i>	-250	-250				-500	Existing =
Neighbourhoods	FP13	New ways of providing public toilets	Currently the provision of toilets is low quality and we want to look at how modern alternatives can be provided within community and public buildings. By working in partnership to provide more toilets across the city, we are hoping to provide a better service for the public whilst reducing costs to the council. <i>Equality Impact Relevance Check</i>	-40	-400				-440	New
Neighbourhoods	FP14	In-house enforcement	We would like to formulate an in-house enforcement team to collect local tax and overpaid housing benefit debts. An in-house team would be able to work with people to help them learn how to budget and manage repayment of debt in a considered way. <i>Equality Impact Assessment</i>	-60	-287				-347	Changed ▲ +242

Changing how we fund and provide services (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Neighbourhoods	FP15	Reduce use of temporary/emergency accommodation	We plan to use more prevention and early intervention to avoid families becoming homeless. Coupled with reducing demand we will be buying emergency accommodation from a 'framework' contract which should see at least 15% reduction in the rates charged to the council.	-150	-150				-300	Existing =
Place	FP16	Gradually reduce funding to Destination Bristol	The council makes an annual £482k contribution to Destination Bristol, which works to attract tourists, visitors and conferences to the city. This proposal will gradually reduce our contribution over five years to allow time to find alternative funding sources. <i>Equality Impact Assessment</i>	-58	-58	-58	-58	-58	-290	Existing =
Place	FP17	Retendering Park & Ride services	A re-tendering of the contracts for Portway and Brislington Park & Ride bus services has resulted in savings to the operational budget. <i>Equality Impact Relevance Check</i>	-220	-40				-260	New
People	FP18	More efficient home to school travel	Continue to progress our work to ensure that children and young people travel to school in the most independent way possible for them and their families. Commitment to finding creative solutions and working directly with families to find the best solution for the individual child in the context of their family. We always look for new opportunities presented by technology to calculate routes and get the best price for packages of support. <i>Equality Impact Assessment</i>	-225					-225	New
People	FP19	Agree the best future for the provision of community meals	We are proposing a review of our community meals provision. This may involve us no longer directly providing the service and instead signposting to other providers in the market. <i>Equality Impact Assessment</i>	-220					-220	Existing =

Changing how we fund and provide services (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
People	FP20	Commission a youth housing pathway	This proposal forms part of a large scale commissioning project to provide a youth housing advice 'hub' and a range of accommodation with the support needed for young people at risk of homelessness or going into care. This will help them at the earliest possible stage to prevent housing and care crises, and/or enable young people to access the housing and support they need in a more planned way. <i>Equality Impact Assessment</i>	-94	-126				-220	New
People	FP21	Review Redfield Lodge fees and review dementia service	In the short term, we propose to increase the charges we make to service users in order to fully recover the cost of running the service. In the longer term we want to undertake a review of the dementia services that the council runs, taking consideration of need and demand for these services across the city. <i>Equality Impact Assessment</i>	-50	-150				-200	Existing =
People	FP22	Increase supported living provision	Commission additional supported living provision – increasing the supported living market will create an alternative to residential care which will increase independence. This is a cost avoidance saving. <i>Equality Impact Relevance Check</i>	-198					-198	New
People	FP23	Change the way we deliver night-time services	The council currently uses an external provider for the majority of its out of hours home care services with a small proportion still delivered by council staff. We will seek an external provider to replace the in-house service. <i>Equality Impact Assessment</i>	-163					-163	New
People	FP24	Develop a partnership model to deliver learning difficulties employment or training	The provision of employment opportunities for people with learning difficulties increases their independence and leads to a reduced pressure on the SEN residential care budget. <i>Equality Impact Relevance Check</i>	-122	-40				-162	New

Appendix 6: Saving proposals recommended for approval

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Place	FP25	New way of delivering Park & Ride service at Long Ashton	We are currently exploring more efficient ways of running the Long Ashton Park & Ride site with the current operator. This won't affect the ongoing Park & Ride service. <i>Equality Impact Assessment</i>	-130					-130	New
Neighbourhoods	FP26	Hengrove Leisure Centre refinancing	We will be exploring options for achieving a cheaper cost of financing for our leisure centre at Hengrove Leisure Centre. <i>Equality Impact Relevance Check</i>	-13	-113				-126	Existing =
People	FP27	Charge for some Community Link services.	As part of a proposal to explore opportunities to change the way Bristol Community Links are run, new models will include ideas for marketing day services to those who would pay to use them. <i>Equality Impact Relevance Check</i>	-50		-50			-100	New
Neighbourhoods	FP28	Single council-wide process for providing emergency accommodation	We will integrate council teams that deal with emergency accommodation into a single team and streamline the administration in order to purchase accommodation at a reduced and common cost per night. <i>Equality Impact Assessment</i>	-75					-75	New
People	FP29	Provide in-house early years training	We will reduce our spend on early years training. <i>Equality Impact Relevance Check</i>	-48					-48	New
Place	FP30	Redesign how highways information and guidance is delivered	Generate staff savings by reducing costs associated with running our current helpline, and providing more information via the council website. <i>Equality Impact Assessment</i>	-40					-40	Existing =
Total:				-9,946	-6,904	-8,445	-58	-58	-25,411	

Increasing our income

Making money by introducing or raising our charges and renting out spaces.

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Place	IN01	Reviewing on-street parking charges	Charges for on-street parking are overdue for review. We anticipate charges increasing and this income contributing towards our overall budget for transport. <i>Equality Impact Relevance Check</i>	-720	-357				-1,077	New
Neighbourhoods	IN02	Operations Centre – increase income	Our new state-of-the-art Operations Centre will contain services such as traffic and emergency control. By bringing these together and selling the remaining space to partners we can make savings, increase our income and reap the benefits of closer partnership working. <i>Equality Impact Relevance Check</i>	-60	-780				-840	Existing =
Place	IN03	Residents' parking income	When people pay for residents' parking permits this is used to pay back the cost of installing the scheme. Once this money is paid back the income will be used firstly to cover parking services costs with any surplus being used to support transport related initiatives. <i>Equality Impact Relevance Check</i>	-4	-4	-4	-684		-696	New
Place	IN04	Establish city centre business rate development team	Establish a team to bring unused city centre buildings back into use thereby increasing business rate contributions. <i>Equality Impact Relevance Check</i>			-160	-80	-240	-480	New

*Status:

New

A proposal which is either completely new or has not been published in this format before. Some of these were counted under a 'Business Efficiency' total in our October consultation without publishing their full description.

Existing =

An unchanged proposal which was published in October 2016 as part of the launch of our Corporate Strategy consultation. Financially unchanged since original publication or falling somewhere within a range of savings originally published

Changed – A proposal which we have previously published but has had its description or savings amounts changed following consultation.

▲ – we have increased the amount we intend to save since this proposal was originally published

▼ – we have decreased the amount we intend to save since this proposal was originally published

Increasing our income (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Place	IN05	Increase income from museum buildings	We will look at ways to increase income from our cultural assets such as the museum and art gallery and the M Shed, and various events the council runs. This could include re-tendering the café contract, reviewing our exhibitions programme and retail offerings at these venues. <i>Equality Impact Relevance Check</i>	-50	-50	-50	-86		-236	New
Resources	IN06	Increase bookings for Lord Mayor's Mansion House and Chapel	We plan to increase income from room hire, weddings and events in the Lord Mayor's Mansion House and Chapel. <i>Equality Impact Relevance Check</i>	-75	-75	-50			-200	New
Place	IN07	Reintroduce Sunday charging for parking on-street	This would reintroduce charging on Sundays when people use on-street parking bays. This charge was removed in 2012. <i>Equality Impact Relevance Check</i>	-50	-150				-200	New
Neighbourhoods	IN08	Alternative funding for responding to private tenant's complaints	All privately rented dwellings must meet property condition and management standards. Improving property conditions can be achieved by a variety of methods some of which will reduce the costs to the local authority. A range of schemes will be considered that will reduce the costs of responsive work in dealing with tenant complaints (which are covered by General Fund). The schemes include increasing the level of pro-active interventions and recovery of costs to the council in doing so. These are subject to the legal criteria for the measures being met. <i>Equality Impact Relevance Check</i>	-175					-175	Changed ▼ -175
Neighbourhoods	IN09	Increase income from cemeteries and crematoria	We will reduce our running costs following a redesign of the service and we will increase income through additional sales of remembrances. Fees were reviewed in 2016/17. <i>Equality Impact Relevance Check</i>	-138					-138	New
City Director	IN10	Increase external income from design services	Our multi-media design team undertake some work for external clients. Under this proposal they will increase the number of external customers to generate more income for the council. <i>Equality Impact Relevance Check</i>	-100					-100	New

Increasing our income (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Neighbourhoods	IN11	Parking charges for Oldbury Estate, Blaise Castle and Ashton Court	We will be seeking to generate further income by introducing/ increasing fees for parking at Ashton Court, Oldbury Court and Blaise Estate. <i>Equality Impact Assessment</i>	-100					-100	Existing =
Neighbourhoods	IN12	Potential expansion of approved licensing schemes	Potential expansion beyond the two licensing schemes in order to make more privately rented homes meet decent standards. The staff costs to do this would be funded through the licence fee. <i>Equality Impact Relevance Check</i>	-95					-95	New
Neighbourhoods	IN13	Increased income for bulky waste	We will generate additional income from recent changes to the bulky waste collections service.	-82					-82	New
Place	IN14	Increase income from the administration of Traffic Regulation Orders	We will charge for the administration costs for preparing Traffic Regulation Orders. <i>Equality Impact Relevance Check</i>	-75					-75	New
Place	IN15	Additional income from The Bottle Yard Studios	This would set a higher income target for these studios, which could be achieved through reviewing charges and getting more clients to use the studios. <i>Equality Impact Relevance Check</i>	-50					-50	Existing =
Place	IN16	Reducing costs of consultants for strategic transport planning	Reducing the cost of consultants and doing more strategic transport planning work in-house. <i>Equality Impact Relevance Check</i>	-23					-23	New

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Neighbourhoods	IN17	Increase the amount of money we make from litter fines	Picking up litter costs us lots of money which shouldn't need spending. Whilst the amount we can fine people who litter is set in law, we'll take a stronger approach to enforcement – with more staff trained and qualified to issue fines and a less forgiving approach to those who litter. <i>Equality Impact Relevance Check</i>	-15					-15	New
People	IN18	Increase income from fee paying adult learning services	Increase income from our fee paying adult learning services by increasing marketing. <i>Equality Impact Relevance Check</i>	-10					-10	New
Neighbourhoods	IN19	Increase income from translation and interpreting service	We are proposing to increase bookings for our translation and interpreting team. <i>Equality Impact Relevance Check</i>	-9					-9	New
Resources	IN20	Offer tenancy fraud investigation and training services to housing associations	Sell our tenancy fraud investigation and training services to housing associations to support them in ensuring their properties are available to those in greatest need. Sales would help support the Tenancy Fraud Investigation Service and reduce the cost of the service to the council as a whole. <i>Equality Impact Relevance Check</i>	-5					-5	New
Neighbourhoods	IN21	Faster recovery of Housing Benefit debt	Housing benefit is a means tested benefit. Failure to declare the true circumstances and delays in reporting changes will result in overpayments which are recoverable from the claimant, and in some instances from the landlord. We are proposing to improve our overpayment recovery service to allow us to claim back more debt. This would include having a member of staff reviewing all outstanding debts over a three month period and align recovery with recommended best practice by DWP. <i>Equality Impact Relevance Check</i>	-50	50				0	New
Total:				-1,886	-1,366	-264	-850	-240	-4,606	

Reducing or stopping services

Stopping doing something completely or reducing it significantly.

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
People	RS01	Reduce Supporting People services	We will refocus our efforts on supporting those people who would require a statutory service were they not receiving Supporting People services. This will result in reduced access to floating support services, sheltered housing, supported living and other advice and guidance services. <u>Equality Impact Assessment</u> <u>Equality Impact Relevance Check</u>	-643	-1,157				-1,800	New
Place	RS02	Reduce road maintenance budgets	We plan to change the way we maintain our roads, moving towards more preventative treatments at the right time to maximise their value and reduce the amount we need to spend on repairs. <u>Equality Impact Assessment</u>	-1,200	-250	-250			-1,700	New
People	RS03	Reshape Children's Centres' services (original proposal : Review Early Help Services)	Children's centres provide valuable services including much of our early intervention work with young families. They also support public health to deliver their programmes. This proposal keeps our commitment to those services and the value they bring, and recommends a change to the way that we organise our offer, as part of a (0–19) multi-agency early help family support model. We will review management structures and combine some services to create efficiencies. We hope to keep 18 children's centres open and find alternative ways to provide some of the existing services. <u>Equality Impact Assessment</u>	-750	-750				-1,500	Changed ▲ +400

*Status:

New

A proposal which is either completely new or has not been published in this format before. Some of these were counted under a 'Business Efficiency' total in our October consultation without publishing their full description.

Existing =

An unchanged proposal which was published in October 2016 as part of the launch of our Corporate Strategy consultation. Financially unchanged since original publication or falling somewhere within a range of savings originally published

Changed – A proposal which we have previously published but has had its description or savings amounts changed following consultation.

▲ – we have increased the amount we intend to save since this proposal was originally published

▼ – we have decreased the amount we intend to save since this proposal was originally published

Reducing or stopping services (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Neighbourhoods	RS04	Reduce the number of library buildings and redesign the service	This would focus our investment and efforts on a smaller but high quality library service in Bristol. This would include retaining the Central Library and a redesign of the service within the lower cash limit. <i>Equality Impact Assessment</i>	-300	-740	-360			-1,400	New
Neighbourhoods	RS05	Local Crisis and Prevention Fund reduction	Each year the council provides £1.9m in financial support to citizens who need short term help to pay for food or utility bills or who need furniture to set up home after leaving temporary or supported accommodation. This proposal would reduce the fund by 55% and will mean fewer or smaller grants being made. <i>Equality Impact Assessment</i>	-1,050					-1,050	Existing =
Place	RS06	Reduction of subsidies for bus routes with low numbers of passengers	Buses are run by private companies and when they cannot make a profit they sometimes choose to remove certain bus routes. The council spends around £1.8m per year subsidising some routes, paying the private operators to run them despite a low number of passengers. This proposal reduces our spending by half, meaning that companies would need to find a way to make them profitable or they may choose to stop running buses on these routes. <i>Equality Impact Assessment</i>	-450	-450				-900	Existing =
Place	RS07	Reduce funding to Bristol Music Trust	The council funds Bristol Music Trust with approx. £1m per year for the running of Colston Hall and the delivery of the music service. This proposal is based on Colston Hall opening a more efficient venue in 2020. This is a reduced saving following consultation, and any savings will not impact on schools. <i>Equality Impact Assessment Form</i>				-500		-500	Existing =
People	RS08	Respite policy review	We plan to review our policy on respite services so that there are clearer thresholds for what options are available to whom and when, whilst also looking at how long different respite breaks should last. This is likely to reduce the service for some users, lowering costs. <i>Equality Impact Relevance Check</i>	-454					-454	New

Reducing or stopping services (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Neighbourhoods	RS09	Removal of locally defined discounts	The council currently offers a short-term discount on council tax of up to 10% for properties that are unoccupied or unfurnished. This proposal will remove the discounts from 1 April 2017. <i>Equality Impact Relevance Check</i>		-420				-420	Existing =
Place	RS10	Remove funding for local traffic schemes currently devolved to Neighbourhood Partnerships	Currently Neighbourhood Partnerships are given £350k to provide smaller local traffic schemes which would be removed, generating (including staff costs) a £410k saving. Note that delivery of current planned schemes may be impacted. <i>Equality Impact Assessment</i>	-410					-410	Existing =
Place	RS11	Reduce funding to key arts providers	The council provides £1m per year to key arts providers following a bidding process. This supports a wide range of arts and culture activities, including lots of work with the community, education and training. We had proposed to halve this, but having listened to feedback we will now only remove £380k. <i>Equality Impact Assessment</i>		-190			-190	-380	Changed ▼ -120
Neighbourhoods	RS12	Limit Partly Occupied Relief for business rates	Partly Occupied Relief is currently awarded to business ratepayers where part of their premises is not in use. We are proposing to limit the amount of relief that can be claimed under this policy. <i>Equality Impact Assessment</i>		-350				-350	New
Neighbourhoods	RS13	Reduce funding for Police Community Support Officers (PCSOs)	There are 130 PCSOs in Bristol, funded by the police, the council and the Police and Crime Commissioner. We need to consider the level of funding the council continues to put into the service which may see a reduction in Police Community Support Officer posts. We will continue to support but at a reduced level. This proposed reduction is the same as we consulted on in October, but a proportion of the savings are attributed to other funding streams. <i>Equality Impact Assessment</i>	-181			-91		-272	Existing =

Reducing or stopping services (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Neighbourhoods	RS14	Centralise Citizen Service Points (CSPs) at 100 Temple Street and close all others	We will centralise our Citizen Service Points at 100 Temple Street with more advisors available face-to-face and by phone. This means that all other Citizen Service Points (in Fishponds, Hartcliffe, Southmead and Ridingleaze) will close. <i>Equality Impact Assessment</i>	-158	-80				-238	Existing =
Neighbourhoods	RS15	Reduce Discretionary Rate Relief for business rates	We are proposing to reduce the Discretionary Rate Relief (DRR) awarded to charities, voluntary groups and not for profit organisations. This means they may pay the full cost of the business rate bills. <i>Equality Impact Assessment Form</i>		-158				-158	New
Place	RS16	Reorganise how school crossings are patrolled	Having listened to consultation feedback we have decreased the savings we plan to make in this area. We will look at alternative methods for providing patrols for school crossings (lollipop people) outside 80 school sites around Bristol. This could include volunteers or seeking alternative funding arrangements. <i>Equality Impact Assessment</i>	-90	-65				-155	Changed ▼ -205
Place	RS17	Stop funding the freight consolidation centre which is not profitable	This joint scheme with Bath and North East Somerset Council sees deliveries for several major shops and firms brought to a single place, where they are combined on to a single delivery vehicle. The scheme is voluntary and is not used enough to justify continuing funding it. We remain committed to reducing the number of vehicles coming into the city centre and will explore what role freight consolidation might play in this. <i>Equality Impact Relevance Check</i>	-150					-150	Existing =
Neighbourhoods	RS18	Alternative funding models for Ashton Court mansion.	Ashton Court is currently funded by a council subsidy and the income from running weddings, conferences and events. We will explore new ways of operating the site without the council subsidy and identifying new funding sources for investment in the building. <i>Equality Impact Relevance Check</i>	-35	-85				-120	New

Reducing or stopping services (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
People	RS19	Remove subsidy for adult education at Stoke Lodge	We pay to provide Stoke Lodge as a base for adult learning. Following the restructure of the service, this funding will end and the service will become self-funding and the venue will be available for hire. <i>Equality Impact Relevance Check</i>	-55	-55				-110	New
Place	RS20	Reshape planning enforcement service	This will reduce the level of development monitoring, enabling us to reduce the cost of our planning enforcement service. <i>Equality Impact Relevance Check</i>	-102					-102	Existing =
People	RS21	Reduce funding for employment support service	Rather than working by ourselves to provide opportunities for people to access employment and apprenticeships, we will seek corporate sponsorship and work with partners such as the City Office to do this. This might reduce the number of activities like job fairs, job clubs and apprenticeship links with local businesses which are provided directly by the council, but we would still provide some and hope other partners can help provide others or more effective alternatives. <i>Equality Impact Relevance Check</i>	-100					-100	New
Neighbourhoods	RS22	Reduction in wellbeing grant devolved to local Neighbourhood Partnerships	Each Neighbourhood Partnership currently has a grant to spend on local wellbeing initiatives. Under this proposal we will reduce the grants. <i>Equality Impact Relevance Check</i>	-100					-100	New
Neighbourhoods	RS23	Recommission alcohol and other drugs misuse services for adults	We will make this saving by recommissioning the services. This may mean changes to the treatment available but we will still be spending £6.6m per year on alcohol and treatment services. We will retain these services and aim to achieve the savings through the recommissioning process. This proposal is the same as we consulted in October (lower end = 5% saving), but a proportion of the savings are attributed to alternative funding streams. <i>Equality Impact Assessment</i>	-20	-61				-81	Changed ▼ -471

Reducing or stopping services (continued)

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Neighbourhoods	RS24	Remove council subsidy from Jubilee Pool	We are proposing to remove the council subsidy of this public swimming pool and small fitness suite on Jubilee Road in Knowle. The existing five year contract with the current operator is due to end on 30 September 2017. <i>Equality Impact Assessment</i>	-62					-62	New
Resources	RS25	No longer send out reminders for voter registration	We currently send residents a reminder letter for voter registration (household notification letter). We will no longer do this. <i>Equality Impact Assessment</i>	-43					-43	New
Cross Directorate	RS26	Cease financial support for Bristol Pound	The Bristol Pound is a local currency run by a separate, independent organisation. We supported it during the start-up phase and now that it is fully established we will be withdrawing our supporting funds.		-40				-40	New
Neighbourhoods	RS27	Stop spending on seagull prevention	The council currently carries out seagull prevention work to manage the number of seagulls in the city. This includes egg replacement programmes, some building netting and the use of hawks as a dispersal tactic. Many councils no longer carry out this work due to the cost and the difficulty in making any significant impact. Therefore it is proposed that we no longer run this service. <i>Equality Impact Relevance Check</i>	-29					-29	New
Neighbourhoods	RS28	Remove the subsidy for salary costs for the Avon Gorge and Downs Wildlife Programme	We currently contribute £25k for an education officer and a seasonal post for the Avon Gorge and Downs Wildlife Programme. This proposal removes the council contribution. <i>Equality Impact Relevance Check</i>	-25					-25	New

Directorate	Ref	Name of Proposal	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000	*Status
Neighbourhoods	RS29	Remove council contribution for Bristol in Bloom	Bristol has a successful Bristol in Bloom programme which is highly valued by the city. Bristol in Bloom community association has been focusing on increasing their corporate sponsorship and income generation and under this proposal we would remove the council subsidy. <i>Equality Impact Relevance Check</i>	-20					-20	New
Total:				-6,427	-4,851	-610	-591	-190	-12,669	

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Total all proposals:

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total savings £'000
Total:	-34,568	-17,596	-9,543	-2,003	-488	-64,198

Documents available in other formats:

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 2848



DRAFT Cumulative Impact of the Indicative Budget Savings 2017/18 – 2021/22

(i)The Context:

The Public Sector Equality Duty (section 149 of the Equality Act 2010) requires public bodies to have due regard to the need to: eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010; advance equality of opportunity between people from different groups; and foster good relations between people from different groups.

BCC is facing complex budget challenges for the next 5 years and we are required to reduce our spending by £101m. This will result in significant changes to the way we deliver our services, and the levels of staffing in the organisation. As part of the decision making process, the Public Sector Equality Duty Decision requires council staff and elected members to consider what the impact will be on people with protected characteristics, either in the wider city or in our own organisation, and make their recommendations in this context. We need to understand who will be affected, how they will be affected and how to minimise unintended negative consequences by planning in mitigations from the start.

The recommendations regarding the budget proposals are made by Cabinet and then taken to Full Council, where the budget is set. During the development of budget proposals, officers and Cabinet members have been mindful of the impacts any changes could have on key communities and on the city as a whole, and have been working up individual Equality Impact Assessments over time. Many of these were published with the Consultation on early proposals in October 2016. New proposals have been brought forward in January 2017 and for some of these, officers are still working on full EQIAs to reflect potential impact, but already have Relevance Checks in place.

It is important to recognise that Equality Impact Assessments (EQIAs) are dynamic and our expectation is that this document will continue to be developed during the next 3 - 4 weeks. Changes will be made as we learn more and as we hear from the public about any further areas they feel we may have missed or underestimated in terms of local and specific impacts, or with new mitigations. We will also be incorporating the feedback from the Consultation received by 5th January 2017 into the full EQIAs. Each impact assessment will be reviewed in light of public concerns and updated EQIAs will be produced for Cabinet on 24th January 2017.

In this report we will be focussing mostly on the impacts of disabled people, older and younger people, BME people and women as these are the groups most commonly identified as experiencing disproportionate impacts. We have also highlighted the impact on LGBT people and of geography and socio economic disadvantage as relevant to the cumulative impact of change.

(ii)Our Approach:

A key part of our core purpose as a local authority is to support those at risk or in need, and the majority of our revenue budgets are spent on services for people. Therefore any change to our funding has potential for impact and we have taken into consideration the issue of

both direct and indirect impact on individuals and groups of people when working to deliver a set of proposed budget reductions.

It is also important to recognise that although the proposed level of reduction over 5 years is significant, we will still be spending or directing the spend of up to a £billion across the city, whether directly in service provision, or influenced through external funding which is either “passport” to key services such as education or invested in the future of the city as a whole, such as increasing the number of affordable homes built.

Our aim is to minimise direct and indirect impacts on our communities in this budget, specifically our communities who identify within any protected characteristics. Where impacts are probable or likely, that we mitigate against these how and where we can. In building our approach to these budget reductions, we have at all times sought to find the required savings in areas which have the least direct impact on people, and been clear how we will re-shape the ongoing investment to pick up key areas of work. In this context we have also looked at wider measures which have enabled us to maintain many of our services targeted to those more vulnerable in our city. We have committed to:

- building the Council’s ability to raise income to relieve the pressure on the revenue budget and to support targeted services in the future;
- proposed an increase in Council tax recognising that though this impacts on all our citizens, it is focussed mostly on the more resilient households;
- where possible focussing reductions away from those who are most vulnerable, ie: identified as being above the threshold for care support;
- retaining as much funding as possible to protect Voluntary Community Sector investment who are often the best placed to support those at risk in our communities;
- ensuring that we mitigate any reduction by re-shaping and re-designing services in consultation with our stakeholders and in the context of mitigating impact from the service change as a whole.

(iii)Detail of Impact:

We have included in this section where we have identified issues through our Equality Impact Assessment process, specifically where change has potential to impact on those with protected characteristics. It is important to note that none of us has a single identity, and there will be examples in this section where we are focussing on multiple characteristics.

A) Impact on Disabled People:

We have included in this report a number of identified impacts which related directly to equalities communities and which are at varying degrees of severity (Detail below). Whilst we acknowledge that any impact is important and that all equalities communities are affected in different ways, this Cumulative Impact Assessment has identified that there is a greater risk of disabled people being disproportionately affected by a number of proposals. In this identification, we are not making assumptions regarding people’s capacity and ability to across this group to manage their own situation.

Different proposals are likely to affect different groups of disabled people; for example, public transport users, people who need door-to-door transport, disabled

parents, people on benefits, disabled children and disabled people who need support to sustain their tenancies. In mitigation for this, we have chosen not to progress some potential budget proposals which would have further affected some of those disabled groups of people in recognition of the overall impact. Other mitigations will centre around ensuring that the services we retain and re-design are shaped to ensure we are using this impact knowledge to not further disadvantage disabled people.

Examples:

- Disabled people who use door to door transport and disabled people who use subsidised buses will be negatively affected by the budget reductions. As a specific mitigation, the budget proposal to change companion bus passes has been removed
- Budget proposals to reduce Early Help, Children's Centres and school crossing patrols will have an impact on individual families with disabled children who currently receive support.
- The Government is ending the grant to Council for Education Services which will mean a reduction in services funded by the Council (although key statutory duties will be retained, for example, support for Education, Health and Care Assessments (ECHPs) Plans for disabled children). The impact will be on those who do not meet statutory thresholds.
- Changes to funding for community transport services and the removal of commercial bus subsidies (35% of disabled people would be unable to make alternate travel arrangements) will impact both on disabled people who can access commercial bus services, as well as those who are reliant on community transport door-to-door alternatives.
- The proposal to make reductions in peripatetic support through Supporting People would adversely affect disabled people who are the majority of the users. Disabled people would also be negatively impacted by changes to the Local Crisis and Prevention Fund and reductions in PCSOs (disabled people have a higher fear of crime and difficulties in reporting to the police).
- Disabled people are the majority users of information and advice services (IAG) and have experienced significant changes to welfare benefits, so similarly would be affected if access to IAG services is changed and does not meet the varying access needs of all disabled people. Disabled people are affected by the closure of Customer Service Points (CSPs) because parking was available at the CSPs which are closing and the parking around the Temple Street CSP which will remain open is poor. This is compounded because some disabled people are more reliant on face-to-face IAG, rather than telephone or digital access, for example people with learning difficulties, people with mental health issues and people with a hearing impairment.
- Charges for car parking in parks could be mitigated through consultation around not charging for blue badge spaces.
- Disabled workers or students may be affected by not being able to use their concessionary bus passes until 9.30am, but most workers and students are impacted already because they need to begin their journey before 9.00am so they can't use their concessionary pass anyway.

- Disabled residents in Redfield Lodge, users of Community Links and Community Meals will experience changes but these are mitigated by options appraisals to mitigate negative impacts on service users.
- There is also a risk associated with wider scale community ownership of parks and libraries as it may be more difficult for those communities to raise or prioritise the spending to ensure high quality access to these local neighbourhood assets. We are mitigating this issue by ensuring a level of investment to support community asset transfer and building community capacity for managing physical assets to ensure they function for the whole community. We also have a strong voluntary community sector, where there is good expertise around equalities, and we would be targeting some of our support for these organisations to ensure their expertise is shared with wider community groups.

B) Impact on Gender

A number of budget proposals have the potential to impact on women specifically. A summary of these is below. The core mitigations will be in the re-designs of these services/provision to ensure that we can pick up core concerns and address these.

Examples:

- The proposal to reduce Early Help services is likely to affect mostly women staff, who are more highly represented in this service. The reduction is likely to involve some redundancies and the proposals to close some Children's Centres may also create redundancies for the majority women workforces. Changes to these services will most likely affect the majority women service users. Disabled mothers, mothers of disabled children and women experiencing domestic abuse receive support from Children's Centres and wherever these closures take place, some women will be affected.
- Lone parents and women escaping domestic abuse would be negatively affected by cuts to the Local Crisis and Prevention Fund because women leaving hostel and refuge accommodation may be unable to provide beds and basic cooking equipment for their children.
- Reducing public toilet provision may have a disproportionate impact on women, because women tend to be the primary carers of children and children are more likely to need the toilet at short notice, though we are aware that many people don't use the existing toilet provision as it is considered poor. Alternative toilets in public houses and other venues may not be appropriate for children. This can be mitigated by using a collaborative approach to redesigning our approach to provision.
- Reducing subsidies for park and ride could affect the pricing policy and would therefore affect women disproportionately because they are 65% of users of Park and Ride services.

- Changes to Redfield Lodge residential home and to community meals services will impact on their majority female workforce.

C)Impact on Age:

There are proposals which may impact on Children, Young and Older People. The main risks are detailed below. Mitigation will be primarily in our ability to accommodate key concerns we have identified into the newly shaped services. For example, ensuring we have addressed digital inclusion to support to our services for older and disabled people.

Examples:

- Children and young people will be affected by the proposed reductions to Early Help , Youth Services, Children’s Centres, and reductions to school crossing patrols. Young people are also significant users of the Local Crisis and Prevention Fund emergency payments which is proposed for reduction.
- 35% of people who would be unable to find alternative travel arrangements if the removal of subsidised bus services meant the closure of certain bus routes, are older people.
- Older people are the majority users of community transport services, therefore proposed changes to concessionary fares which could result in the closure of some community transport providers would affect older people. These are in the early stages of design and impacts can be mitigated.
- Some older people could also be affected by Highways service removing telephone reporting of highways issues and some older and disabled people will be unable to use the new online systems to discuss access concerns via a generic website. This is compounded by changes to neighbourhood partnerships which may no longer offer forums for local people to raise concerns about highways and the removal of the delegated budget to neighbourhood partnerships to prioritise highways issues which are of concern to local people.
- Older residents in Redfield Lodge, users of Community Links and Community Meals will experience changes but these are mitigated by options appraisals and further consultation to mitigate negative impact. Increases in client contributions are in line with inflation (except for Redfield lodge residents who will experience a significant increase in fees) and changes in adult learning will be offset by income generation.
- Older people are less impacted by concessionary bus passes being available from 9.00 am to 9.30pm as they are less likely to be in employment or at college when they need to travel.

D)Impact on Black and minority ethnic communities:

Early intervention services have a particular importance for some BME communities. There are social, economic and cultural factors which create specific needs for BME communities, which are often not sufficient to meet thresholds for specific support services. For example:

- Some BME communities have additional support needs, for example refugee and asylum seeker communities have specific information and advice needs and language needs which are not experienced by more settled communities.
- Families and individuals may have specific cultural and religious needs, issues around inclusion and integration, and inter-generational issues which could create additional stressors and these needs may not be met by schools or other generic provision.
- BME communities may experience discrimination, exclusion and historical disadvantage and are more likely to live in poverty and experience long term unemployment than White British people.
- Most BME communities are younger than the Bristol average and are proportionately more reliant on children and families' services

These social and economic factors are partly why BME communities are additionally reliant on VCS initiatives, for example projects which are delivered by and for BME communities; projects which highlight the contributions made by BME communities; educational projects which support BME parents new to the British educational system to understand how best to support their children's' education. Therefore the decision to protect the Bristol Impact Fund will continue to benefit BME communities.

Examples:

- The Government ending of the grant to Councils for Education Services will result in a reduction in support services currently funded for schools and may have particular relevance for BME children, particularly those cohorts of BME children who are performing 10% below the general Bristol attainment levels, as schools serving the areas with high BME populations have traditionally received these services. It is important that in planning these reductions, schools are clear about their responsibilities to promote equality of opportunity (and outcomes) for BME children.
- The reduction of in-house employment support needs to maintain a focus on BME communities, because some BME communities are three times as likely as white communities to be long term unemployed (Pakistani and Black African). This will be mitigated by improved partnership working to target apprenticeship opportunities to BME young people, and other such initiatives, through the Learning City Partnership work.
- These social and economic issues also lead to an under representation of the voice of BME communities and some arts providers seek to address this by working with these communities. Reductions in Bristol's cultural offer would need to ensure authentic BME voices and talents are promoted in recognition of a historical lack of representation
- For newer BME communities where language is an issue, decisions to move to digital and reductions in face-to-face IAG (changes to the CSP and wider IAG services) create an additional barrier to service access. This is compounded by BME communities being high users of IAG so may be disproportionately affected by changes and will need to be fully involved in

any new service designs. BME users are also high users of the Local Crisis and Prevention Fund.

- BME staff (33%) and BME service users (20%) at Redfield lodge may experience additional concerns as relocation to provision in outer lying areas where the proportion of BME staff and BME residents is smaller, could feel more isolating. Full and open consultation which takes into account the concerns of BME staff and BME residents and families is additionally important.
- BME communities have a higher fear of crime and less confidence to report crime to the police, so any changes again need to be well consulted upon with BME communities.

E) Impact on Lesbian, gay, bisexual and transgender communities:

The level of impact on this group is often less clear within Equality Impact Assessments. We have included some potential areas of risk in this document. As with other areas, we need to be aware of the issues of the LGBT community when we are re-designing or re-shaping our provision.

Examples:

- In changes to youth services, the issues for LGBT young people are mainstreamed and included to ensure LGBT young people feel safe and welcome in mainstream provision.
- LGBT communities have worked hard to have a voice on Neighbourhood Partnerships and any new community structure need to be inclusive of diverse communities. LGBT people can have a particular vulnerability to community control of resources like libraries and parks if safeguards aren't in place. For example if there is a majority local opinion which objects to openly gay lifestyles then communities could refuse gay friendly events in parks for fear of 'excluding the local community'.
- LGBT communities are more reliant on PCSOs to challenge everyday homophobia and transphobia, and more reliant on homelessness providers in developing proactive LGBT policies and LGBT staff initiatives to create residential environments where LGBT people feel safe to be themselves when living in homeless accommodation.

F) Impact on Faith communities:

Examples:

- Muslim communities in Bristol are more likely to live in poverty and experience long term unemployment than White British people or people from other faiths or no faith. Muslim communities are younger than the Bristol average and are proportionately more reliant on children and families' services.
- Experiences of discrimination, exclusion and negative media portrayals within Muslim communities have created specific stressors in comparison to other faith or no faith communities. Similar to BME families, these stressors are not

sufficient for most individuals and families to meet thresholds for specific services but it does create an additional reliance on projects, positive action and voluntary sector funding to promote good relations between people of different faiths.

G) Impact of geography:

We are aware of the importance of ensuring that reductions and changes do not disproportionately impact on specific areas of the city. Geography is both important in terms of the demography of the area – who lives there – and also the Multiple Indices of Deprivation which tell us how an area is doing, and where there are key social issues for communities.

Examples:

- More BME people live in East Central and in the inner circle of north Bristol than in South Bristol. Therefore any service reduction or closures in East and North Bristol are more likely to adversely impact on BME people. Also, it is important that poorer white communities aren't competing with poor BME communities for resources. If resources are allocated equally between 3 areas according to geography, then BME people may be indirectly adversely affected because resources to South Bristol will mainly support people of white British origin (the population of South Bristol is approx. 93% white British).
- Areas of the city with new and newly arrived communities do have additional information and advice needs and additional resettlement, language and integration costs which are not costs incurred by white British communities. Therefore, funding allocation for some services in East central may need to be more per head than for other areas. We are clear that when we are redesigning any changed services or relocating resources we need to be sophisticated in our needs analysis to avoid disproportionate effects.

We will be targeting resources to those geographic areas with higher needs and higher levels of poverty. This targeting is important, but we are mindful that not all people with protected characteristics will be living in those higher needs areas.

- Disabled children and disabled parents are more likely to live in poverty than non-disabled households, but they are spread relatively evenly across wards in the city and therefore when we are reducing our investment in wealthier areas, we need to ensure we are not compounding any issues of isolation or disadvantage for these groups. We will mitigate this by using our needs analysis and knowledge of who is using our services to ensure our new shaped services take account of these groups.
- Disabled mothers, mothers of disabled children and women experiencing domestic abuse have additional needs which are unrelated to wealth so are located across the city.

As we undertake the re-design work for the changes in services which have a locality provision – such as libraries, Children’s Centres, neighbourhood partnerships, school crossings, subsidised bus services - we will be considering this geographical impact carefully, and ensuring that where we are locating services will be to the best possible benefit of any at risk communities.

H)Economic inequality

Socio-economic disadvantage is not covered by the Equality Act 2010, and not included in Equality impact assessments. However, it is important to identify proposals which introduce additional charges and could impact on poorer people. We also need to identify proposals which have additional relevance for communities which experience socio-economic disadvantage. In mitigation of any increased charges, we will be evaluating and reflecting ability to pay in our approaches.

- The proposal to impose additional fees for Redfield lodge residents and the increase in client contributions are mitigated by financial assessments on peoples’ ability to pay. The removal of the adult learning subsidy is also mitigated by evaluating people’s ability to pay.
- IAG provision offers advice to people on welfare benefits so this will affect communities which experience socio-economic disadvantage. Also Early Help is more important for communities which experience socio-economic disadvantage,
- Reduction to the Local crisis and Prevention fund will impact on communities who experience socio-economic disadvantage because they have less access to affordable credit and are particularly reliant on this service to replace broken white goods, recover from an emergency or when leaving hostel accommodation. The fund also helps make families under stress more resilient to crisis and the removal of the fund could place greater pressures on Early Help services.
- There are plans for some services (libraries, parks, neighbourhood partnerships, school crossings) to be led by other agencies including volunteers, which could offer opportunities for local communities to run local services. Collaborative communities are more likely to look out for each other, increase cohesion and minimise the cost of dependency and institutional care. However, some communities find it harder to self-organise into social networks and groupings that allow people to do things for themselves. Some disadvantaged areas have a strong tradition of self-organising but most areas do struggle with day to day poverty related issues such as high unemployment, poor health and anti-social behaviour which create additional barriers to this kind of self-organising.

Conclusion:

This is a work in progress. We have worked to thoroughly assess the potential impacts on equalities communities of the proposed changes to our services. This assessment demonstrates that we understand the impacts and can work towards embedding mitigations when we are ready to re-shape and re-design service once decisions have been made.

Appendix 1

Implementing the Public Sector Equality Duty

Non-Compliance with the Public Sector Equality Duty brings a risk of judicial review, and there is extensive case law arising from rulings on judicial reviews which help us to understand what is required of decision makers.

- Decision-makers must consciously bring the Duty to mind when considering the proposal. If they don't or if their appreciation of the duty is incomplete or mistaken, the courts will deem that due regard has not been applied.
- Due regard must be paid before and at the time that a particular decision is being considered, not later. Attempts to justify a decision as being consistent with the exercise of the duty when it was not, in fact, considered before the decision, are not sufficient to discharge the duty.
- The duty must be exercised with substance, with rigour and with an open mind. It is not a question of just ticking boxes, or of merely paying lip service. There must be substantial sifting of relevant facts and research, and fair attention to conflicting views. It follows there must be meaningful consultation and engagement with interested parties.
- The duty to have due regard cannot be delegated to a third party (e.g. a commissioned organisation).
- It is good practice to keep an adequate record showing that the equality duties have been actually considered and pondered. Minimally, the record should be dated and should indicate the evidence that has been taken into account. The purpose is to discipline decision-makers to undertake their equality duties conscientiously. Bristol City Council use the Equality Impact Assessment process to record equalities considerations.

Policy and Strategy Consultation & Intelligence Team



Corporate Strategy 2017 - 2022 Consultation

Final Report
9th January 2017

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Executive Summary

Consultation on the Corporate Strategy 2017 – 2022 was open for 12 weeks from 13th October 2016 until 5th January 2017. This final report reflects results from the online survey, including any paper survey responses. There is also a summary of the engagement events at the end of this report.

1,259 individual responses were received via the survey. Additional responses were received from organisations and individuals via email, suggestion boxes and at events.

On the key question about the Council Tax, 58% of respondents think the proposed increase in Council Tax is about right, 20% think it should be higher, although 23% think the increase should be lower.

Taking the Corporate Strategy document as a whole, the vast majority of proposals had more people agreeing than disagreeing. In fact, of the questions that asked for an agreement response, only 22 out of 104 proposals had more than 50% of people disagreeing.

Using the same yardstick this overall message was also true in each of the sections of the document, particularly the big ideas for key challenges which only had one majority disagreement – that of urban parishes. None of the income proposals had a majority disagreeing. The most controversial area was in the “reducing spending” section of the savings proposals, with 13 out of 18 (72%) having a majority of people disagreeing. This affects up to £13m of potential savings.

The following proposals are the full list of those that had a majority disagreeing:

Strategy:

- Paying more council tax that will directly benefit the local neighbourhood (Urban Parish).

Savings proposals:

- CF06 - New ways of delivering parks and green spaces
- CF10 - Review provision of day services to adults
- CF11 – Recommission Bristol Youth Links
- CF13 - Review Early Help Services (Family Support)
- CF14 - Agree the best future for the provision of Community Meals
- CF15 - Review dementia care home provision
- RS02 - Reduction of subsidies for bus routes with low numbers of passengers
- RS04 - Remove Companion Concessionary bus passes
- RS05 - Reorganise how school crossings are patrolled
- RS06 - Withdraw reimbursements to Community Transport operators for concessionary travel
- RS08 - Revise operating times for Concessionary Travel
- RS09 – Reduce the number of council run library services
- RS10 - Local crisis and prevention fund
- RS11 - Reducing funding for PCSOs
- RS13 - Centralise Citizen Service Points at 100 Temple Street
- RS14 – Provide a different model of pest control services for vulnerable people
- RS16 - Reduce funding to Key Arts Providers
- RS17 - Reducing museum opening hours
- RS18 - Reshape planning enforcement service

Capital programme:

- T105 - Metro bus
- T128 – Housing Revenue Account

It should also be noted that in the capital programme, 2 proposals had exactly the same number of responses for and against:

- T120 - Investment in energy company
- T208 – Colston Hall

This report includes a summary of the comments that people made in the free text areas alongside each proposal, comments were added between 20% and 50% of the time. It is also worth noting that people who disagreed were 50% more likely to make a free text comment than those who agreed. In the income proposals, this statistic was even more striking, with comments being twice as likely from those who disagreed.

The detailed breakdown of the responses to each question and a summary of the events now follows.

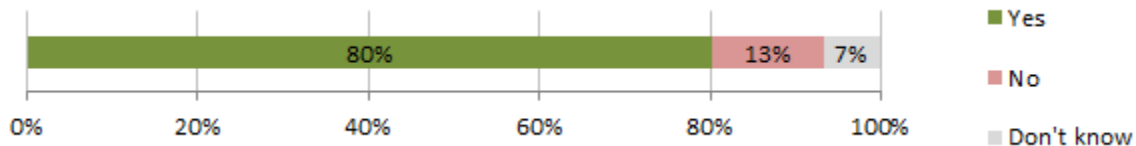
Strategy - Bold Ideas for key challenges

Between 1007 and 1021 individuals answered questions on Bold ideas, approximately 80% of all respondents.

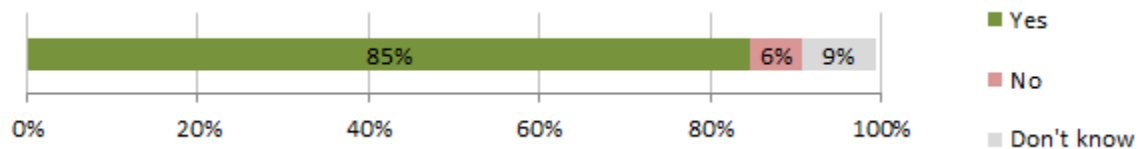
Persistent economic, health, and educational inequalities

1012 (80%) respondents completed this section

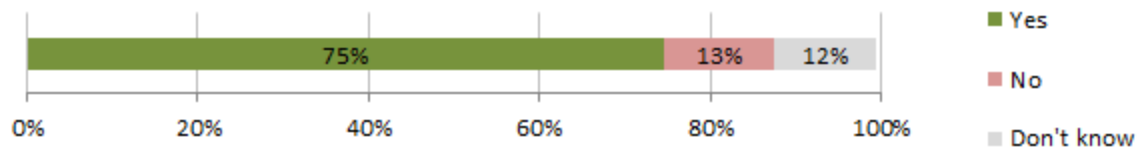
Adding 'Social Value' to all the contracts it awards, for example by requiring contractors to provide a quality work experience placement for a young person.



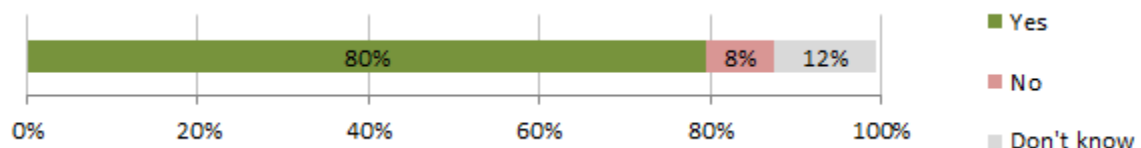
Increase fairness in our employment practices and contracts



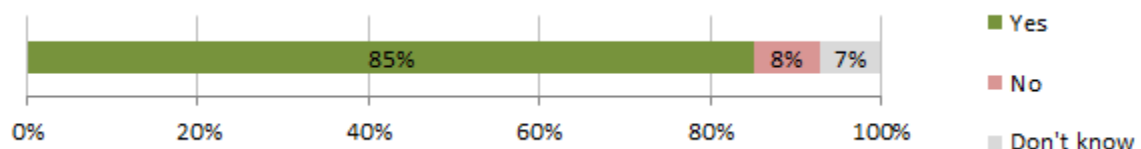
Working through the Mayor's Women's Commission and Manifesto Leadership Group to develop a change programme to eliminate the gender, social deprivation and race pay gap.



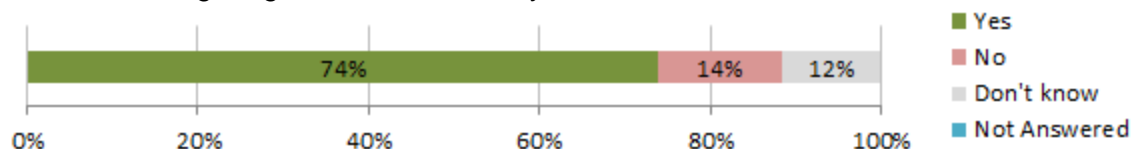
Encourage private landlords to endorse and adopt the ACORN Ethical Letting Charter.



Establish a partnership with business that will encourage all Bristol businesses to pay their employees the Living Wage.

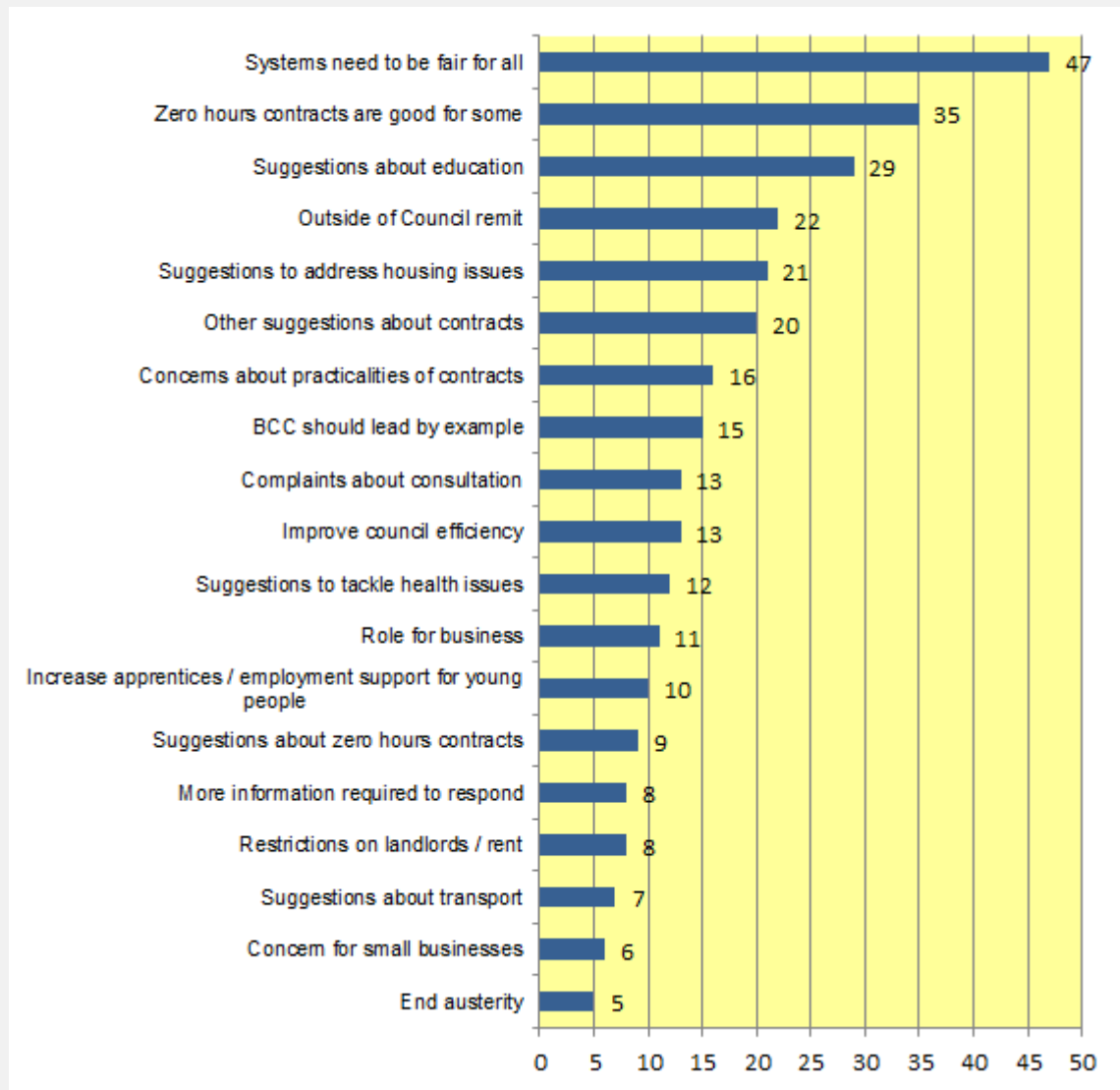


We will encourage organisations in the city not to use zero hour contracts.



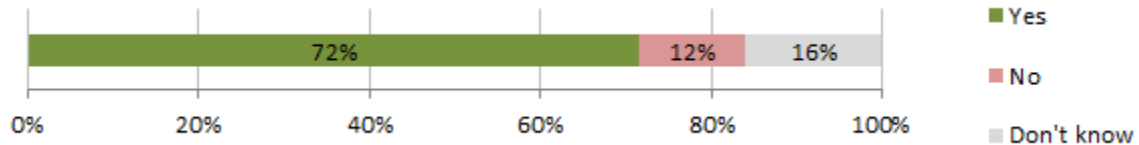
Comments and ideas for Persistent, health and educational inequalities

516 respondents provided wide ranging comments and suggestions (51% of 1021 respondents to this section). For example, 47 people mentioned that systems need to be fair for all.

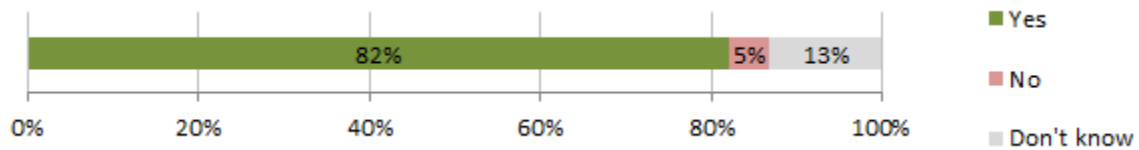


Housing and Homelessness

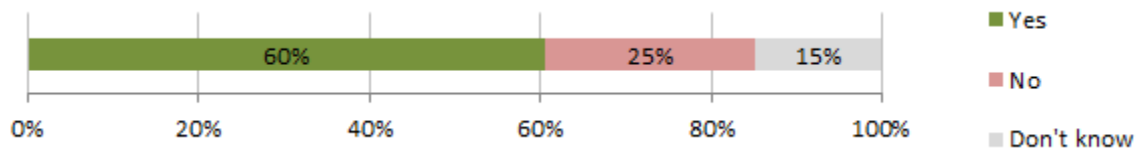
We are planning a business case for a new local housing company owned by the council, which will be another way of building new homes



We'll focus on preventing street homelessness in a new way – by involving multiple agencies and groups in a joint approach.

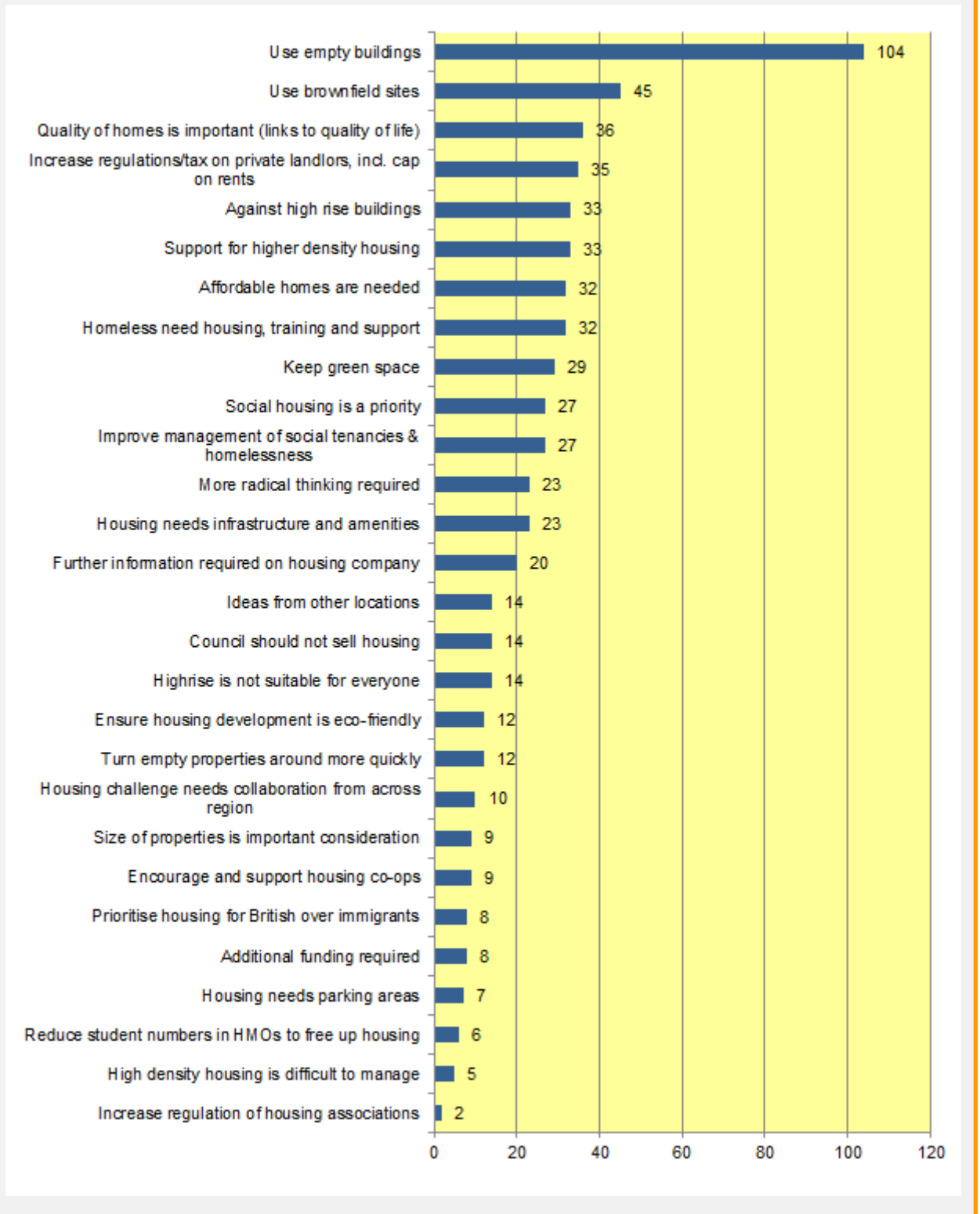


There's always a tension between the need for homes and keeping what makes Bristol special in terms of green space and aesthetics. We will need to discuss having higher density housing including taller buildings in some places.



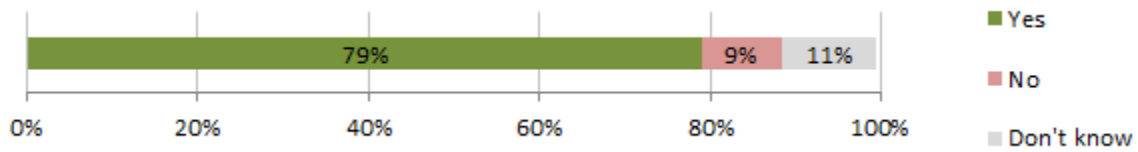
Comments and ideas for Housing and Homelessness

710 respondents provided comments and suggestions (70% of 1015 respondents to this section). The most frequent are shown below. For example, 104 people mentioned using empty buildings.



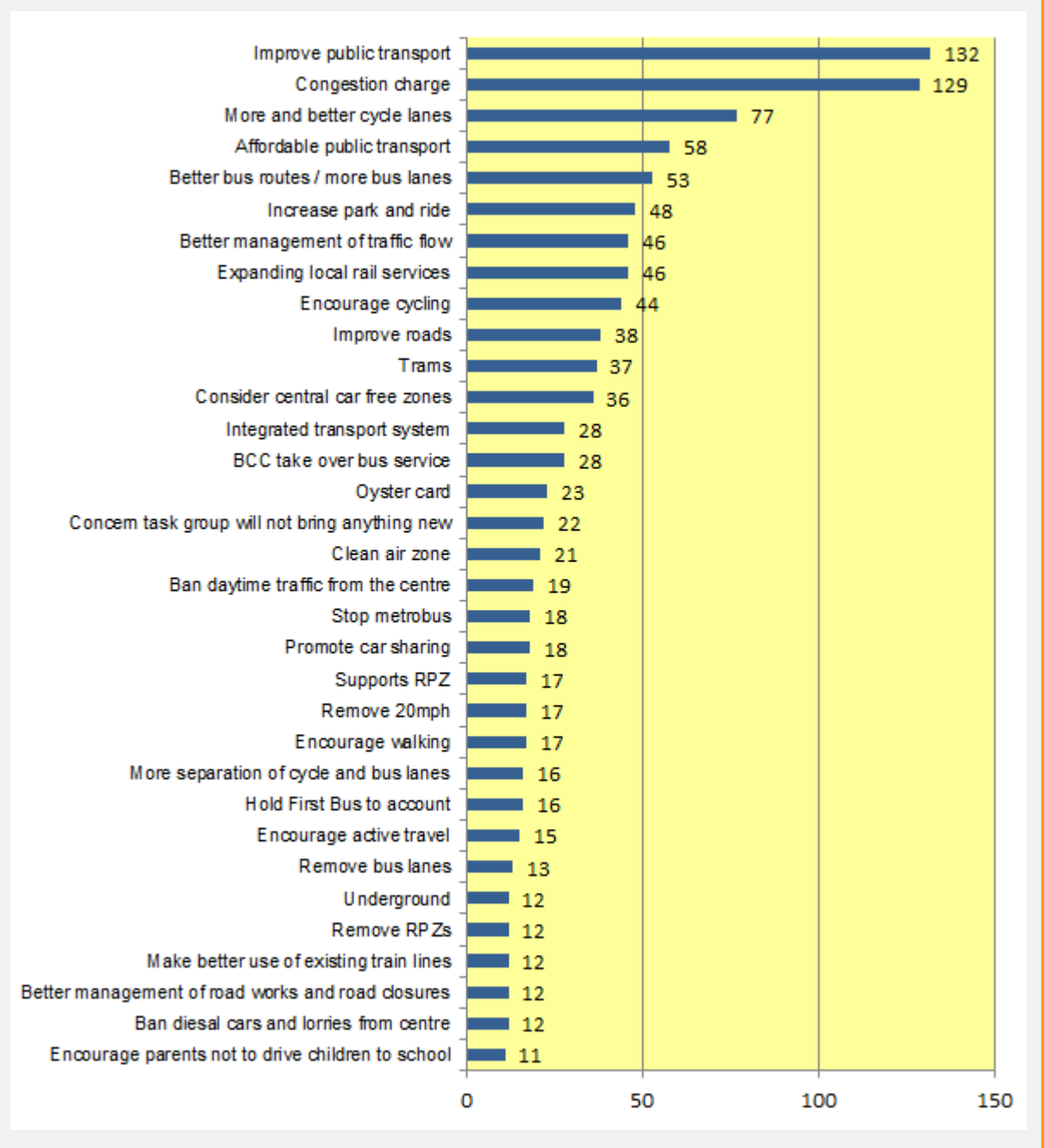
Congestion

The Mayor has just announced a Task Group to examine the issue of the city’s congestion and transport flow. Part of the consultation on this Corporate plan will ask people what options they think the Congestion Task Group should consider. All options are on the table.



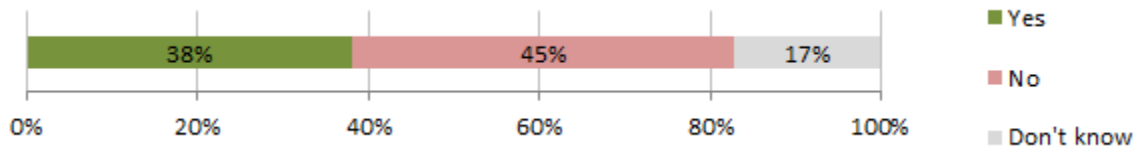
Ideas for the Congestion Task Group to consider

924 respondents made comments (91% of 1010 respondents to this section). The most frequent comments are shown below. For example, 132 people suggested improving public transport.



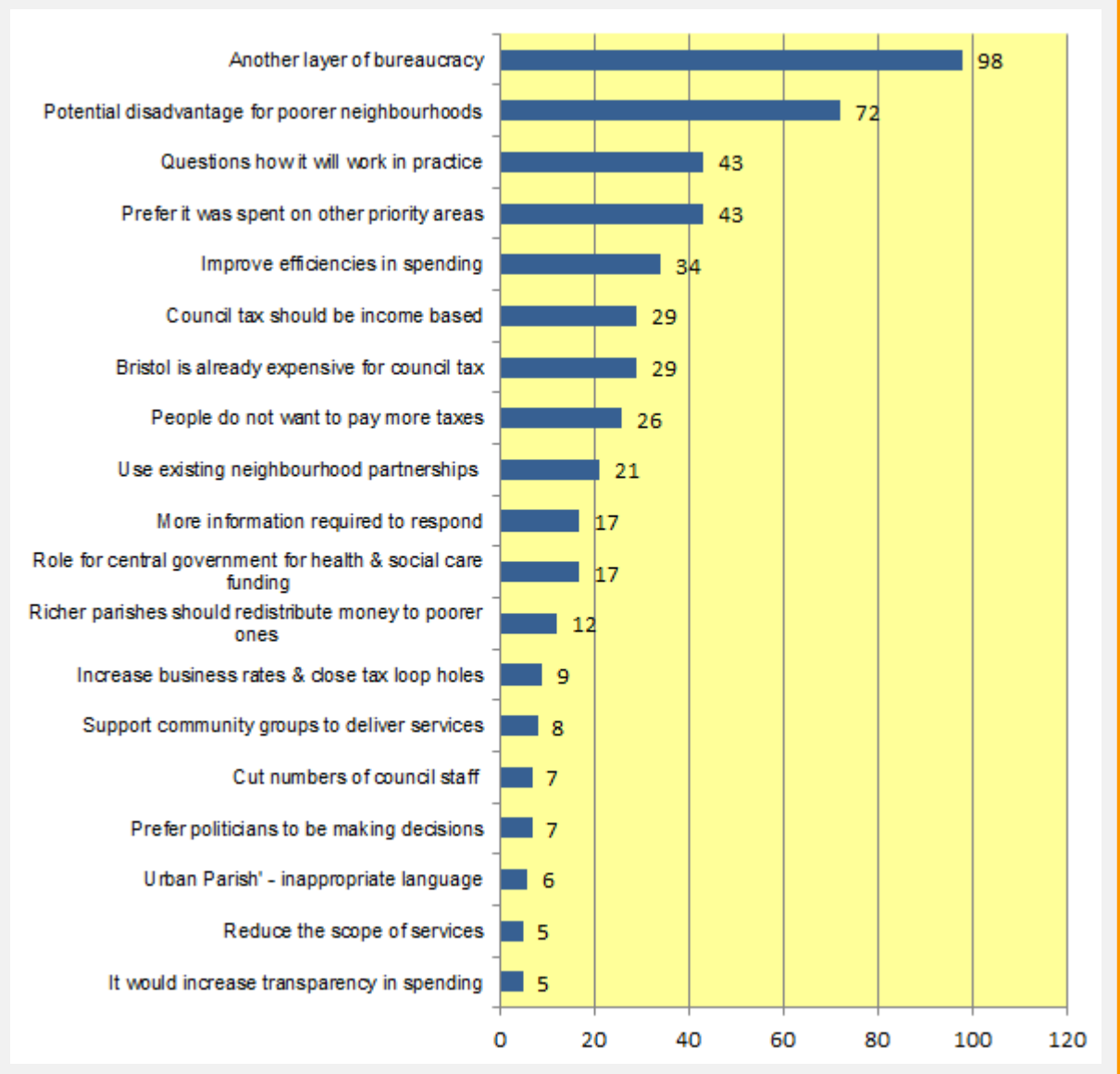
Rising demand for services

We want to have a conversation about the possibility of people paying more Council Tax, on the understanding that a portion of this will directly benefit their own local neighbourhood, through for example setting up an Urban Parish. An Urban Parish can help residents have a more direct impact on decision-making and service delivery in their local area.



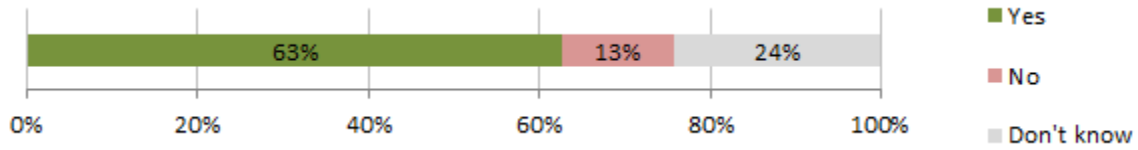
Comments and suggestions on Rising demand for services

571 respondents made comments (56% of 1012 respondents to this section). The most frequent comments are shown below. For example, 98 people mentioned that the suggestions would result in another layer of bureaucracy.



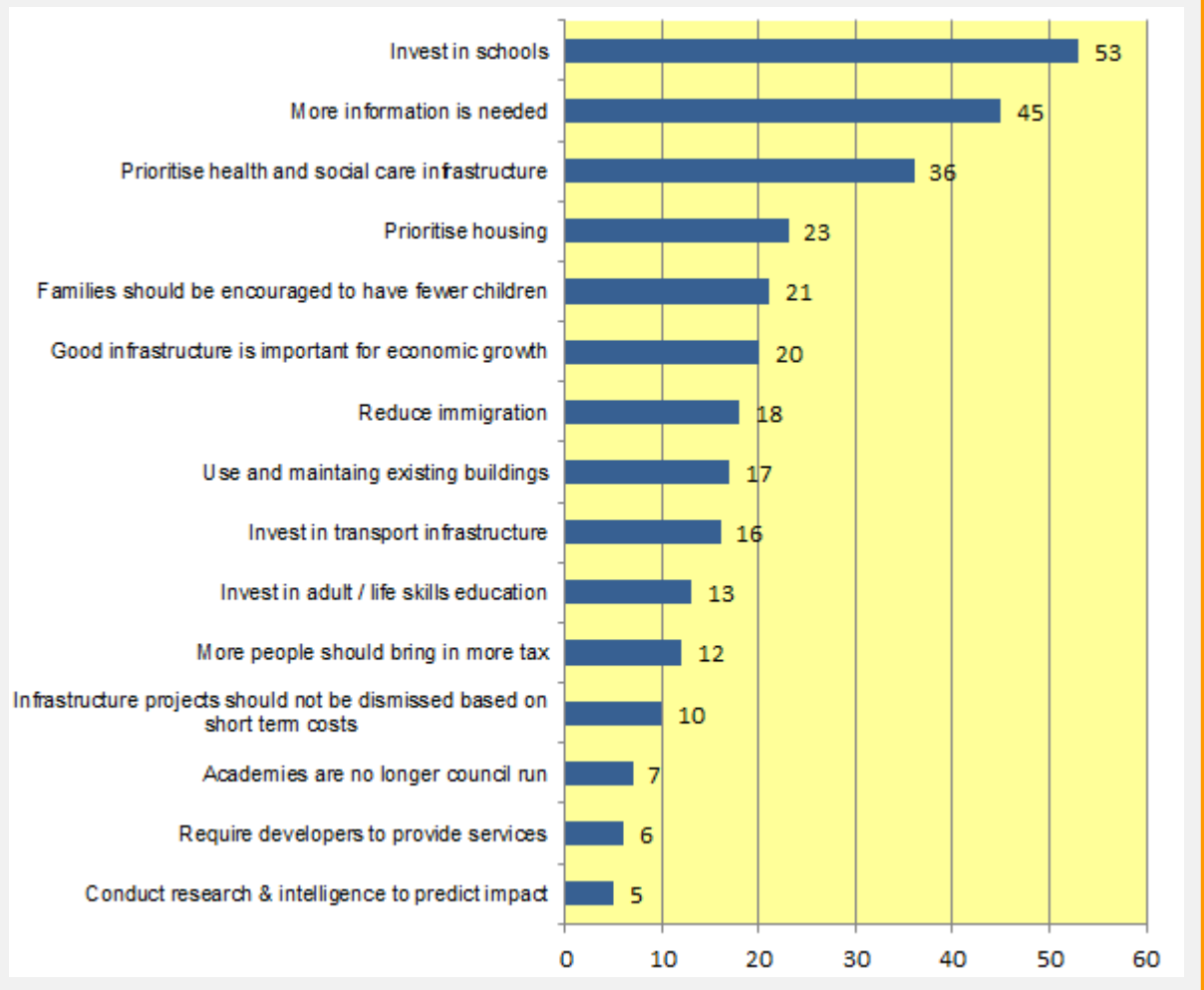
Growing Population

We are prioritising the basic infrastructure that we need the most, like schools. This may require us to reprioritise our other building or infrastructure projects.



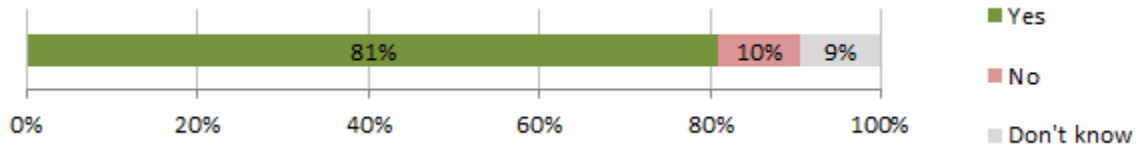
Comments and suggestions for a Growing population

603 respondents made comments (59% of 1014 respondents to this section). The most frequent comments are shown below. For example, 53 people mentioned investing in schools.



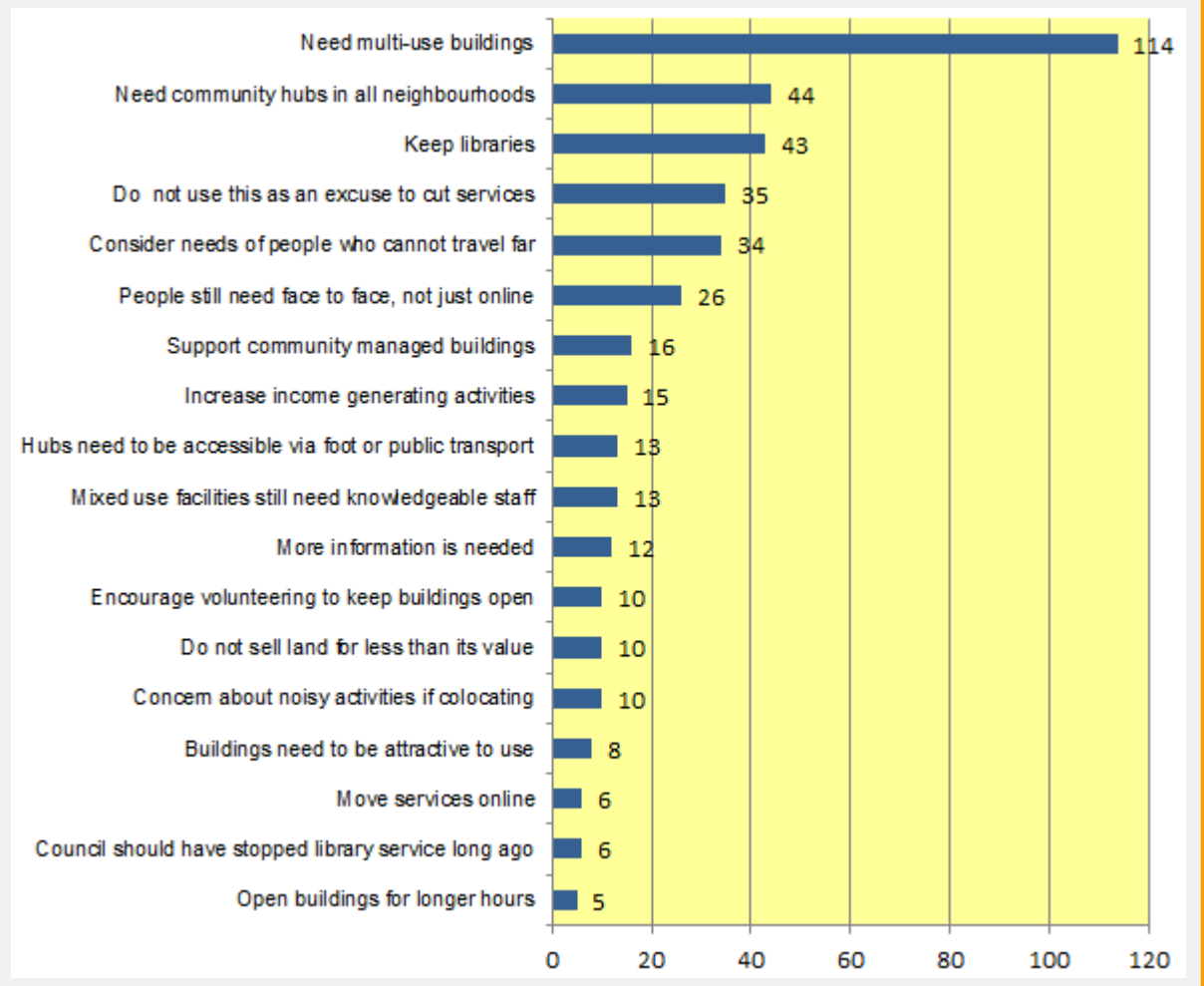
Council and community buildings

We need to protect the services that people value, but sometimes the buildings they are based in are costly to run. Rather than lose the services, we would like to look at mixed uses in some council owned buildings, so that more services are based in the same place. This would be more convenient for people and has the potential to save services, but does mean we must move away from a preference on dedicating buildings like libraries and community centres for single services. This may mean more community hubs with mixed uses and more access to convenient online services, rather than retaining all our library and Citizen Service buildings.



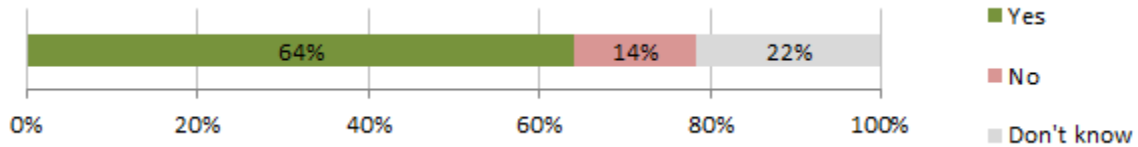
Comments and suggestions on community buildings

456 respondents made comments (45% of 1011 respondents to this section). The most frequent comments are shown below. For example, 114 people mentioned that we need multi-use buildings.



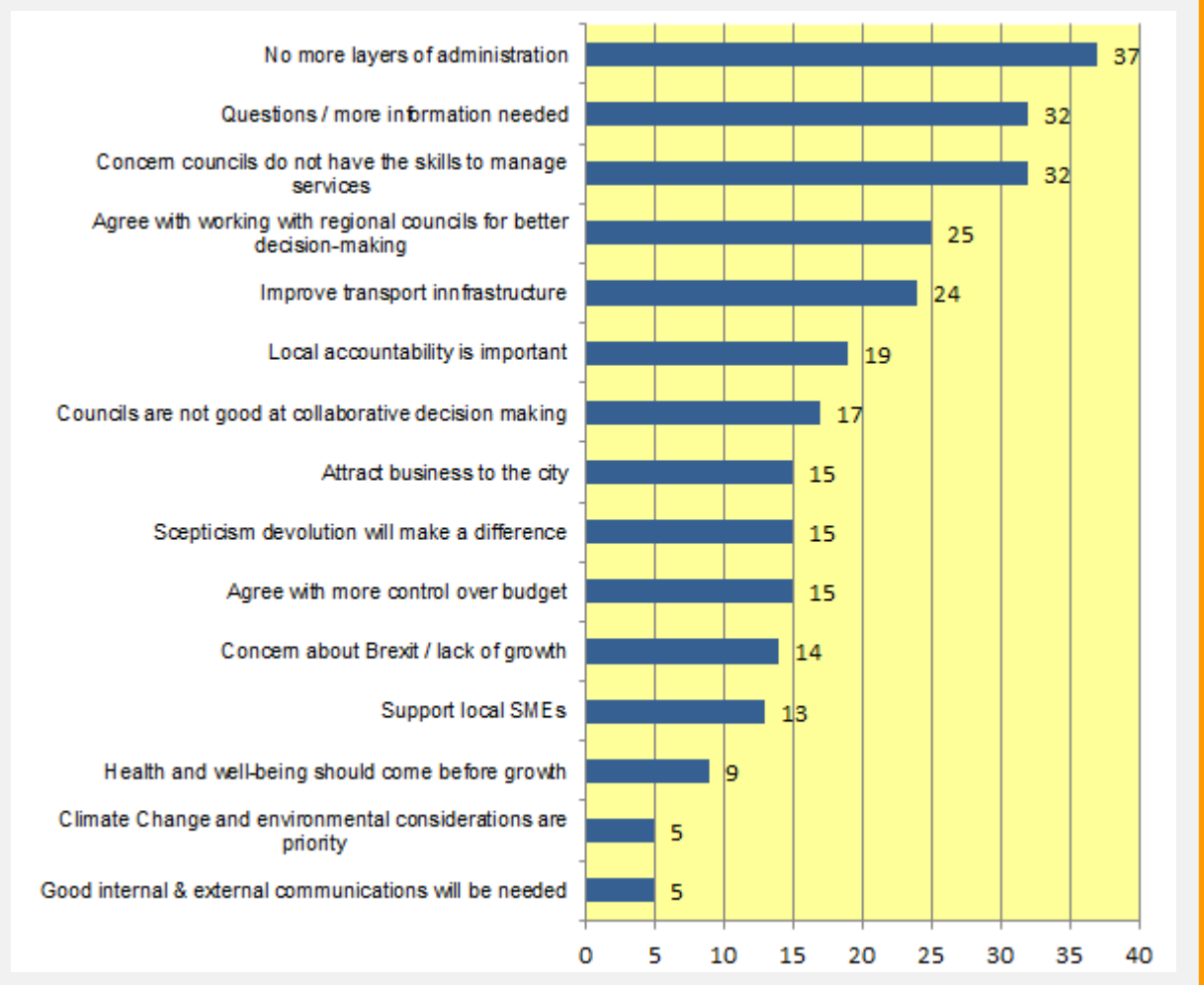
Economic growth has plateaued

We are seeking more local control by asking the government to transfer specific powers and funding to a regional body which we'd be part of. This is known as devolution.



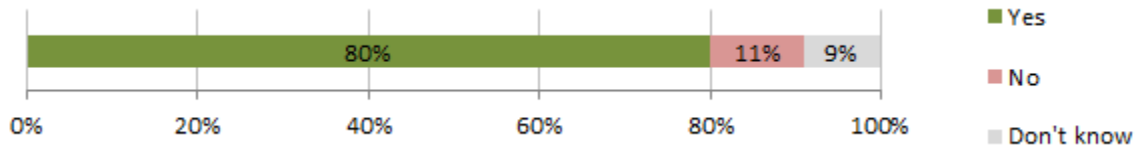
Comments and suggestions on 'Economic growth has plateaued'

363 respondents made comments (36% of 1007 respondents to this section). The most frequent comments are shown below. For example, 37 people do not want any more layers of administration.

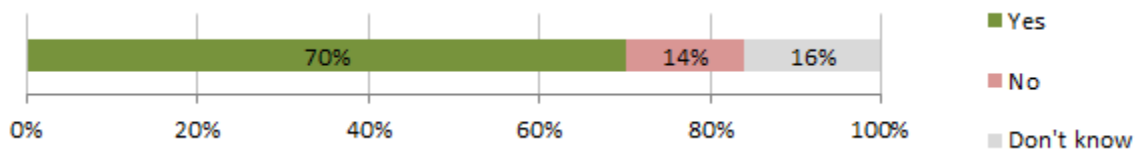


Sharing more responsibility and functions with local people

Everyone in the city has the ability to help in some way, whether that is through responsible recycling, offering to drive an elderly neighbour to an important appointment, volunteering or promptly paying their council tax.

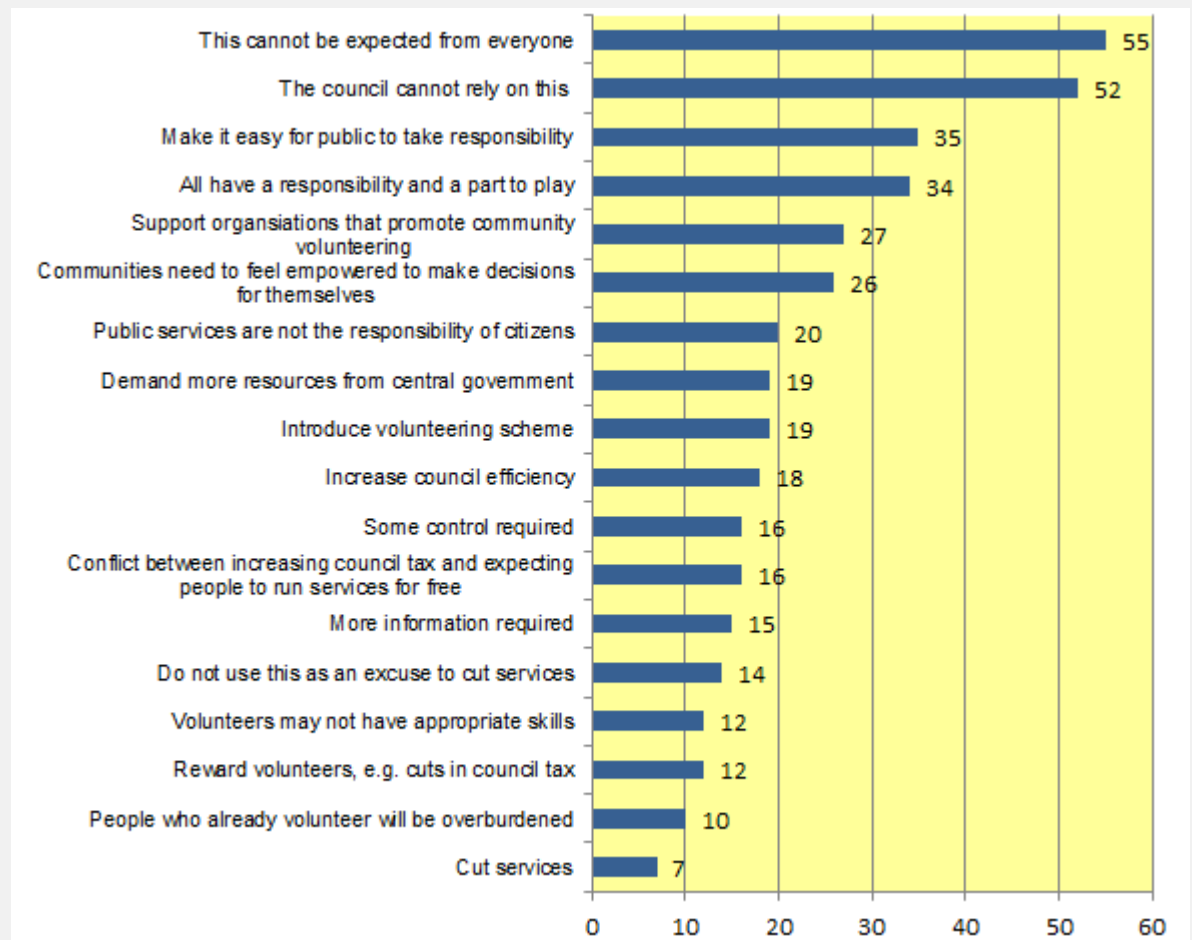


With less money available for our services, it is vital that everyone who lives in Bristol thinks about the actions they can take to help the council target scarce resources to the most vulnerable and those in greatest need. Without the support of citizens and local institutions, we will have to make further reductions to services.



Comments on Sharing more responsibilities and functions with local people

636 respondents made comments (62% of 1018 respondents to this section). The most frequent comments are shown below. For example, 55 people suggested that this cannot be expected from everyone.

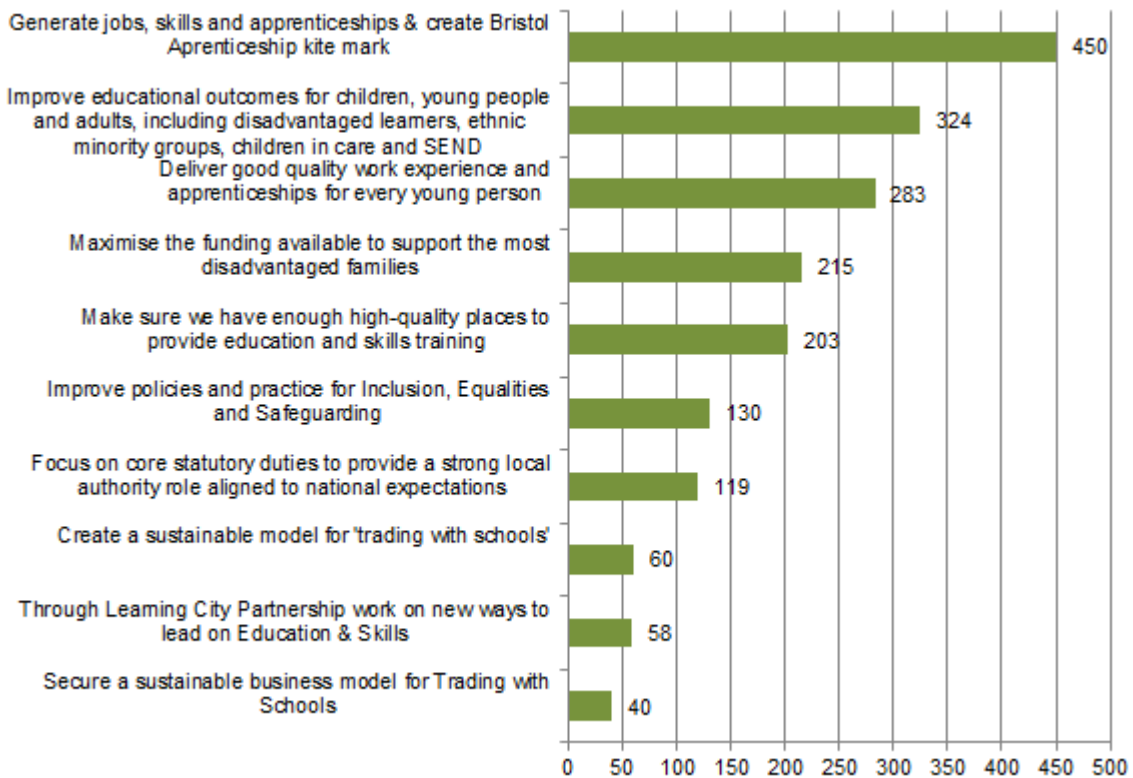


Strategy – Business Plans

For each business plan, respondents selected two objectives that they thought were most important for the city. Between 495 and 578 respondents completed each business plan. Questions on Transport (578) and Homes (563) were completed by the highest number of respondents, and Governance by the lowest number (495).

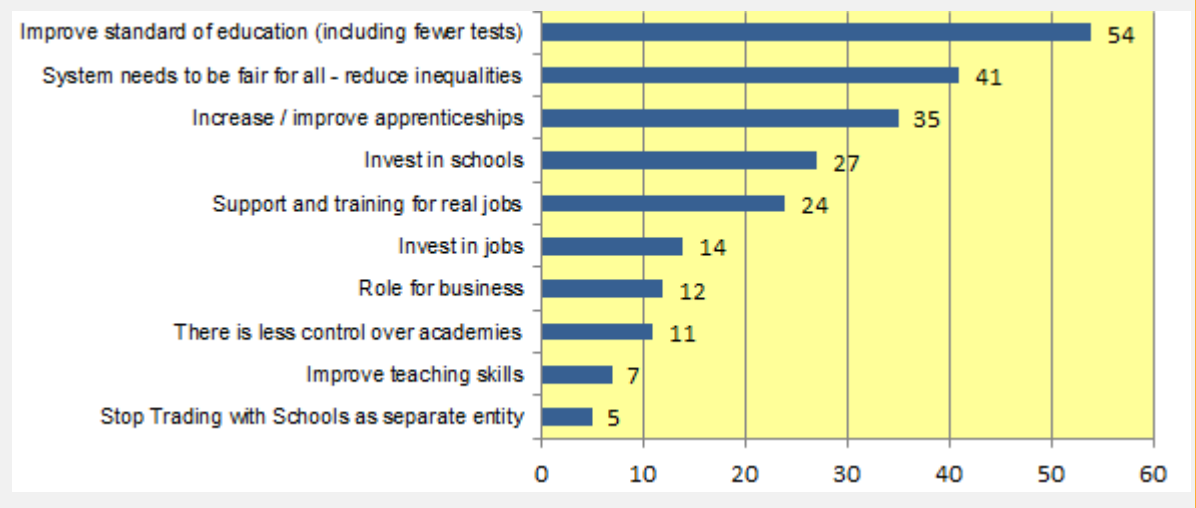
The bar charts show the total number of selections for each objective.

Our Future – Education and Skills

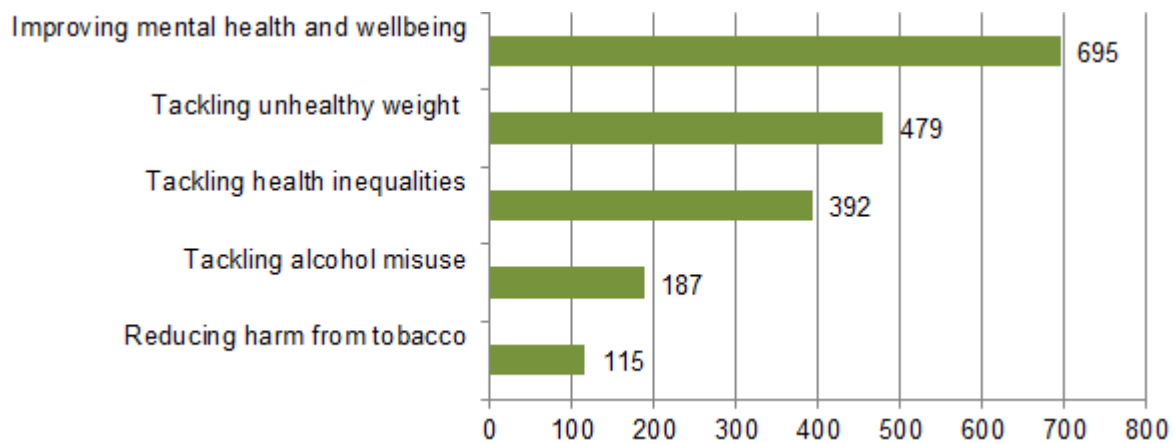


Comments and suggestions on Our Future – Education and Skills

414 respondents made comments (47% of 889 respondents to this business plan). The most frequent comments are shown below. For example, 54 people mentioned improving the standard of education.

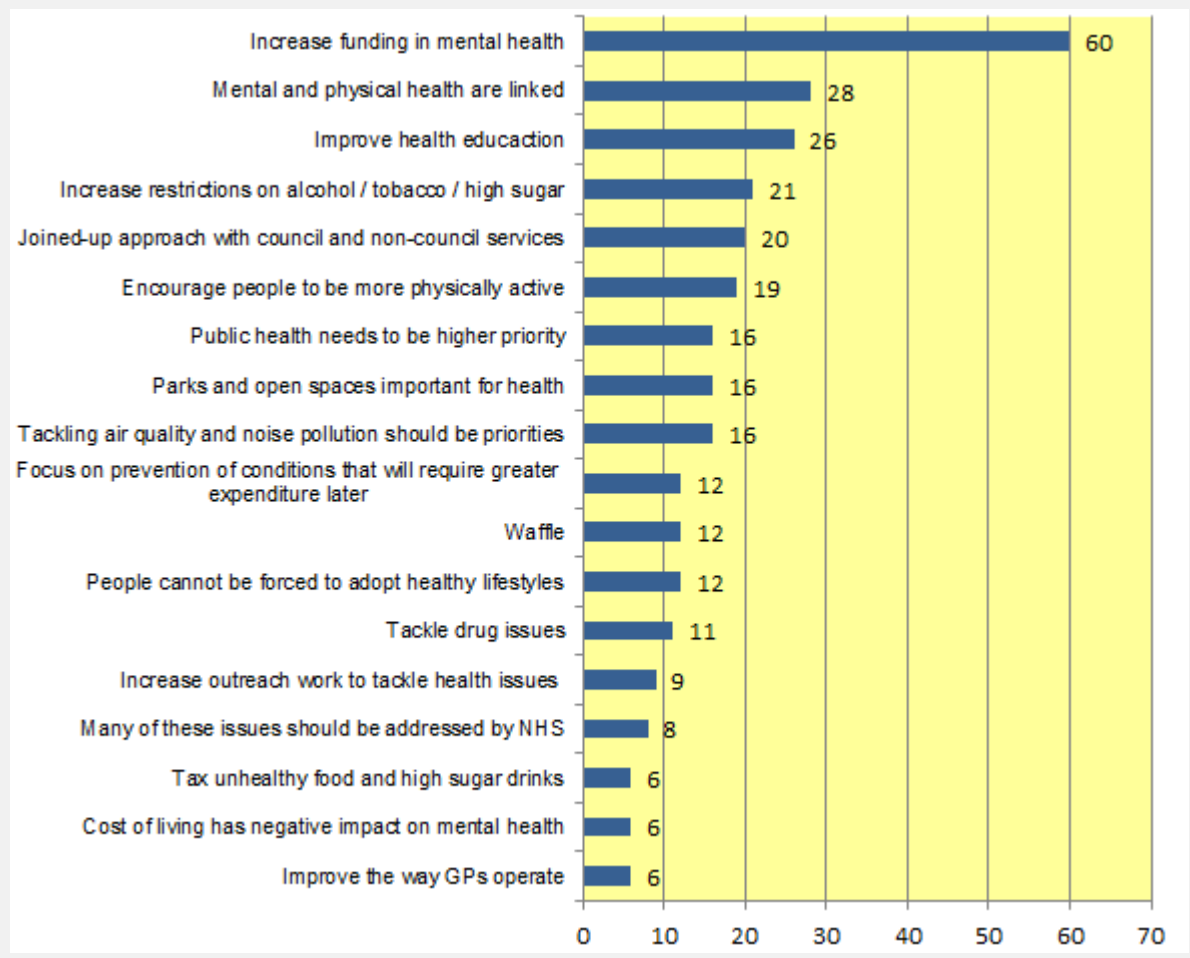


Our Health and Wellbeing

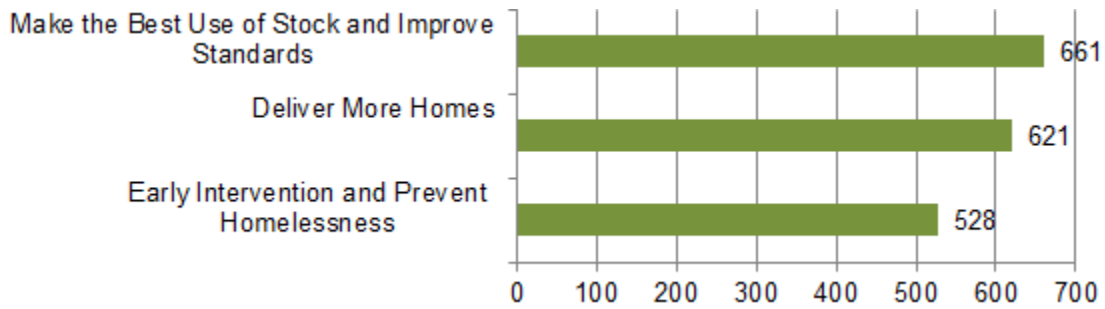


Comments and suggestions on Our Health and Wellbeing

431 respondents made comments (46% of 938 respondents to this business plan). The most frequent comments are shown below. For example, 60 people said they would like to see an increase in funding in mental health.

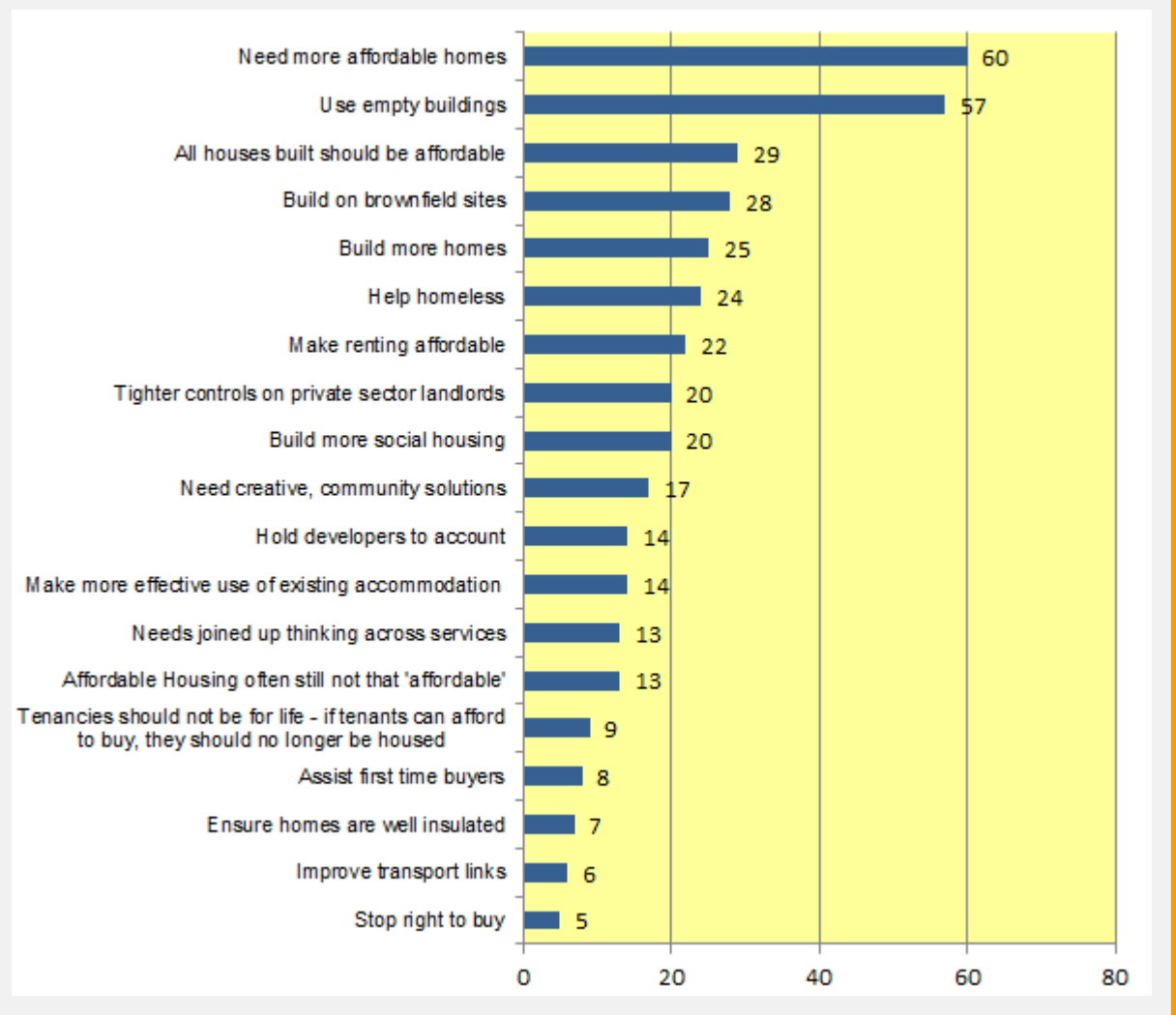


Homes

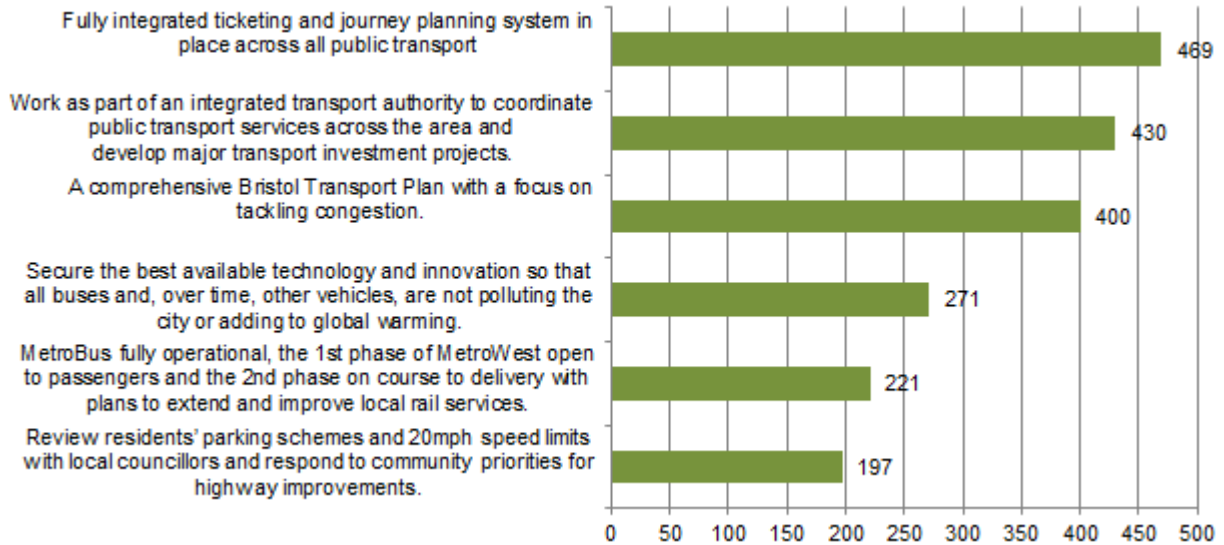


Comments and suggestions on Homes

478 respondents made comments (50% of 955 respondents to this business plan). The most frequent comments are shown below. For example, 60 people mentioned that more affordable homes are needed.

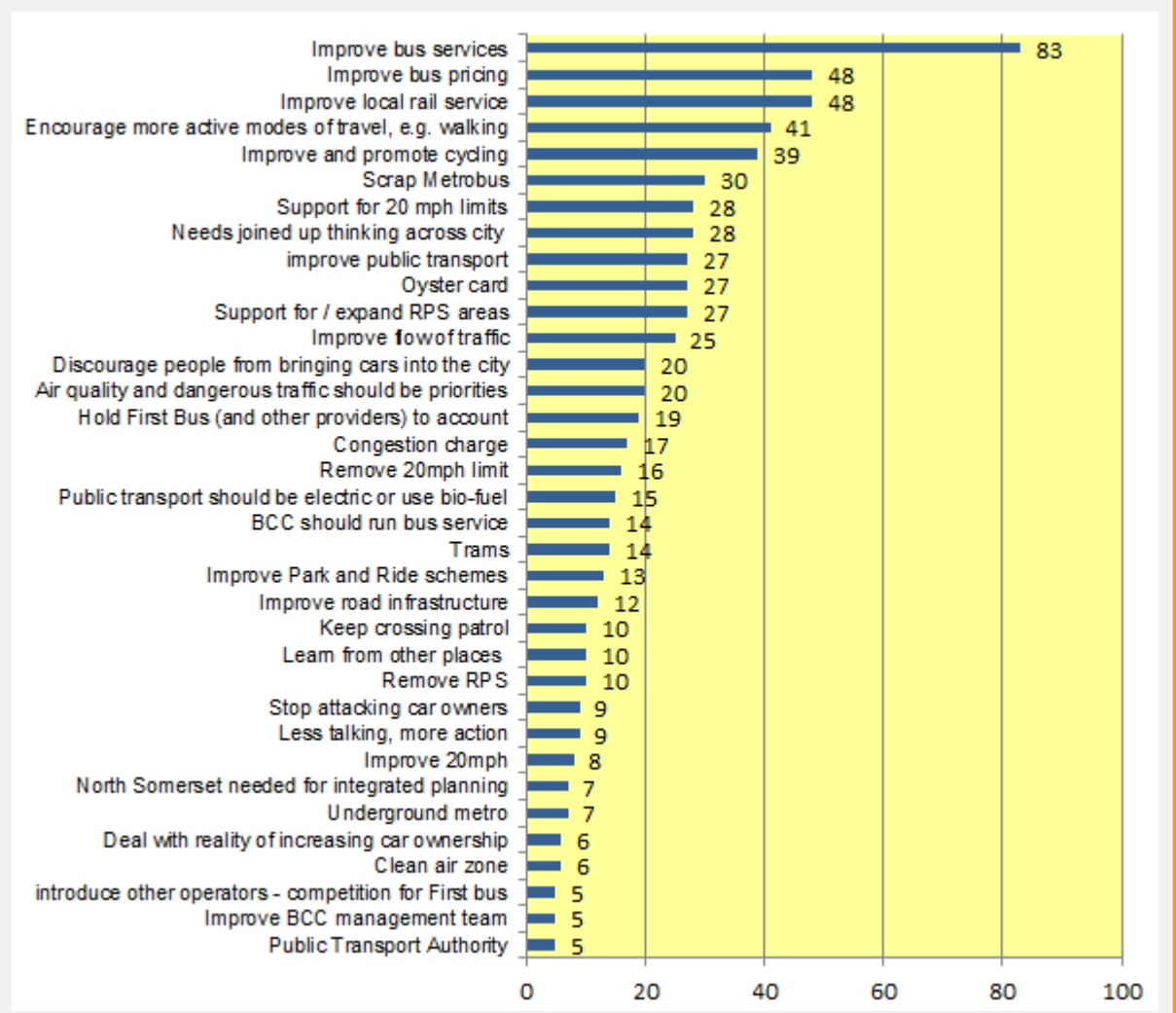


Our Transport

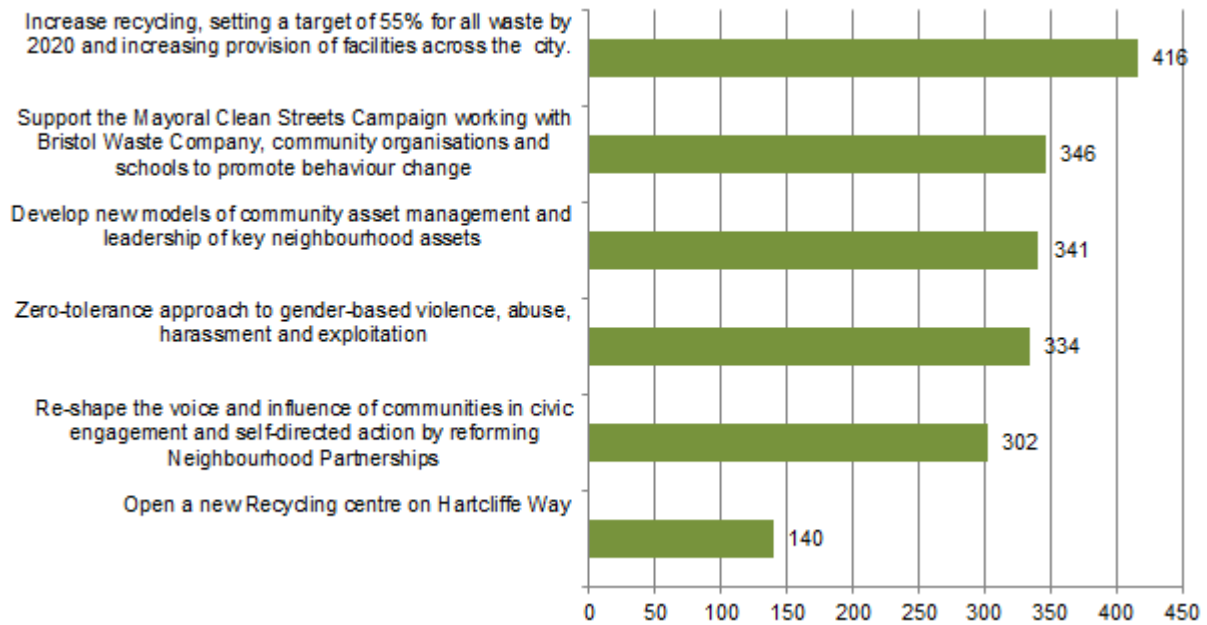


Comments and suggestions on Transport

574 respondents made comments (59% of 977 respondents to this business plan). The most frequent comments are shown below. For example, 83 people mentioned improving bus services.

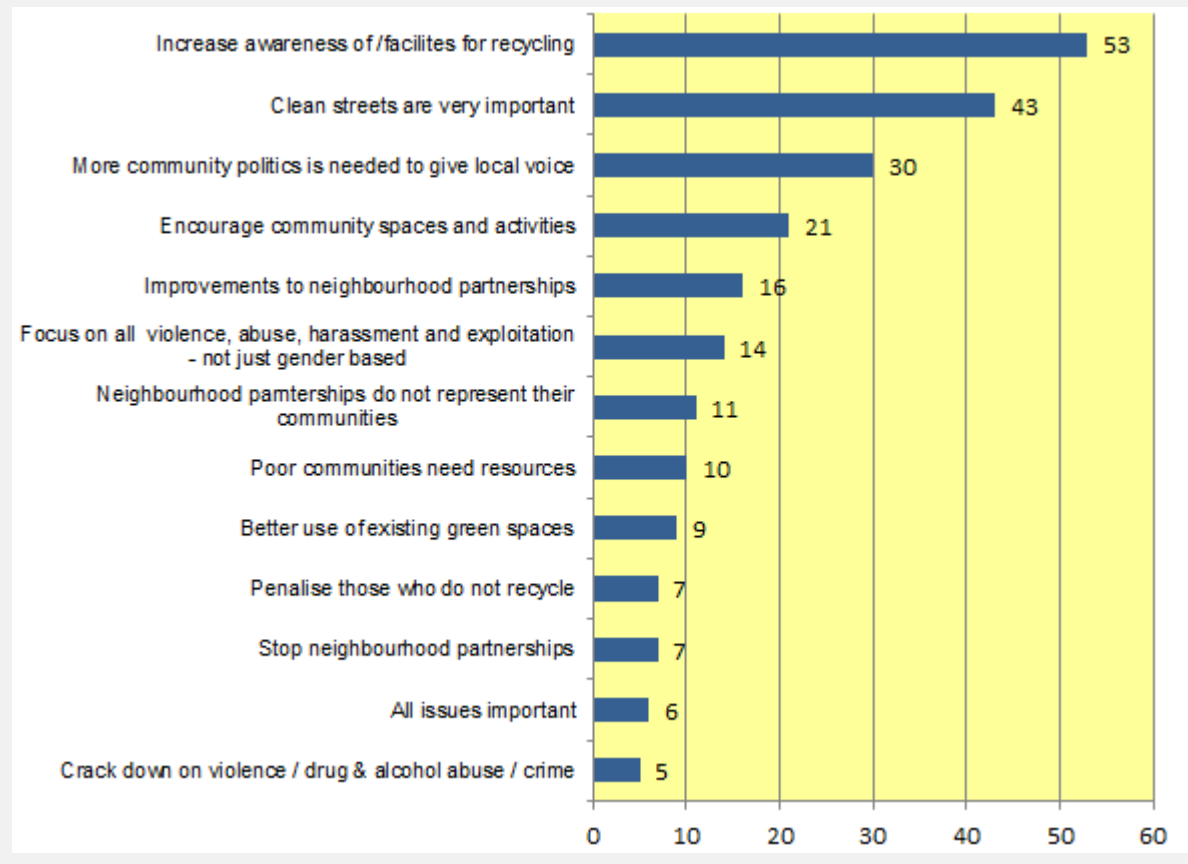


Neighbourhoods

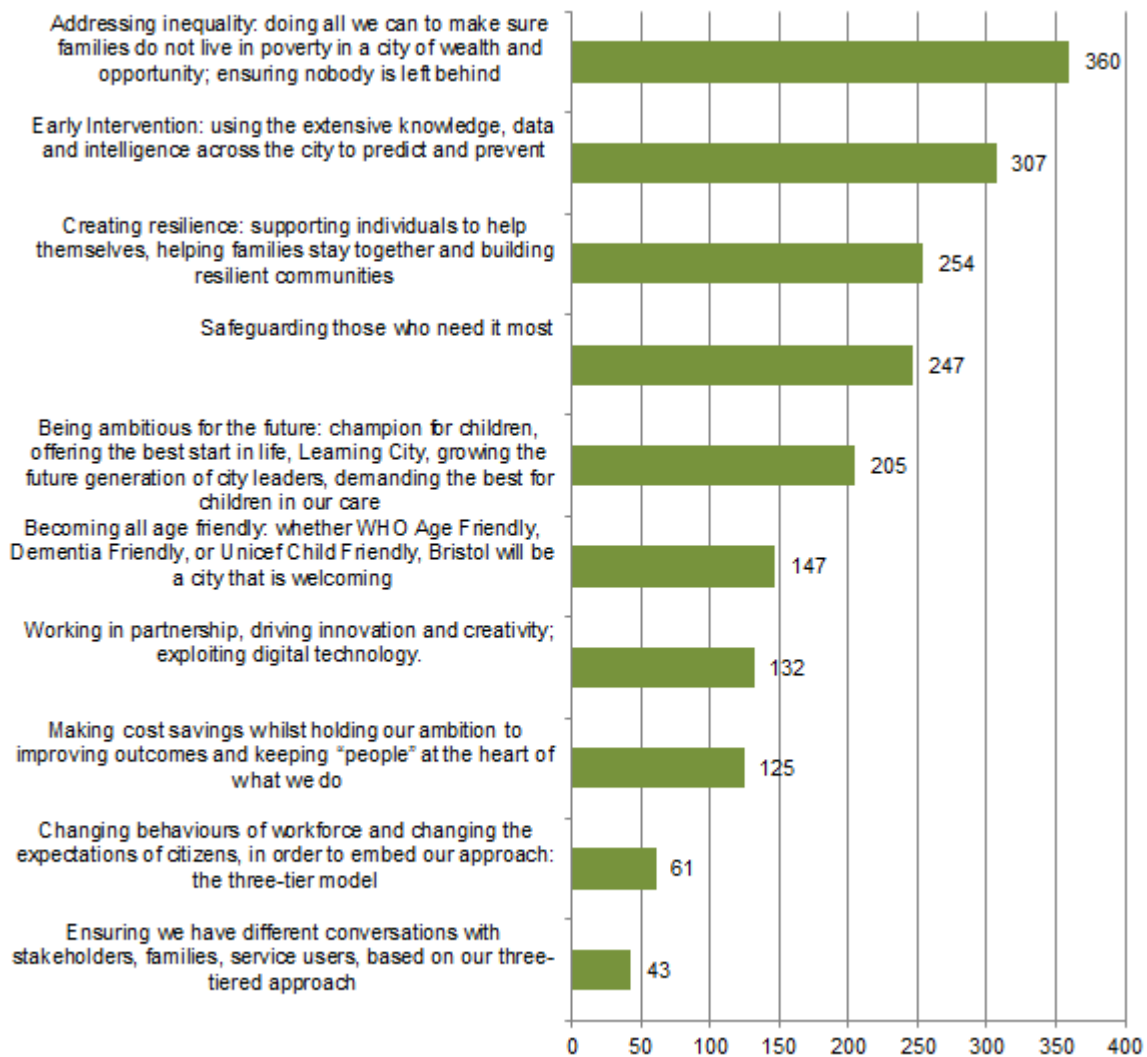


Comments and suggestions on Neighbourhoods

412 respondents made comments (44% of 941 respondents to this business plan). The most frequent comments are shown below. For example, 53 people mentioned increasing awareness of and facilities for recycling.

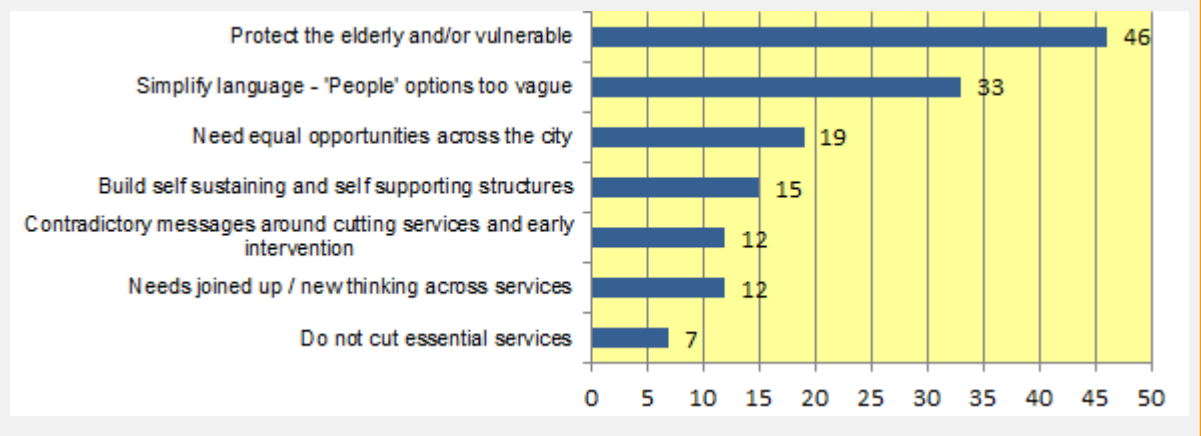


People

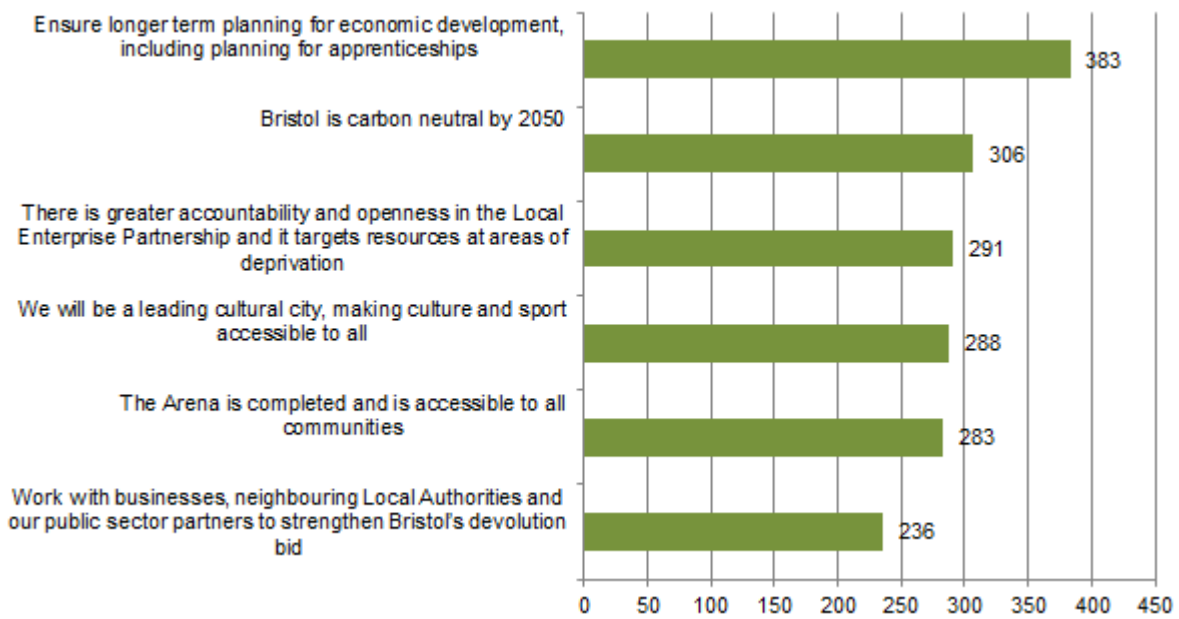


Comments and suggestions on People

343 respondents made comments (38% of 904 respondents to this business plan). The most frequent comments are shown below. For example, 46 people mentioned the importance of protecting the elderly and/or vulnerable.



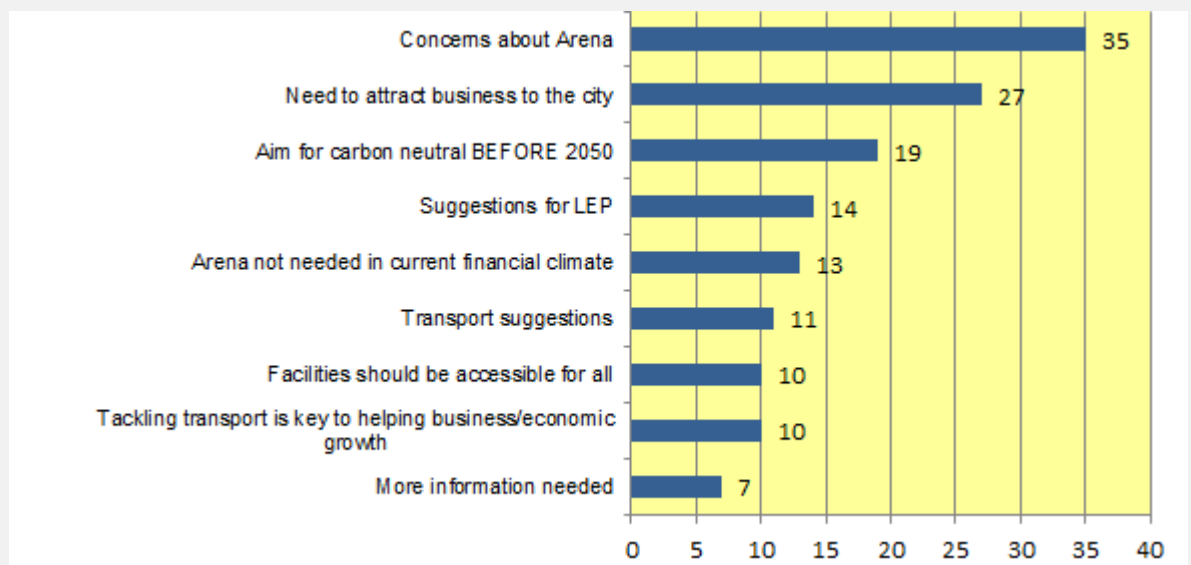
Place



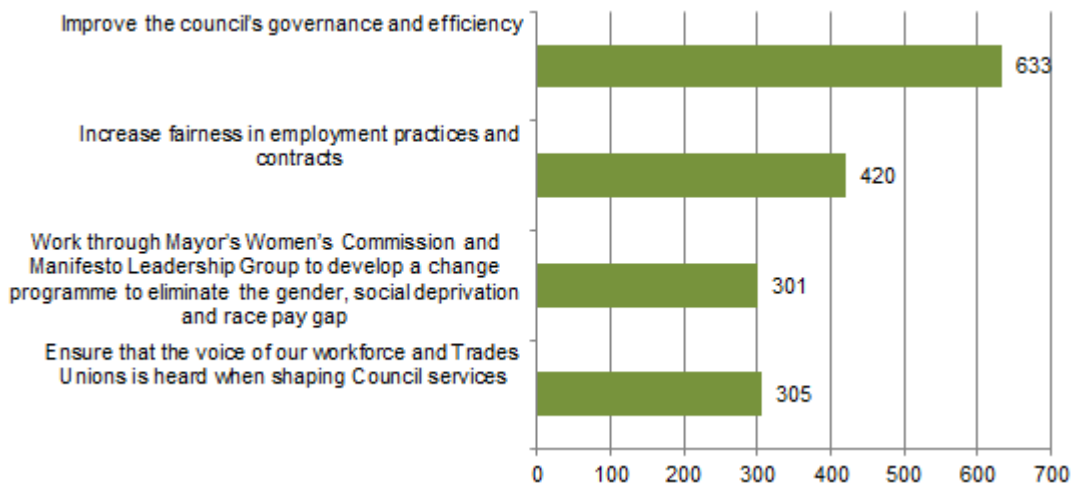
N.B. The wording on item ‘we will be leading a cultural city, making culture and sport accessible to all’ was changed on 19th October. Up until this date, it was ‘Lead a European Capital of Culture bid to make culture – and sport – accessible to all’. Between 13th and 19th October, 124 people completed the survey and none of these people ranked the item in their top 2. It has only been ranked in the top 2 since the wording has changed.

Comments and suggestions on Place

344 respondents made comments (38% of 903 respondents to this business plan). The most frequent comments were various concerns about the Arena, such as noise, parking and location and the importance of attracting business to the city.

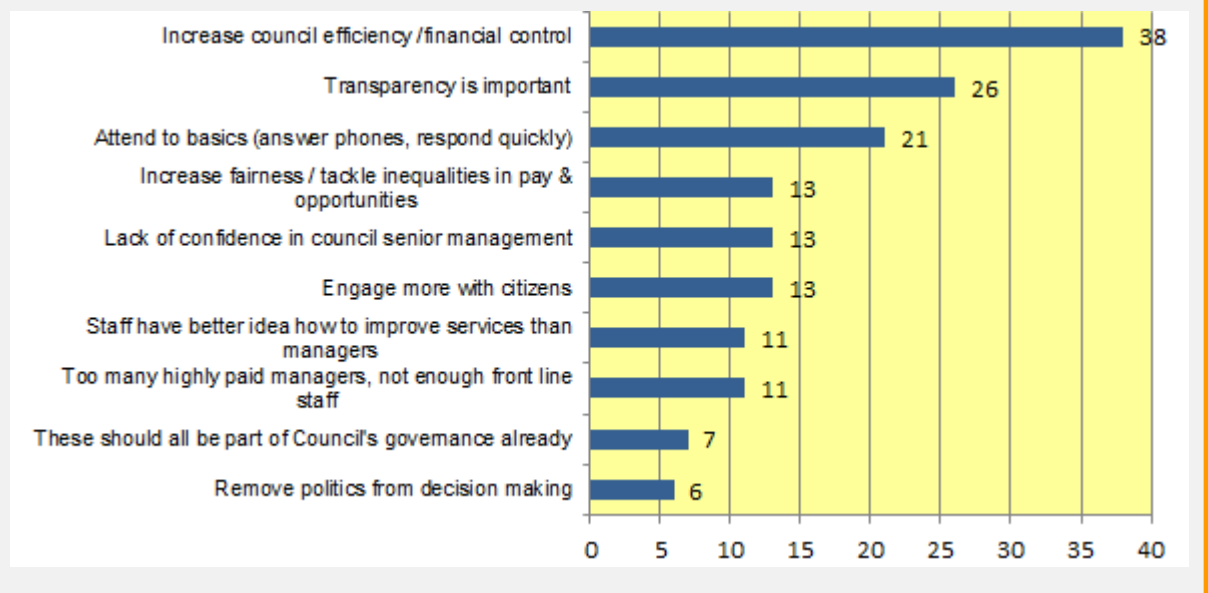


Governance



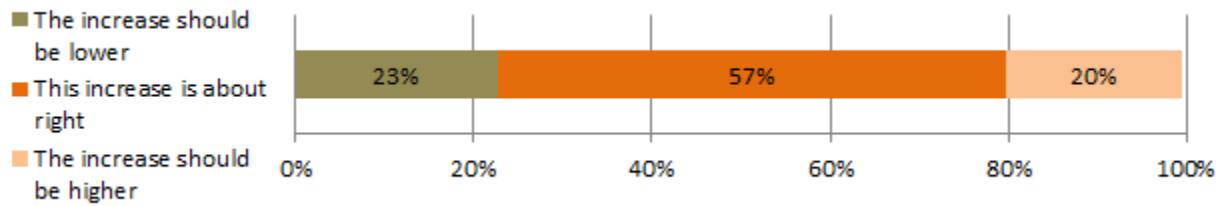
Comments and suggestions on Governance

326 respondents made comments (38% of 860 respondents to this business plan). The most frequent comments were about the importance of transparency.



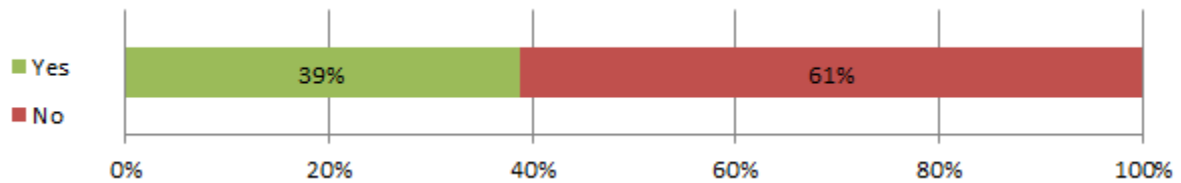
Finance – Council Tax

What is your view on the increase in Council Tax?



986 (78%) respondents answered this question

If the tax you pay was spent on your specific locality, would you be willing to pay more council tax; for example to the urban equivalent of a parish council?

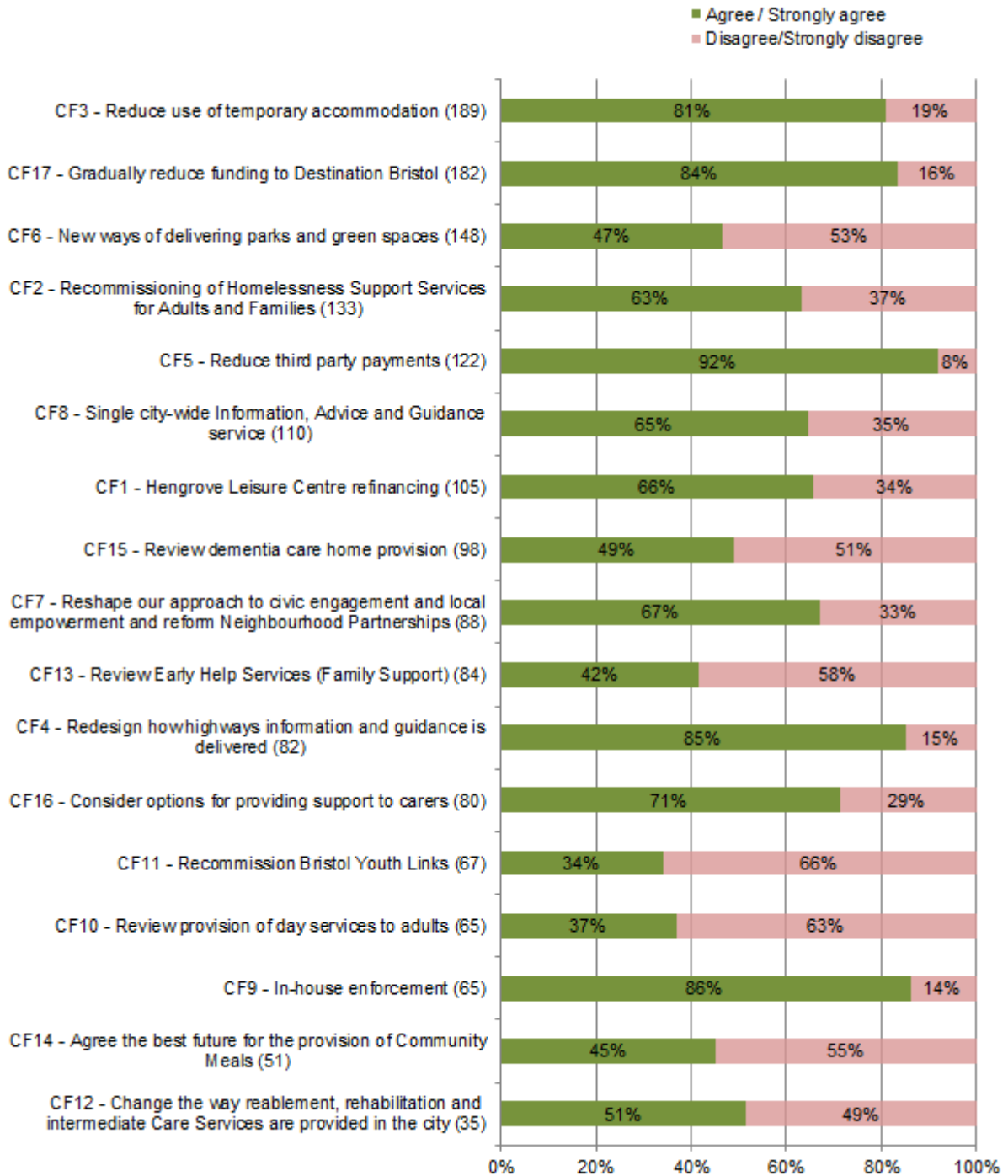


971 (77%) respondents answered this question

Finance – Savings Proposals

722 people answered questions on savings proposals. For each area of savings proposals, a bar chart shows % of respondents who agreed and disagreed with each proposal. Respondents were asked to comment on up to 3 proposals in each area of savings proposals so proposals are displayed in order of number of respondents, with those with the highest number of respondents at the top. The number of respondents for each proposal is shown in brackets, e.g. 189 people responded to proposal CF3.

Changing how we fund and provide services



Comments on proposals for changing how we fund and provide services where there was 50% or more disagreement

CF06 – New ways of delivering parks and green spaces

84 (54%) of 157 respondents made comments, with 65% of those making comments in disagreement. Comments highlighted the importance of green spaces for health and wellbeing, as places for children to play and as spaces for biodiversity. There were also concerns that it would potentially be a false economy to withdraw maintenance and may lead to escalation of littering and fly tipping. Several mentioned that the proposal may work better in some, more affluent, areas compared to others. Those in support would like to see communities and charities have more control.

'Open spaces are essential for wellbeing. They are often the only place people go to take any form of exercise. They are also, in an inner city environment where you can 'escape' the pressure of modern life.'

'I am concerned that green space in more disadvantaged areas (where it is arguably needed most as fewer people have gardens) will suffer under this proposal as civic engagement is often lower'.

'I think this could work in some areas, not in others. Some communities like St Andrews would make a great job I think of having more control over their parks'.

CF10 - Review provision of day services to adults

33 of (48%) 69 respondents made comments, with 72% of those making comments in disagreement. Many of the comments included concerns about the impact of the proposal on vulnerable people, such as isolation, and also on carers. Several of those in support of the proposal see an opportunity to save money, so long as services remain.

'Day services have been cut enough. Many adults, particularly with learning difficulties, find it difficult to make friends since day centres closed'

CF11 – Recommissioning Bristol Youth Links

38 (57%) of 67 respondents made comments, with 82% of those making comments in disagreement. Frequent comments included concern that as a preventative service, cutting the service would potentially increase costs in the longer term as antisocial issues increased and concern about the impact for children with disabilities.

'This is a preventative service, for the 1.7 million proposed cuts I think the city will end up spending at least 3 x this amount on the resulting work needed as a lack of the preventative work that will be put in place due to the cuts. This is a short term solution that will impact and affect the most vulnerable children and young people'

'As a person who benefited from SEN spending at a young age I know investing in youth and the financing of disabilities, particularly SEN services generates more income in the long term and cuts seem like a short term answer when in the longer term more help at the younger stage allows people to become more productive and generates more council tax'

CF13 - Review Early Help Services (Family Support)

39 (46%) of 84 respondents made comments, with 74% of those making comments disagreeing. Many comments included concerns about the impact of cutting prevention services on social care costs down the line and many stated the importance of investment in deprived communities. Those comments in support of the proposal mentioned the benefits of integrated provision, multi-purpose buildings and all ages in one place.

'Reducing support and interventions for families in need will not only have a significant negative effect on these families and their local communities. They also in my view clearly offer a false economy as a lack of effective early intervention is likely to place an additional strain on other (often more expensive), services in the future.'

CF14 - Agree the best future for the provision of Community Meals

29 (53%) of 53 respondents made comments, with 59% of those making comments disagreeing. Many of those people who were against the proposal commented on the reliance of some elderly people on the service. Several of those in support commented on the potential to be run more efficiently by the private sector.

'This service is a lifeline for some. To have a hot meal delivered may be the only people they see.'

CF15 - Review dementia care home provision

46 (43%) of 106 respondents made comments, with 61% of those making comments disagreeing. Frequent comments in disagreement included opposition to the principle of charging individuals with dementia for their care, concern that the demand for dementia care will be rising and the need to protect this vulnerable group of people. Comments from those in support of the proposal included acknowledgement of problems with current services and agreement that people should pay so long as those who cannot afford it are protected.

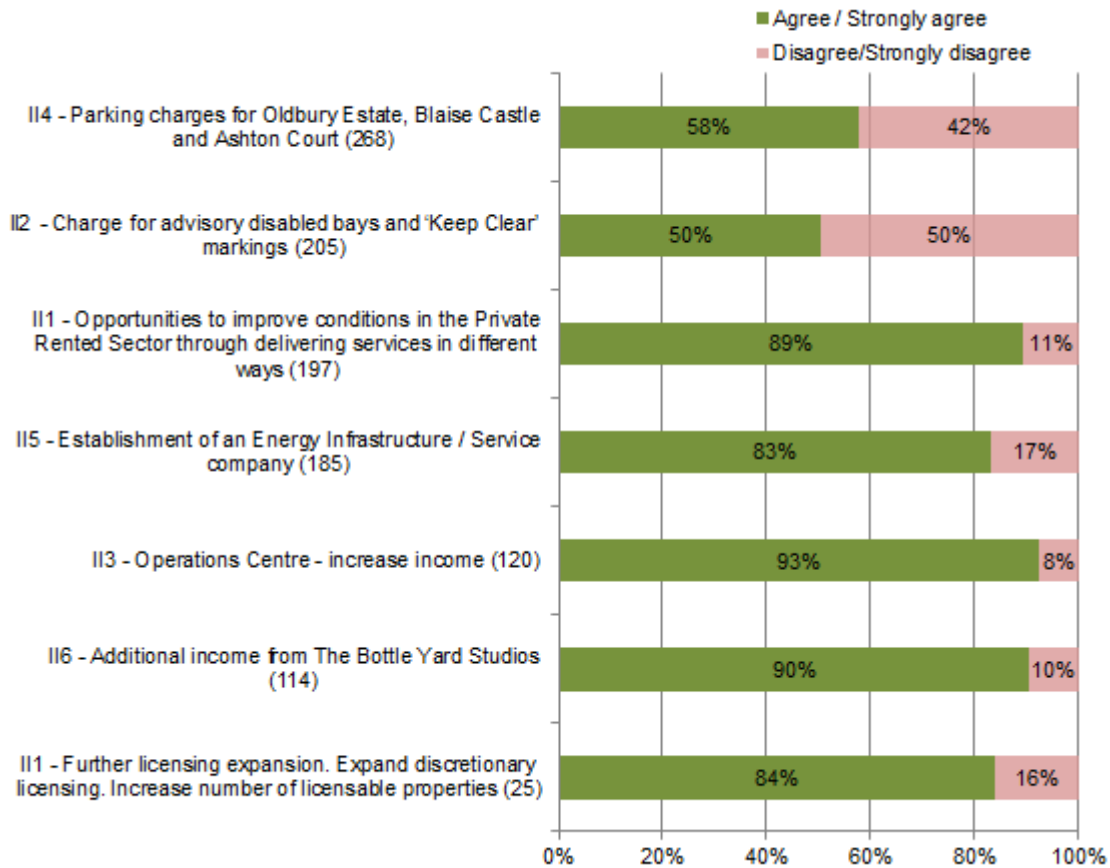
'If you are looking to recover all costs, what account will be taking of people's ability to pay - dementia care should be part of health care and free at point of delivery'

'As an aging population we should be looking into this instead of suddenly finding the city has a problem'

Respondents' own suggestions

	Number of respondents
Reduce executive pay and bonuses	3
Keep spending	3
Reduce senior management	2
Slim down council infrastructure & outsource to private companies	2
Need honest, straight-talking politics	2
Do not cut arts and culture	2
Depoliticise the Mayor's job	1
Councillors should not vote themselves a pay rise	1
Invest in automated services	1
Recoup wasted money from Park and Ride	1
Introduce congestion charge	1
'I'm Backing Bristol' campaign - publically recognised voluntary contributions from businesses and individuals	1
Avoid cost cutting on consultation to ensure all views are heard	1
Remove the Lord Mayor's department	1
Better bus routes	1
Don't waste money on uniforms	1
Implement findings of consultations	1
Legalise and sell cannabis – e.g. like in America	1
Make back-office more efficient	2
Move all leaflet drops to one location	1
Controls on rents and building own affordable housing	1
Mobile libraries to cost save on buildings	1
Improve procurement processes	1
Make holistic, long term savings – not quick fixes	1
Keep libraries – library staff are valued	1
Put onus on school & parents for safety of children at school crossings	1
Do not replace vandalised items, such as park equipment	1
Total	36

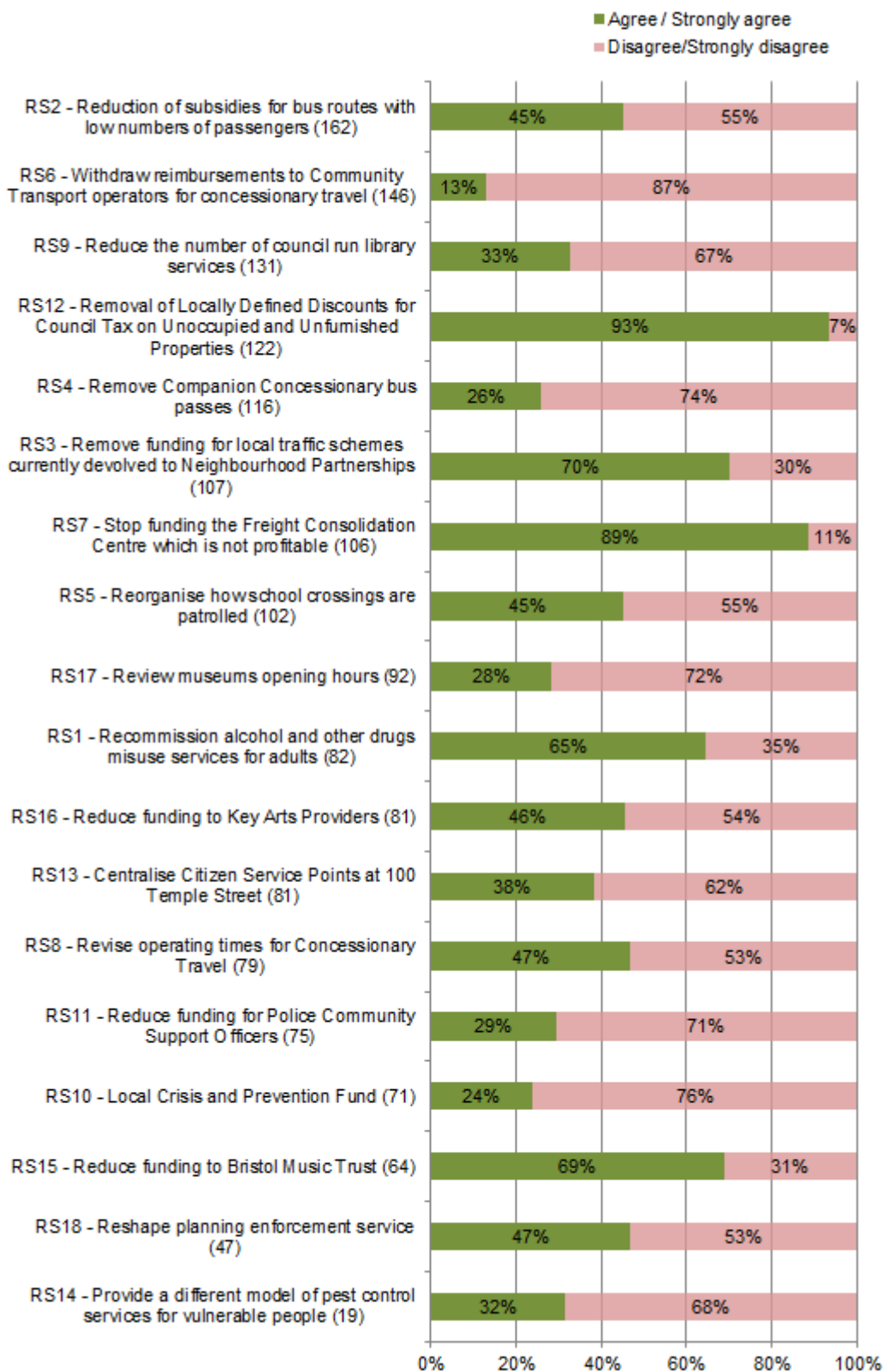
Increasing our Income



Respondents' own suggestions

	Number of respondents
City lottery or community bond	2
Sell advertising space on equipment in the street, such as bus shelters	1
Work with other organisations to hold chargeable events using council buildings and green space	1
Subsidise and improve infrastructure for bus services	1
Charge employers for parking in the city	1
Draw together multi-agency partners across the city to develop bids	1
Use Ashton Court, Oldbury Court and Blaise Estate as event venues	1
Receivers of Benefits contribute their time and skills	1
Increase revenue rates across the board	1
Work with other local Councils to make efficiencies	1
Total	11

Reducing or stopping services



Comments on proposals for reducing or stopping services where there was 50% or more disagreement

RS02 - Reduction of subsidies for bus routes with low numbers of passengers

77 (47%) of 164 who responded to this proposal made comments, with 69% of those making comments disagreeing. Many comments voiced concern that a reduction in subsidies will lead to a loss of essential bus services and increase isolation for those that use them. Several people suggested that bus companies should be obligated to operate services on all routes. Comments in support of the proposal included views that unsustainable services should be reduced or stopped, bus companies should not be subsidised and empty buses should not be adding to traffic.

'Just because passenger numbers are low doesn't mean that the bus services are not essential for the people that do use them and are most likely to be affected by the likely consequence of the withdrawal of the service.'

'It is a disgrace that the council funds private companies on this. Result is congestion and pollution, all unnecessary. Let the bus companies compete on the market and this will benefit all.'

RS04 – Remove Companion Concessionary bus passes

61 (50%) of 121 who responded to this proposal made comments, with 84% of those making comments disagreeing. Many comments voiced concern that the proposal would be unfair on both carers and disabled people and lead to further isolation for disabled people and potentially impact access to education and health care.

'I find this proposal terrible. As only receiving a carers allowance as only form of income I could not afford to accompany the disabled person I care for, meaning she would not be able to go anywhere herself.'

RS05 - Reorganise how school crossings are patrolled

65 (61%) of 106 who responded to this proposal made comments, with 57% of those making comments disagreeing. Most comments in opposition to the proposal raised concerns about safety of school children. Some also questioned the costs of alternatives, such as pedestrian crossings. Those in support commonly suggested volunteers could take on this role.

'Our crossing is on a major rat run and on a bend. We could not lose our lollipop lady as it would endanger children and parents'

'Lots of countries manage without 'Lollipop ladies' and even get pupils to volunteer for this job. Children just need common sense when crossing busy roads'

RS06 - Withdraw reimbursements to Community Transport operators for concessionary travel

78 (53%) of 147 who responded to this proposal made comments, with 95% of those making comments disagreeing. Comments frequently mentioned that it is a well used transport service and that the proposal will lead to elderly and disabled people becoming homebound, isolated and unable to access local health services and shops.

'Many older and disabled people are reliant on community transport to get any social interaction, get to hospitals etc. Any reduction in the services would impact on their health and well being'

RS08 - Revise operating times for Concessionary Travel

39 (49%) of 80 who responded to this proposal made comments, with 69% of those making comments disagreeing. Comments in opposition and support frequently raised concerns about the impact of a short time window for use of the service on the elderly and disabled in terms of isolation and access to services. Others mentioned that their use of concessionary travel allowed them to spend money in the local area and allowed disabled people to get to work.

'This is hitting the poorest and most disadvantaged - those who don't have cars and have to rely on buses in less easily accessible areas should not be penalised for it'

'Many disabled people, who are eligible for concessionary travel passes, need to use a bus between 9 and 9.30 am in order to get to their job - which may be voluntary or very low paid'

RS09 – Reduce the number of council run library services

73 (54%) of 134 who responded to this proposal made comments, with 70% of those making comments disagreeing. Many comments mentioned that important role libraries play in supporting culture, local communities, people in poverty and children and young people. Several people mentioned the importance of having qualified staff rather than volunteers. Those in support of the proposal frequently mentioned that libraries are less essential in the digital era and that it makes sense to put more resource and have better facilities in a smaller number of libraries.

'Libraries are vitally important to communities, providing everything from computer access to the local newspaper. The library premises may be shared with other community services, and hours can be adjusted to suit local demands, but the services must not be reduced.'

RS10 – Reduce local crisis and prevention fund

38 (52%) of 73 who responded to this proposal made comments, with 82% of those making comments disagreeing. The majority of comments raised concerns about the impact of this proposal on those in poverty and highlighted the importance of the fund for those in desperate need.

'This is a vital service which has already had its funding reduced. I strongly believe that it should not be reduced further as many vulnerable people rely on this when they have nowhere else to turn'

RS11 - Reduce funding for Police Community Support Officers

44 (50%) of 82 who responded to this proposal made comments, with 80% of those making comments disagreeing. Those who disagreed mentioned what an important service they provide in terms of making communities safer, with several referring to their visible presence and several suggesting their numbers should be increased. Comments from those in support of the proposal questioned the benefit of PCSOs and suggested they should be funded from the Police budget, or a voluntary role.

'The community officers are important as they give a visible view of the police'

'PCSOs should not be funded wholly or partly by the Council. If they are going to be funded, it should be via the Avon & Somerset Police Council Tax precept.'

RS13 - Centralise Citizen Service Points at 100 Temple Street

43 (52%) of 82 who responded to this proposal made comments, with 81% of those making comments disagreeing. Many comments raised concerns about the accessibility of a centralised CSP for those on low incomes in different parts of the city.

'A lot of people that use the CSP's are on low incomes. Trying to get to town or phone the CSC is not realistic. You can't say you want to reduce inequality and then withdraw access to services in the same breath'

RS14 – Provide a different model of pest control services for vulnerable people

7 (33%) of 21 who responded to this proposal made comments. All of the commenters disagreed with the proposal - two mentioned that this should be run by the Council and two were concerned about the public health impact.

'Shocking this is a key part of the councils offering. How can you keep the city pest free without sewer baiting & do you realise the amount of property damage & fear your going to bring to the city'

RS16 - Reduce funding to Key Arts Providers

43 (51%) of 84 who responded to this proposal made comments, with 70% of those making comments disagreeing. Comments emphasised the important role this funding plays on the city's culture, brand, attraction, outreach and education. Comments in support of the proposal included suggestions that this funding is not a priority in the current climate and that these organisations should be supported to become financially independent.

'Funding for KAPs is not a large amount and arguably it is very good investment. Bristol is known internationally for its creative and cultural organisations and the rich ecology. The city should be seen to invest in this, it risks losing its lead to other cities in not doing so.'

'This is nice stuff at the expense of essential services'

RS17 – Review museums opening hours

69 (70%) of 98 who responded to this proposal made comments, with 77% of those making comments disagreeing. Comments included concerns that reducing museum hours would have a negative impact on the city's reputation as a tourist destination and on the museums' ability to raise additional income. Comments also mentioned the importance of museums for educating school children and that they should remain open to be enjoyed by all.

'Bristol Museums are valuable for education. Many school groups and pre-school children go there and have their horizons increased. Can you imagine Paris, Berlin, Florence etc. closing their museums for three days'

RS18 - Reshape planning enforcement service

26 (53%) of 49 who responded to this proposal made comments, with 77% of those making comments disagreeing. Many comments opposing the proposal suggested that the proposal would lead to an increase in planning breaches. Several suggested that the planning enforcement is already under resourced to challenge unapproved development, another in support of the proposal suggested bringing in substantial fines for breaches.

'Planning enforcement is already understaffed, and there are not enough resources to deal with the amount of unapproved development, which is usually to the detriment of the affected neighbourhood.'

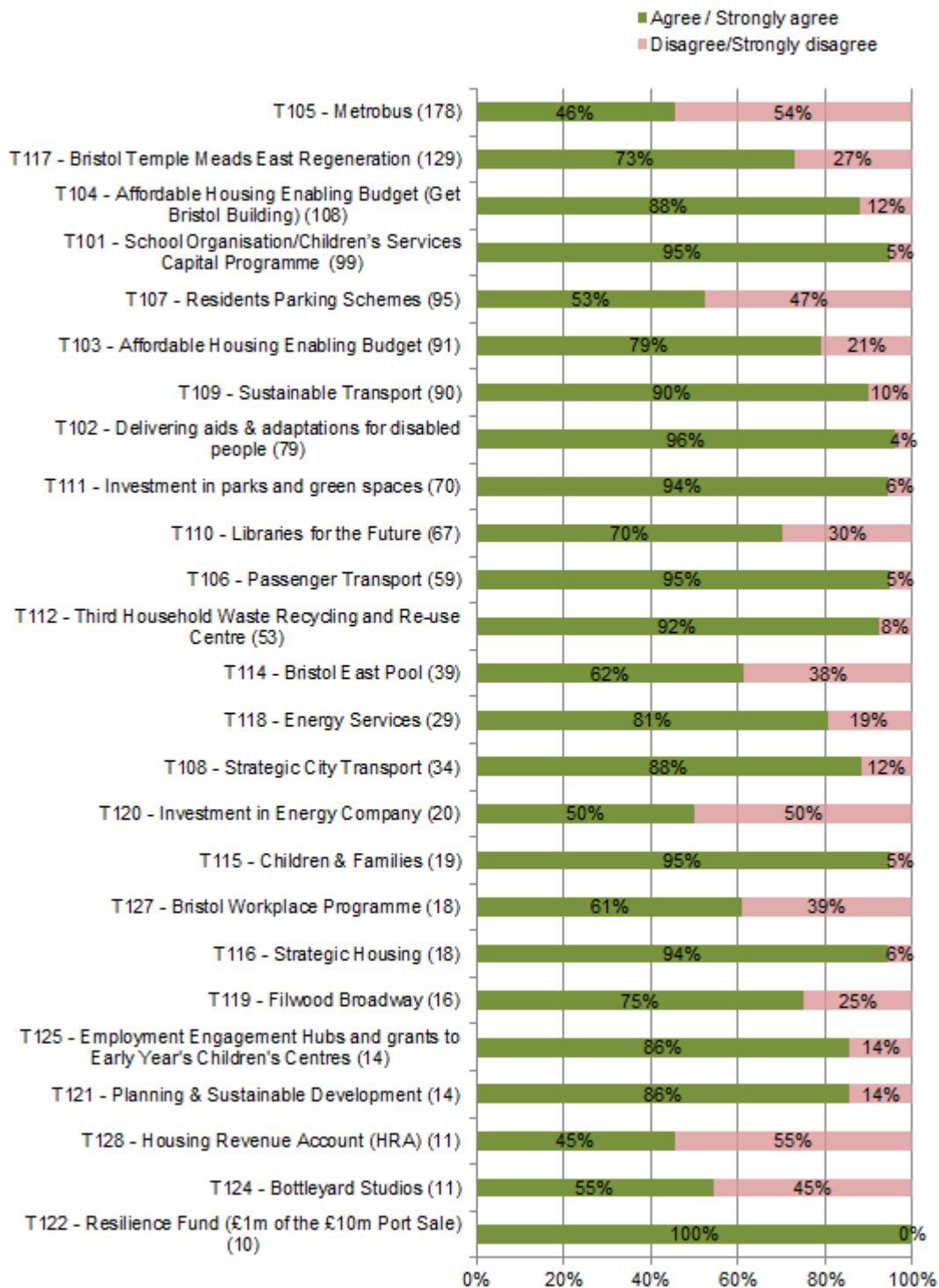
Respondents' own suggestions

	Number of respondents
Put pressure on central government to increase funding for social care	2
Require students to contribute to council tax	1
Councillors should have the same 1% pay rise as workers	1
Increase taxation on alcohol	1
Reduce executive pay and bonuses	1
Charge North Somerset	1
Reduce printing and stationary costs	1
Review fostering process to reduce length of admission process	1
Total	10

Finance – Capital Programme

571 people answered questions on Capital Proposals. For each tier of the capital programme, a bar chart shows % of respondents who agreed and disagreed with each project. Respondents were asked to comment on up to 3 proposals in each tier so proposals are displayed in order of number of respondents, with those with the highest number of respondents at the top. The number of respondents for each proposal is shown in brackets, e.g. 178 people responded to proposal T105.

Tier 1 projects



Comments on Tier 1 capital projects where there was 50% or more disagreement

T105 - Metrobus

95 (50%) of 180 who responded to this proposal made comments, with 72% of those making comments disagreeing. Frequent comments included that it is a waste of money, it will only benefit a few people, it has caused too much disruption and it would be better to spend money on improving current bus service. Comments from those in support of the proposal included wanting to see it completed quickly, expanding the routes and that it will be good for reducing congestion.

'A complete waste of money, that has already devastated the city and which should now be reassessed and brought into budget'

'It is nothing more than glorified bus lane which only serves the needs of a few'

'Needs to be expanded to other parts of the greater Bristol area as soon as possible'

T120 – Investment in Energy Company

16 (76%) of 21 who responded to this proposal made comments, with 44% of those making comments disagreeing. Concerns were mainly about potential for losses and mismanagement. Several said that councils should not own companies. Comments in support noted its potential as a revenue stream.

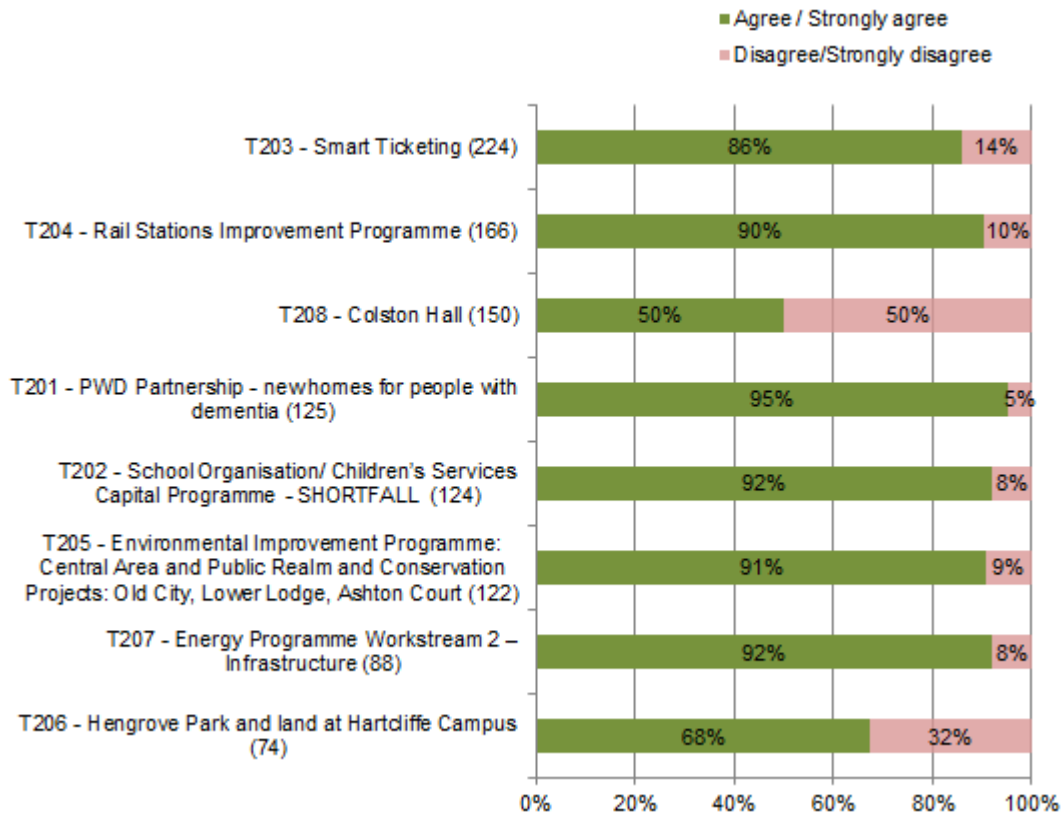
'I'm not sure local councils should be attempting to run businesses like this really. Could be wrong, but I don't think it's that wise'

'A great idea, next take on water to deal with this. The funds generated should be ring fenced in the revenue stream so that subscribers can see what they are helping'

T128 – Housing Revenue Account

There were no comments on this proposal.

Tier 2 projects



Comments on Tier 2 capital projects where there was 50% or more disagreement

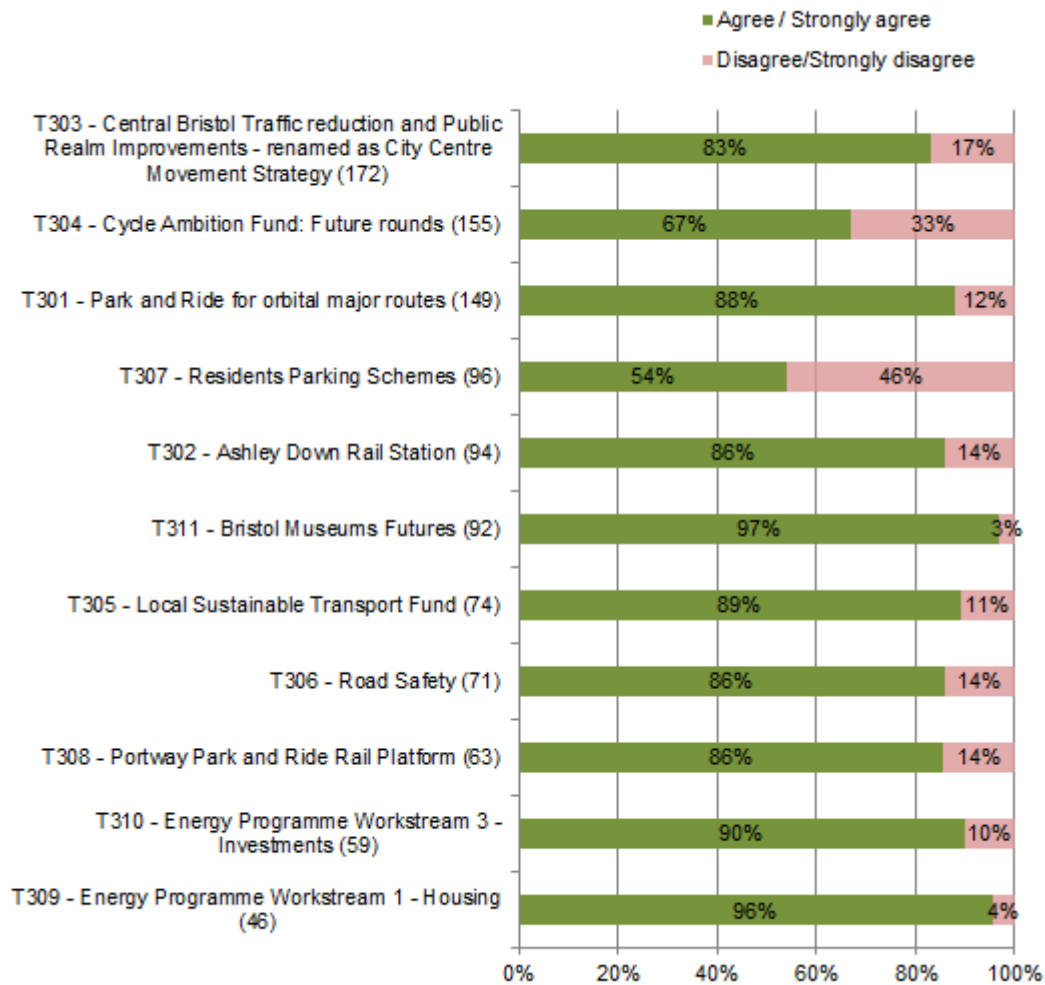
T208 – Colston Hall

68 (43%) of 159 who responded to this proposal made comments, with 60% of those making comments disagreeing. Frequent comments included suggestions that Colston Hall should be funded through other sources, not the council and that too much public money had already been spent. Those in support of the proposal frequently commented on its current state, including need for modernisation and improved seating.

'This can't possibly be a priority in the current climate and surely as a Trust they should be accessing other funding, not to mention raising their own income to support development'

'This should be a Tier 1 project. The Colston Hall could be a major draw for the city if it was revamped. It is absolutely disgusting at the moment'

Tier 3 projects



Staff

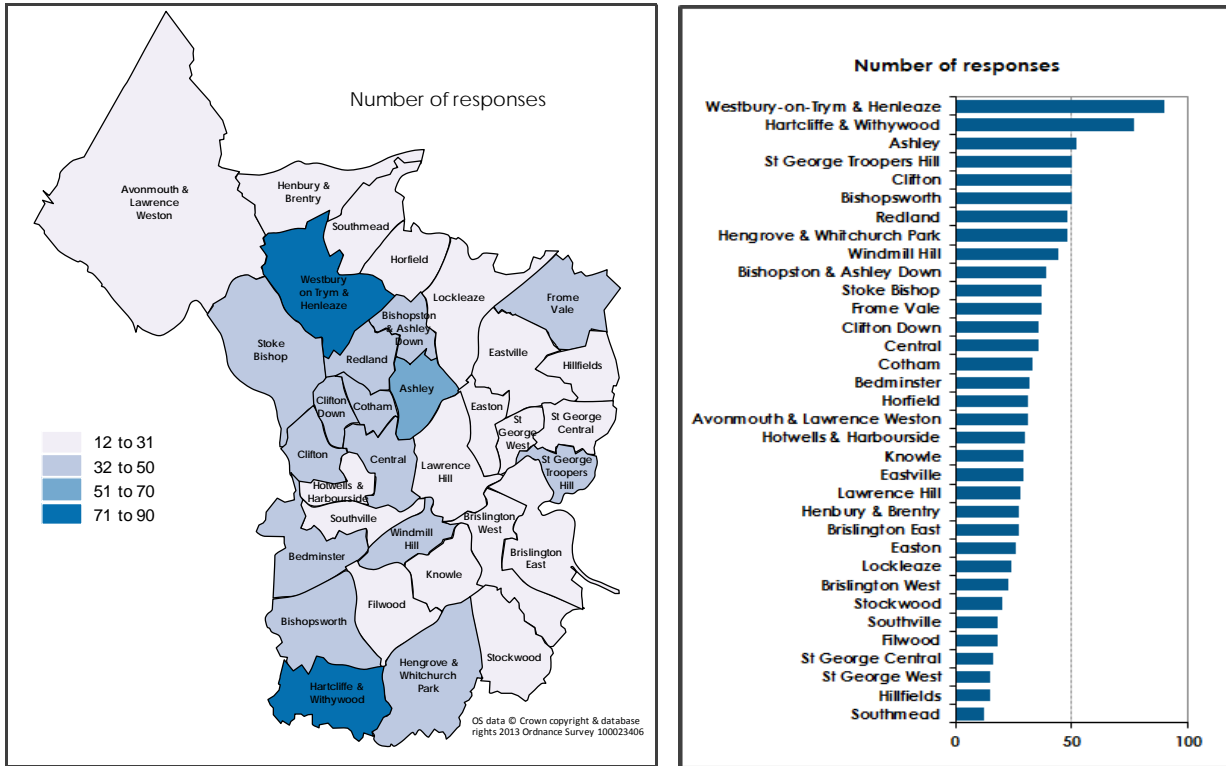
We have encouraged our staff to take an active part in the consultation, including directly through the consultation website.

Alongside the consultation, we have also invited staff to share their wider suggestions for potential cost savings and income generation to address our financial pressures. This included sharing ideas to reduce non-essential spend and improve our business efficiency. We will be continuing to talk to staff about these ideas, and have received over 270 so far.

Response

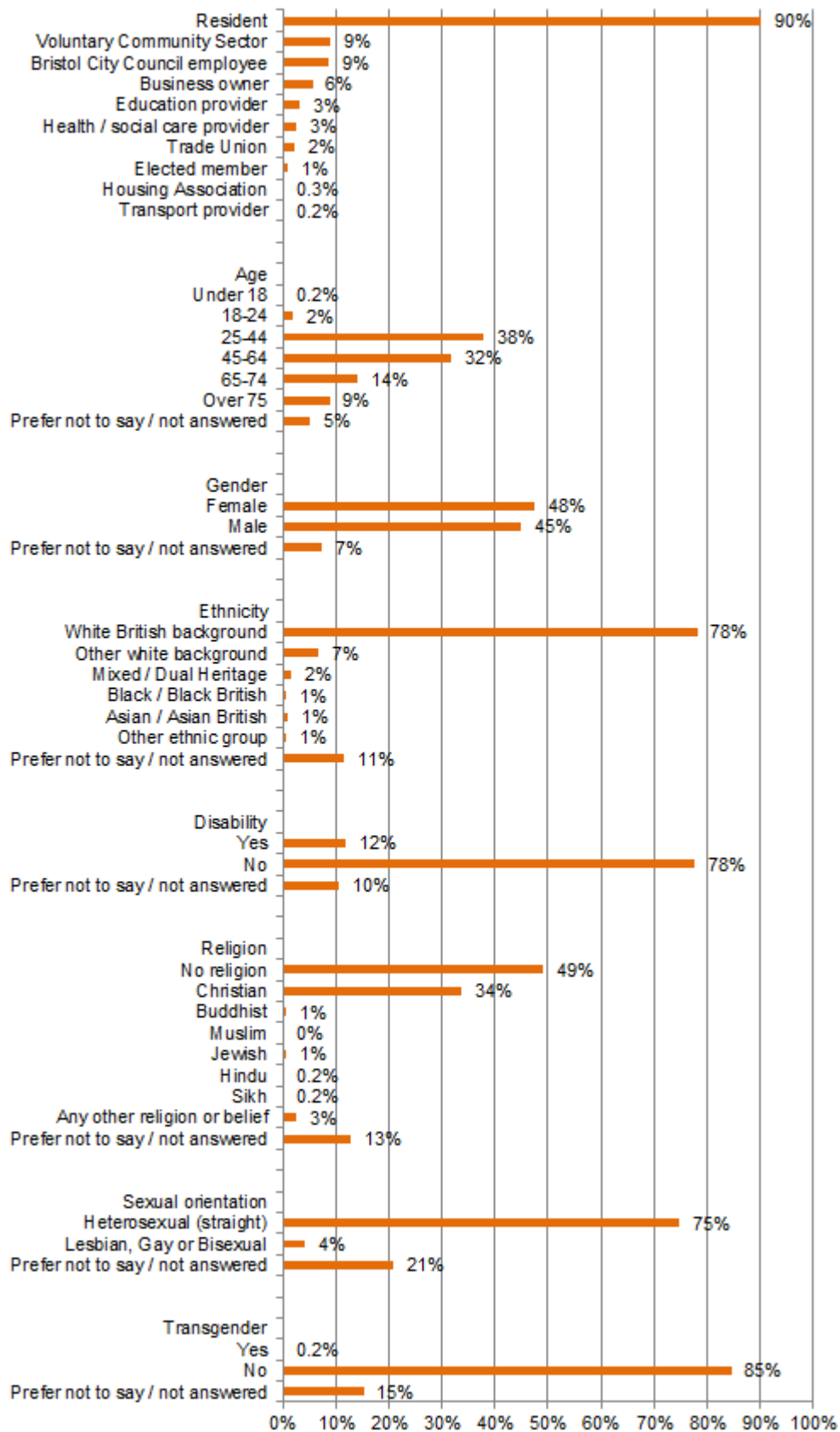
1,259 responses were received. Paper copies were made available to libraries and Citizen Service Points, and were sent out following requests by telephone. 76 (6%) respondents completed the survey on paper, and the remaining 1,183 (94%) completed online.

1,178 responses have been received from postcodes within Bristol and 81 postcodes were either unidentifiable or from outside of Bristol.



Respondent characteristics

A full breakdown of respondent characteristics is found in the bar chart below. The most common age of respondents is 25-44 (47%), followed by 45-64 years (33%). The most common ethnicities are White British (77%) and Other White (7%).



Responses received outside of the survey

Statements from 24 organisations are found in Appendix A:

- Avon and Somerset Constabulary
- Avon and Somerset Police and Crime Commissioner (PCC)
- Black South West Network
- Bristol BME Voice
- Bristol Dementia Action Alliance
- Bristol Disability Forum
- Bristol Festivals
- Bristol Green Capital Partnership
- Bristol Music Trust
- Bristol Older People's Forum
- Bristol Sisters Uncut
- Bristol Women's Voice
- Care Support Centre
- Central Clifton and Harbourside Neighbourhood Partnership
- Creative Youth Network
- Disabilities equalities forum
- Fair Play South West and Bristol Women's Voice
- Learning Partnership West
- Rail Future
- Royal National Institute of Blind People
- South West Transport Network
- Unite the Union
- Unison
- VOSCUR

Statements from 10 Councillors and MPs are found in Appendix B:

- Councillor Donald Alexander
- Councillor Clive Stevens
- Councillor Gill Kirk
- Councillor Brenda Massey
- Councillor Mark Weston
- Councillor Ruth Pickersgill
- Charlotte Leslie, MP
- Karin Smyth, MP
- Green Councillor Group
- Lockleaze Labour Party Branch

20 statements from individuals received by email have been anonymised and are found in full in Appendix D.

Events

Seven events were held, four were open to the public. Detailed notes from events are found in Appendix C.

Event location	Date	Attendees
Central	10 th November	40 – general public
Henbury	14 th November	72 – general public
Speedwell	16 th November	34 – general public
Hengrove	17 th November	35 – general public
Central	18 th November	50 - Invited equalities organisations
Central	1 st December	35 - invited VCS organisations via VOSCUR
Easton & Lawrence Hill	12 th December	Neighbourhood Forum with Up Our Street
Central	15 th December	23 - invited businesses
Central	4 th January	26 - Black South West Network

Public events

The general public were invited to one of four Q&A events held in the evening in different areas of the city. Registered attendees were asked which parts of the Corporate Strategy they would like discussed, whether they had any of their own ideas and whether they would volunteer to support local service provision. Summaries of responses to these questions are found below:

Which part of Bristol's five year plan would you most like to see discussed at this event?	Number of submissions
Homes / homelessness	14
Health and social care	13
Transport	7
Education	7
Neighbourhood partnerships	7
Green space	5
Children & Youth services	3
Council tax increases / urban parish	4
Impact of proposals on local communities	3
Impact on community & voluntary organisations	3
People	3
Reduction in lollipop people	3
Libraries	3
Business investment	2
Executive / managerial pay	2
Clean streets / waste management	2
Place	1
Funding from government	1
Management of contracts	1
Energy	1
Number of Councillors	1

Do you have any suggestions or ideas for how you think the Budget gap could be solved?	<i>Number of submissions</i>
Reduce layers of management / increase efficiency	6
Share management resources with neighbouring authorities	4
Engage in discussion with central government	4
Encourage local responsibility. E.g. via Trusts / volunteering	4
Avoid false economies	2
Set up urban parishes	2
Reduce the number of councillors	2
Reduce high wages	2

63 people responded to this question. Full lists of ideas are found under each event in Appendix 3.

Would you ever consider volunteering to help support a local service?	<i>Number of submissions</i>
Yes	23
I already do	34
Possibly	9
No	10

Voluntary Community Sector Event, 1st December 2016

Summary of key messages

A number of common themes emerged from the table discussions to support better future outcomes between the Council and VCS priorities. These were:

- The need for a good overarching strategy that can help us co-ordinate and move forward together, underpinned by clear, simple communications and systems.
- Collectively supporting a culture change that enables and empowers people, through effective collaboration that sees people as assets, enables shared knowledge across all sectors and a supports responsive, agile and flexible approach.

Collective key priorities from each table

- Facilitating culture change and trust to enable open adult discussions across partners
- Cut bureaucracy and work in a simpler and clearer and non-prescriptive way to free up people's limited resources so they can be focused on the right things. (Enabling Council)
- Capitalising upon knowledge and skills across all sectors (VCS/ Business/ Public sector), including peer support and better leveraging of finance to deliver improved outcomes.
- Collaboration
- Change mindset – challenge communities involved
- Empowering people
- Working with business sector to help them contribute something more than business rates and employment
- Using commissioning/procurement to require larger bidders to involve smaller orgs = maximise social value
- More communication and transparency:
 - Single message from the council
 - Getting the message out to the public
 - Better sharing of learning, e.g. from procurement exercises
- Empower people and organisations to find solutions, e.g.:
 - To co-locate or collaborate (among vol. orgs or with the council)
 - Creating a shares intelligence, that is accessible and relevant
- Create a clear strategy that co-ordinates activity and moves us forward

- Good business planning
 - Despite their social aims, VCS need rock solid business support and development, just the same as the private sector. Also; blended funded streams, LA grants, social investment.
- Enabling collaboration
 - Understanding what good collaboration looks like, not forcing small organisations to become a single organisation unnecessarily
- Delivery of early intervention
 - Understanding that the VCS plays a vital role in supporting work in the statutory sector, including avoiding the need for more statutory response.
- Communications
 - the Council needs to take a lead on this, enabling and leading better information flows, sharing knowledge
- Income generation
 - let's see people as assets not liabilities
- Responsiveness, agility and flexibility
 - as well as listening to communities and the VCSE sector, we need to also act on what they say. Not just on their needs/asks but opportunities too.

'Tackling inequality' Event, 18th November 2016

Summary of points raised under each question

How can the council best enable other agencies and organisations in the city to work together to tackle inequality?

- Information exchange / coordination
- Working with business / identifying new sources of funding and resources
- Community hubs / opening up premises
- City Office

What would/do you value most from the Council?

- Work supporting the Equalities Forums and events such as Black History Month, LGBT History Month etc.
- The Community Asset Transfer Scheme is very important.
- Information on who's doing what and who has what role
- Information put out by Neighbourhood Partnerships

What would be your single top priority for the Corporate Strategy:

- Dedicated services, e.g. 1-1 support for disabled children.
- Education and early intervention for young people.
- For the Council not to support events which support hate against minority groups
- The overlap between street homelessness and mental health problems
- Tapping into local resources in communities and enabling communities to support themselves.
- Streamlining council monitoring
- Good communication about services on offer
- Clarity and examples about what the council needs from charities
- Providing holistic, partnership-based support to vulnerable people.
- Organisations working together - focussed on the person not their specific issue.
- Making sure equality means equality. Some groups are left out if they 'don't fit', including the hearing impaired community. Make sure information is accessible.

- Shared training opportunities. BME engagement should also be centralised.
- Enable groups to replace their funding
- Awareness that the VCS does not necessarily mean cheaper

If there is a budget proposal which you do not like, what other budget proposal would you recommend should go in its place to create the overall saving?

- Reducing senior management
- Holding developers to account when they do not deliver affordable housing
- Sheltered housing providers do not have enough money for activities
- Barriers to individuals volunteering to support delivery of services were discussed
- Discussion about central and local government control of the council budget
- Emphasis on cuts to the arts sector of VCS
- Concern about review of Early Help Services and its important role in prevention
- Poor people are disproportionately hit by cuts
- Suggestion for Equalities Impact Assessments to be drawn up before proposals are drafted
- Discussion about landlord licensing
- The Local Crisis and Prevention Fund is very important
- Concerns about cuts to community transport
- Discussion about Residential Parking Schemes, congestion charging and tourist/hotel taxes as revenue streams.

How can agencies and organisations in the city work together to ensure everyone benefits from economic development?

- Employers should be fair wages employers and the organisation should be working to the good of all people. This includes access to employment.
- Wider understanding of what economy means and how individuals can contribute to that e.g. If people have more we can ask more of them?
- Businesses/very large Corporations –e.g. Temple quarter/arena. How can we support women/or local people (BME) to get the jobs in these?
- Abandoned buildings – could be addressed. Already lots of work happening
- Business mapping – there is money in Bristol. Knowing where to find it, who to badger for this etc. etc. Where is the money and how to access it? mobilise fundraising can ask for donations, but others might do guild sharing
- Apprenticeships – very much more difficult to access and benefits people who can navigate this easily. This applies with all employment and needs an element of investment. Changing the business environment. (Brexit has had an impact on this). Business rates – could use aggressive taxation.
- Affordable childcare - Lack of affordable childcare is harming businesses, so they want government to pay for free childcare, but it needs to be provided by businesses themselves. Child carers rely on subsidising of payment of extra care (wrap around) hours which they insist people buy. This will make it unaffordable if they have to provide 30 hours at that rate and the payment for hours is not high enough to enable providers to function.
- Weighting for business – applications from geographical areas, BME led departments and if not happened there would be consequences. However need to make it work for them as they are citizens too.....some of them are small businesses.
- Getting communities to develop their own economy. Enterprise and opportunities.
- SMEs – Matrix as they might need different solutions.
- Education and early years – 11% of our children go to private schools. Divide started and much more – worse with free schools/academies.
- Competitive scheme or initiative that benefits the communities to be more socially responsible. Feed their ego and force them to really think about equalities

- Voluntary or compulsory ‘fund’ for social responsibility that operates on a citywide basis. Doesn’t have to be £ focussed could be time or providing work experience.
- There is currently no money/fund available for providing access to work funding for work experience unless that is guaranteed to lead to a job. Means disabled people don’t have the same opportunities for work experience
- Setting up a social enterprise e.g. Replicate Petrol station in Gloucester (or service station) that employs local people, disabled people.
- MR to work on designing inclusivity and diversity. Sense of community is a word, but can this be created by design.

Business Event, 15th December 2016

Summary of points raised under each question at ‘table’ discussions

What are your priorities for the city?

- Transport investment is essential – especially in South Bristol. The council could raise funds through charging a levy to businesses that provide parking
- Businesses in the city centre must be prioritised over out-of-town developments
- Clear, open, honest engagement with the city
- Quality of life is key – we must remain a great place to live and work
- Vibrancy and diversity of businesses – especially independents
- A simpler system for tax collection
- A clean and safe environment
- Maximise opportunities presented by a properly integrated transport authority, the new Combined Authority and Metro Mayor
- Value of investing in employability for young people in particular – adds value
- Set up SME’s, apprenticeships, start-up support around city
- Capital investment by Council would help, but recognise barriers to this; therefore work in partnership across city

What challenges or barriers are your business and Bristol facing?

- Transport – in and out of Bristol, but also across the city. Congestion and a lack of good quality, affordable public transport is a major barrier. Cycling safety – cycling has potential to reduce congestion and improve health but many are still put off by not feeling safe
- There is a huge need for genuinely affordable housing – and not just housing that meets a definition of affordable because it is e.g. 80% of market rate. Viability assessments result in too few affordable homes in new developments.
- Labour market: many people are not employment ready, there is a need for upskilling and to raise aspirations
- We need to think about how we enhance our city offer to make it more attractive
 - Affordable business rates
 - Attractive, clean environment (civic pride)
 - Independent shopping zones (local business initiatives)
 - Diverse – with more to do than just shop
 - Cardiff cited as good example of this.
- Too many shop units and residential properties are empty – we need to use property more effectively in the city

What can Bristol's businesses do to help support the City Council?

- Sharing knowledge and tech expertise
- Street scene – business will be prepared to invest in local street environments where this will increase footfall – for example with Christmas lights
- Use of third party providers – can we make more/better/more efficient use of these?
- Council engagement with business on culture and sponsorship – can we do this better – look at the success of SS Great Britain in leveraging private sector money.
- Bristol bears the financial brunt of the cultural offer in the region, should for example major employers in S. Glos. whose employees live and work in Bristol contribute to Bristol's cultural services.
- Secondments into/with local business, to gain a full understanding of the opportunities to share.
- Work experience, mentoring, apprenticeships
- Build networks and relationships within and across sectors – e.g. businesses and schools
- Give business the opportunity to do what they do best:
 - Entrepreneurial approach
 - Make best use of knowledge and expertise within city
 - Supporting people (in particular young people) through working in partnership
 - Utilising young people's ideas through apprenticeships, national citizen service etc. to realise new and growing business
 - Make business responsible for providing work experience to help people earn an income (reduces welfare spend)

How should the city work to support inclusive growth?

- Improvements in communication – community groups need to be aware of the opportunities
- Nurture the mixture of business types and sizes (which also increases resilience)
- Promote positive attitudes and advertise the opportunities available in the city
- Important to recognise in policy the difference in prosperity across the city – in particular North versus South, whilst recognising that many areas in the North are less prosperous too
- Don't let big business dictate their needs to the city – the independence of the city is important
 - Wapping Wharf development cited as good example
 - Council procurement/commissioning to help support this
- Examine LA spend, where we achieve VFM /what works best
- Website 'Fiver' as a model of how to support/commission smaller work packages that give opportunities to SMEs

Easton & Lawrence Hill Neighbourhood Forum, 12th December 2016

Main concerns arising in the meeting:

- The proposals were in language that was not accessible to them and were often vague and unclear and 'waffly' so they did not feel able to vote on most of them
- They didn't feel they knew specifically what was actually being proposed in many of the draft saving proposals as cuts to get to the figures that were in the document, as areas of work were mentioned, but not what aspect of that work would actually be cut to make the savings
- There was a strong view that areas like ours rely far more heavily on council services than others and so are disproportionately hit by any cuts

- There was a lot of discussion about the idea of volunteering solving the problems, and it was generally felt to be something that might work in some areas of the city, but in our area where people are mostly using all their capacity just to get by, and doing several jobs or caring for relatives/children etc. already and there is no slack to be able to take on more volunteering. This would therefore lead to services in more affluent areas being preserved as they have more capacity to deliver through volunteers.
- There was general agreement that people did not want to pay an additional Council tax and certainly did not agree with an urban parish model although they felt the document did not explain adequately what it was
- The main ideas coming up for savings focussed on the salaries of senior managers and redistributing resources from other parts of the city, but it was strongly felt that too much money is spent outsourcing work where BCC does not have in house expertise any more.
- Cutting preventative care is short sighted and the lack of youth provision now, and any further cuts, for example, will have consequences and costs later.

Black South West Network Event, 4th January 2017

Summary of points raised under each discussion topic:

- Families and individuals experiencing crisis and in need of IAG support (CF8)
Fewer individuals and families from the BAME community will access the service, there by not receiving relevant information and lead to the worsening of their crisis situation.
- Reducing the Local Crisis and Prevention Fund (RS10) – given that BAME individuals and families are disproportionately represented in the figures regarding living in poverty and homelessness, the cut is likely to have a disproportionate impact on them.
- Recommissioning homelessness support for adults and families (CF2) - BAME communities are disproportionately represented in the figures on homelessness, and the compound impact of the other proposals increasing homelessness in the BAME community, the logic of this cut was deemed to be inherently flawed.
- Reduced use of temporary accommodation (CF4) –If the use of temporary accommodation is reduced whilst situations of crisis are increasing for BAME individuals and families, there will a further increase in the numbers of BAME individuals and families experiencing homelessness.
Major concerns were expressed regarding the inter-related nature of the issues that individuals and families experiencing crisis have. There needs to be an integrated prevention and early intervention service that combines housing support with mental health service, drug dependency services, ex-offender resettlement and support services, and care leavers services to seek to break these multiple cycles of crisis.
- Neighbourhood Partnerships are not inclusive, under-utilised and not sustainable.
Overall the group felt that community capacity building needed to be an important feature of structures superseding the current neighbourhood partnerships. This will enable more involvement and engagement of the BAME communities. Going forward, greater consideration should be given to leveraging the benefit of asset transfers being included in the resourcing considerations & utilisation of existing BME organisations.
- CF13 (Early Help Review) This sort of support service is vital for families living in areas of socio-economic disadvantage. BME families experience additional disadvantage due to systemic racism in society, so these services are even more important to them. The closure of centres supporting BME families will have numerous compound effects, particularly when the cuts to other services above – transport, emergency accommodation, IAG, Youth Links, etc. – are considered.

- CF11 (Bristol Youth Links) This will have a major impact on the BME communities of Bristol. Services for young BME people were dramatically hit when Youth Links was first introduced; a further reduction in services will only worsen the situation for them.
- RS15 (Reduce funding to Bristol Music Trust) There is a question here about the degree to which BME communities access and utilise Colston Hall, and the degree to which it successfully engages with the BME community through its outreach work.
- RS16 (50% reduction to Key Arts Providers (KAP) With the attendant reduction of funding to Youth Links, this could have a major impact on BME young people who seek some form of release through art and music.
- CF17 (Economy - Reduce Funding to Destination Bristol) They need a stronger link in the BME community and should use more BME talent
- Transport (RS2 - Supported bus service reduction, RS4 - Remove companion concessionary rates & RS5 – Withdrawal of School crossing patrols)
If the Council and City want to promote social mobility, integration and access, these proposals will reduce that and increase the gap between rich and poor. There is a risk too that these proposed cuts will impact more significantly on members of the BME community.
- The Future - There were several key things that the BAME communities/sector should consider in response to the changing environment with the backdrop of propose funding cuts as follows:
 - Healthy self-interest
 - Greater networking and community engagement
 - Timescales for real change
 - Change more than just community development
 - Community asset stock take
 - Strengthen BAME voice and influence through continuing to work through and with good existing organisations.
 - Communities look at supporting local services where it makes sense, but with right support to initiate.
 - Better utilise student community
 - Utilise faith networks
 - Do things across the year, not just focused on one month such as Black History month.

Corporate Strategy Appendix A: Responses from Organisations

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1. Avon and Somerset Constabulary

Response received via the online survey for partner organisations:

We recognise that every public sector organisation is facing significant budget challenges and difficult decisions. We are keen to work together with Bristol to try and mitigate some of the impact in funding reductions and have been pleased at how we have worked together in the recent past. Some of the proposals will have a direct impact on the PCC and Avon and Somerset Constabulary - such as the proposed reduction in PCSO numbers, the reduction in funding for drug and alcohol services and the reduction in resources for Neighbourhood Partnerships. Such reductions are likely to have a negative impact on the individuals and communities we serve and increase the demand that the Constabulary faces

PCSOs – PCSOs undertake a crucial role in preventing crime and providing community reassurance. Communities greatly value PCSOs. We have worked with Bristol City Council and the Constabulary to widen the scope of PCSOs and jointly badge all PCSOs in Bristol and the Constabulary have provided a range of information to the Council to demonstrate the added value of the PCSOs. As such we would counsel against the loss of the additional PCSOs in Bristol. It is important to be clear that any reduction in funding for PCSOs would also see a commensurate reduction in numbers in Bristol as we are unable to find the funding to cover the additional cost, due to the challenging funding position we also find ourselves in.

Neighbourhood partnerships – these provide an effective mechanism for community engagement and involvement with a range of statutory organisations and the voluntary sector. We would counsel against removal of these in their entirety, whilst appreciating that some change may need to be made to their operation and overall funding.

Drug and alcohol services – any reduction in funding for these services will need to be carefully managed. We would suggest that resources need to be focused on problematic drug users and those going through the criminal justice process in the first instance as they provide the biggest threat to society and face the most acute health problems. It is obviously important that some resources also need to be focused on early intervention and prevention, so any reduction in funding for these services could be challenging. We would be interested to know the council's current thinking on the late night levy, as this could provide additional funding for tackling alcohol misuse.

Please see above - we are keen to work together as outlined. Opportunities to work more closely together would be welcomed. We are happy to consider involvement in the city office, feel that there is merit in working on the active citizens agenda and considering introduction of the late night levy. Seeking opportunities for further co-location in order to reduce the public sector estate and reduce costs would also be welcomed.

Drug and alcohol services – any reduction in funding for these services will need to be carefully managed. We would suggest that resources need to be focused on problematic drug users and those going through the criminal justice process in the first instance as they provide the biggest threat to society and face the most acute health problems. It is obviously important that some resources also need to be focused on early intervention and prevention, so any reduction in funding for these services could be challenging. We would be interested to know the council's current thinking on the late night levy, as this could provide additional funding for tackling alcohol misuse

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We would welcome much greater involvement in the devolution discussions. This includes discussions regarding direct involvement for policing and community safety as part of future devolution deals. But could also include discussion as to what can be done more closely together across the devolution area in order to work more closely without being part of the formal devolution package.

CF7 - Reshape our approach to civic engagement and local empowerment and reform Neighbourhood Partnerships Not Answered Neighbourhood partnerships – these provide an effective mechanism for community engagement and involvement with a range of statutory organisations and the voluntary sector. We would counsel against removal of these in their entirety, whilst appreciating that some change may need to be made to their operation and overall funding.

Not RS1 - Recommission alcohol and other drugs misuse services for adults. Disagree
 "Drug and alcohol services – any reduction in funding for these services will need to be carefully managed. We would suggest that resources need to be focused on problematic drug users and those going through the criminal justice process in the first instance as they provide the biggest threat to society and face the most acute health problems. It is obviously important that some resources also need to be focused on early intervention and prevention, so any reduction in funding for these services could be challenging. We would be interested to know the council's current thinking on the late night levy, as this could provide additional funding for tackling alcohol misuse.

RS11 - Reduce funding for Police Community Support Officers Strongly disagree
 "PCSOs undertake a crucial role in preventing crime and providing community reassurance. Communities greatly value PCSOs. We have worked with Bristol City Council and the Constabulary to widen the scope of PCSOs and jointly badge all PCSOs in Bristol and the Constabulary have provided a range of information to the Council to demonstrate the added value of the PCSOs. As such we would counsel against the loss of the additional PCSOs in Bristol. It is important to be clear that any reduction in funding for PCSOs would also see a commensurate reduction in numbers in Bristol as we are unable to find the funding to cover the additional cost, due to the challenging funding position we also find ourselves in.

2. Avon and Somerset Police and Crime Commissioner (PCC)

There will be an immediate obvious resources impact in terms of PCSO numbers, should these be reduced, in addition to the potential knock on effects of a reduction in funding to services that assist in preventing offending such as alcohol and drug misuse services and youth services. Clearly the budget has to be reduced and how the remaining expenditure is focused on key areas of need will be critical. Collaboration between the Police and BCC is strong and further development of early intervention models and multi-discipline teams based in community hubs has to be explored. This would benefit both organisations and provide a more efficient and coherent service for citizens.

The current Neighbourhood Partnership structure is an excellent way for communities to come together and prioritise and tackle the issues that matter most to them. We would have concerns if this structure were completely removed but accept that some funding cuts may be required. A greater understanding of the future proposals would be very helpful.

CF11 - Recommission Bristol Youth Links Disagree

We agree that the service should be recommissioned but have significant concerns over the amount (20-35%) that will be removed from the budget moving forwards. The City has a growing number of young people and the average age of the Bristol is lower than the rest of the country and the need for effective youth and diversionary work remains particularly in the more deprived parts of the City. Bristol has a higher proportion of First Time Entrants into the Criminal Justice system than other core Cities and the provision of effective youth work is essential in continuing to reduce this figure. The early intervention that this work enables should save money from all public sector agencies in the future.

RS1 - Recommission alcohol and other drugs misuse services for adults Disagree

Again a significant reduction in current funding and we would have concerns about the impact on entrenched problematic users and the knock on effect to criminal activity. Accepting some level of reduced funding may have to happen, a very focused approach is needed in this area.

RS11 - Reduce funding for Police Community Support Officers Disagree

Whilst we understand the need to make savings it must be stressed that any reduction in PCSO funding will see the removal of PCSOs within the City as the Constabulary cannot pick up any funding gaps. The PCSOs in Bristol are extremely popular and well respected within their communities and we receive regular feedback about the difference that they make. Much of their activity is focused on the most deprived parts of the City where they tackle low level issues and provide a strong visible presence. There are 112 FTE PCSO posts (as opposed to the 130 highlighted) in Bristol and as stated any reduction in funding would see this number shrink. However the Constabulary are working hard with BCC to identify other funding opportunities

3. Black South West Network

Reference number	Proposal title	Proposal Summary	Proposed cuts	Significant negative impact
CF2	Recommissioning homelessness support services for adults and families	We will commission our accommodation based homelessness services to better align supply with demand and make savings from the current spend.	£500,000 – £1,000,000 (around 10% - 20% of current expenditure)	If there is a need to reduce the number of units, this will mean that it is more difficult for homeless people to find accommodation and lead to worse outcomes for homeless people. This will have a disproportionate impact on disabled people, BME people and Muslims, all of whom are over-represented amongst homeless people when compared with the overall Bristol population.
CF4	Reduced use of temporary accommodation	Our aim is to reduce the number of households placed in temporary accommodation (including emergency accommodation and B&B) by intervening earlier and preventing homelessness more effectively	£150,000	<p>People and families affected by homelessness are generally on lower income even though 40-50% of households include an adult who is working. Black and minority families are over-represented, linked to lower income but also to the lack of larger family housing in both the social and private rented sectors.</p> <p>Critical here is an understanding of how intervention will happen earlier, and how this will prevent homelessness? Which services will do this and how suitable are they for meeting the needs of the BME communities of Bristol?</p> <p>Single homeless people are less likely to be in temporary accommodation and more likely to be in supported accommodation because of their particular support needs and the 'priority need' test in the Housing Act.</p>

Reference number	Proposal title	Proposal Summary	Proposed cuts	Significant negative impact
RS2	(Transport – Sustainable Transport) Supported Bus Service reduction	Proposed reduction (or removal) of funding for supported bus services	Based on 50% reduction in funding, equates to 900k p.a. from 18/19 (half year effect in 17/18)	<p>These citizens are spread around the city but are most likely to be from poorer communities who are more reliant on bus travel and where there is low car ownership. BME people are more reliant on public transport (Transport for London identified in 2015, 69% of BAME Londoners use the bus at least once a week compared to 56% of white Londoners, people of Black origin are more likely to use the bus compared with people of Asian origin therefore the differential between Black African and Caribbean Londoners and white Londoners is higher than 69%)</p> <p>This is likely to have knock-on impacts relating to social isolation, particularly for members of the BME community living in the predominantly white working class, out-lying estates – Southmead, Lawrence Weston, Avonmouth, Whitchurch, Hengrove, etc. It will also have an impact on people's ability to access employment opportunities, and other services and amenities that aren't available within walking distance.</p>
RS3	(Strategic City Transport) Removal of devolved NP Capitol allocation	Remove devolved NP funding that delivers local traffic scheme – this would have an impact on the delivery of local traffic schemes, approved 15/16 NP schemes, local CIL and S106 , local roads safety and cycling/walking benefits	£410k from 17/18	<p>However the removal of this funding would remove the opportunity for local people to affect a local traffic arrangement and the community would feel that this would disadvantage people with protected characteristics because there is less opportunity to request a change. Therefore whilst hard to prove, it is likely that older people, younger people, BME people, women and disabled people would feel disadvantaged by a decision to remove delegated funding.</p>

Reference number	Proposal title	Proposal Summary	Proposed cuts	Significant negative impact
RS4	Transport – Remove companion concessionary rates	The sub-regional Diamond Card Concessionary Travel Scheme provides free travel for elderly and disabled people. The proposal is to remove the discretionary element of the scheme, removing companion passes for carers who assist disabled or elderly people who cannot travel on their own.	400k p.a.	Disabled people and older people could be negatively affected and women who are more likely to be carers. BME people are high users of personal budgets and are more likely to employ an assistant therefore this will impact negatively on some BME people too. This has a potential cumulative impact when taken alongside RS2 above
RS5	(Transport – Sustainable Transport) Withdraw provision of School Crossing Patrols	Withdraw elements of provision of School Crossing Patrols for Schools – 3 potential options: <ul style="list-style-type: none"> - Option A - Remove SCP provision at sites with engineered crossing facilities - 17 sites. - Option B - 50% cut in provision – reduction of 40 sites. - Option C – 100% cut in provision – withdraw SCPs from all 80 sites. 	£68k-360k p.a. depending on option chosen	School crossing patrols ensure the safety of children walking to school alone and are also used for parents who walk their children to school (disproportionately women and people from some BME groups). It will impact on the safety of young children crossing roads and could discourage parents from letting children travel to school on their own which would affect working parents.
CF7	Reshape our approach to civic engagement and local empowerment and reform Neighbourhood Partnerships	We recognise the value of Neighbourhood Partnerships but believe there are more efficient ways to undertake this engagement role, and we will work to change the focus and scope of the NPs.	In a range of £275k - £825k (25% - 75%). The level of saving will depend on the approach taken.	There is a risk with significant funding reductions that it becomes harder to reach wider communities. The level of this risk/impact will be dependent on the model we move forward with. This is key to notions of inclusive decision-making and democracy. In a city where BME communities are already under-represented in the decision-making processes, the removal of mechanisms and opportunities for the BME communities to express their voice and engage with decision-makers will exacerbate marginalisation, hinder

Reference number	Proposal title	Proposal Summary	Proposed cuts	Significant negative impact
				<p>working towards racial equality in Bristol, and lead to inappropriate decision-making in relation to the BME communities of Bristol.</p> <p>Critical to this is understanding what models will replace those being reduced/removed, and whether they are both appropriate and effective for the BME communities of Bristol.</p>
CF8	Citywide Approach to Information, Advice & Guidance (IAG)	Creation of a single city-wide approach to IAG, supporting early intervention and demand management. Within scope are all services currently commissioned from VCS, dedicated in- house advice functions (eg WRAMAS), and advice functions which form a part of some job roles (eg Support workers etc). It is likely to include the roll-out of the Better Care Programme commissioned on-line diagnostic tool.	Rough estimate of £800k, based on 10% saving of estimated £8M total spend.	<p>IAG tends to be used more intensively by more vulnerable groups, such as BME communities and disabled people, and some of these groups are less likely to use or have access to digital forms of contact and IAG, or not be willing to use them.</p> <p>Additionally, universal services such as the one proposed here tend to be designed to meet the needs of the universal citizen, which inevitably means that the needs of specific communities, such as the BME community are not adequately met. When this is the case with services addressing crises, the impact of inappropriate service design is more significant and more keenly felt.</p> <p>As this proposed service would feature early intervention, it is important to understand how it relates to the reduction in temporary accommodation placements in CF4 above.</p>

Reference number	Proposal title	Proposal Summary	Proposed cuts	Significant negative impact
RS9	Reduce the number of council run libraries	There are currently 28 libraries in Bristol. We will be exploring options for a mixed model of library service delivery in the future. This would include community groups running local community hubs that include library provision, running some services from shared buildings and exploring alternative models for managing the remaining Bristol City Council owned libraries through a possible trust or Mutual or IPS organisation.	In the range of £720k - £2.2m	<p>At this early stage it is only possible to say that all current library customers and the citizens of Bristol will be affected as the scale of the savings proposed are significant and far-reaching. All groups of society will be affected and could have adverse impacts on those who use local libraries for services and access to information and technology. The level or implications of impact will be determined by the nature of the proposal and the libraries affected.</p> <p>If there are services for BME communities delivered from libraries, whether by the library service or by VCS orgs, for example, ESOL classes, what will happen to them in this proposal?</p>
RS10	End of Scaling back of LCPF	Local Crisis and Prevention Fund provides Emergency Payments and Household Goods to over 8,000 low income households in immediate or potential crisis, in the form of a non- repayable grant.	Range of £475k - £1.9m	<p>Any reduction would have a negative effect both on these households as well as other services who rely on it, especially those linked with homelessness and move on provision where this would otherwise be a barrier to acquiring often cheaper and more secure non furnished accommodation.</p> <p>Without knowing the current take-up of these grants by the BME community, it is difficult to accurately predict the impact. However, it is likely to be disproportionate, given the percentage of the BME population living in poverty is far higher than the percentage of non-BME communities.</p> <p>It is critical to understand how this may link into homelessness and how CF4 and CF8 above may worsen the situation for BME communities.</p>

Reference number	Proposal title	Proposal Summary	Proposed cuts	Significant negative impact
CF11	Bristol Youth Links	Young people with protected characteristics are recognised to need some targeted services and this will be considered as part of the EqIA.	900K	<p>Some equalities groups may be impacted negatively if there is reduced service provision. Only when detail is known as to which services are affected can the impact be anticipated on people with different protected characteristics.</p> <p>This will have a major impact on the BME communities of Bristol. Services for young BME people were dramatically hit when Youth Links was first introduced; a further reduction in services will only worsen the situation for them. With youth unemployment, low educational attainment, victimisation and criminalisation of BME young people, and their representation in the criminal justice system already at worryingly high rates, and there already being very few support services for BME young people available, a £900k cut will disproportionately impact upon them.</p>
F13	Early Help Review	Family centre model delivering integrated services from a range of settings including children's centres Services, schools and community outreach. Amalgamating management structures and closing some buildings.	£1.2m plus cost avoidance	<p>Some equalities groups may be impacted negatively if there is reduced service provision in some areas but we intend to work with the partners to ensure there are no gaps. Impact on BME parents, LGB parents, disabled parents, refugee parents, young parents, lone parents and grandparents would need to be considered when detail is given as to which centres could have the potential to be closed.</p> <p>This sort of support service is vital for families living in areas of socio-economic disadvantage. BME families experience additional disadvantage due to systemic racism in society, so these services are even more important to them. The closure of centres supporting BME families will have numerous compound effects, particularly when the cuts to other services above – transport, emergency</p>

Reference number	Proposal title	Proposal Summary	Proposed cuts	Significant negative impact
				<p>accommodation, IAG, Youth Links, etc – are considered.</p> <p>Additionally, this reads like the development of universal service model, which, as previously mentioned re IAG, invariably leads to inappropriate services for BME communities. This will have a further compounding effect of the cuts</p>
CF17	Economy - Reduce Funding to Destination Bristol	Destination Bristol provides additional information for tourists and people visiting Bristol. Disabled people use the website to find out about access and families to find out about suitable activities for young children and for activities suitable for elderly relatives.	£57840 net cumulative saving each year from 2017 to 2021	Destination Bristol has worked with LGB businesses to promote Bristol's gay villages. Destination Bristol work with Broadmead businesses, and has built a solid base of BME businesses and BME led start-up businesses in the city centre. For people who find applications and web searches difficult, Destination Bristol does meet a need
SS15	Reduce funding to Bristol Music Trust	The council funds Bristol Music Trust with approx. £1m per year for the running of Colson Hall and the delivery of the music service. This proposal is based on Colston Hall opening a more efficient venue in 2020.	£500,000	<p>Reduction in engagement activity - communities least engaged with culture currently will be hardest hit because targeted engagement could stop- young people, BME and those from lower socio economic groups hardest hit</p> <p>There is a question here about the degree to which BME communities access and utilise Colston Hall, and the degree to which it successfully engages with the BME community through its outreach work... The answers to these will condition the impact of the cuts, as far as the BME communities are concerned.</p> <p>There is a wider issue about access to the cultural capital of Bristol and how reduced funding may impact negatively on that, but this question is far wider than simply funding for places like Colston Hall and relates to other issues such</p>

Reference number	Proposal title	Proposal Summary	Proposed cuts	Significant negative impact
				as transport and poverty, but also cultural relevancy and sensitivity – the very name of Colston Hall being a point at hand for much of the BME community of Bristol.
RS16	50% reduction to Key Arts Providers (KAP).	To reduce the Key arts provider funding by 50% reducing the number of organisation we can support in the city and the levels of support they get	£500,000	<p>Reduction in engagement activity - communities least engaged with culture currently will be hardest hit because targeted engagement could stop- young people, BME and those from lower socio economic groups hardest hit</p> <p>With the attendant reduction of funding to Youth Links, this could have a major impact on BME young people who seek some form of release through art and music. Critical to understanding this impact will be information regarding who will lose funding, and who wont...</p>

4. Bristol BME Voice

Bristol BME Voice understands the need for budget cuts and the need to prioritise areas for savings, some of which will have huge impacts on BME communities. We also recognise intersectionality and that many of the proposals will affect most protected characteristic groups.

We are willing to assist the council in this process with promotion and messaging of new approaches to service delivery. However concerns remain about the impact on BME communities. We need to seek ways to work together with the BME VCS and communities to address negative impacts.

Where activity and actions are proposed it is essential that results are published, how actions had been met and, where relevant, baseline data is also available to measure progress.

Please see commentary below on some of the areas / issues highlighted in the strategy.

Pg 4: Must result in equality of opportunity and better life chances for all.

- This can result in positive outcomes. Fundamental for increasing life opportunities, chances and quality of life for BME communities in Bristol. Many people are especially vulnerable in terms of over-representation / under-representation in, employment, education, health services and the criminal justice system.

Pg 5: For example some services could be run by community groups instead of the council or we could invest more in preventative services so that less money is spent putting things right once they've gone wrong for people.

- Essential that this links with the VCS Prospectus / Impact fund, we will need to ensure the survival of, and an adequately resourced and thriving, BME VCS sector so that BME communities are more engaged in delivering quality services whether through a process of paid and voluntary activity.

Page 5:

- **We will build 2,000 new homes – 800 affordable – a year by 2020**
Would like a commitment that avoids either gentrification or ghettoisation among communities / in areas of the city.
- **We will deliver work experience and apprenticeships for every young person**
How will these be meaningful for many BME Young people? Some schools have better links with employers in certain industries (solicitors, barristers, estate agents, etc) over above schools in other areas of the city. The VCS would work with schools and businesses to develop stronger links with businesses that offer meaningful opportunities
- **We will put Bristol on course to be run entirely on clean energy by 2050 and introduce a safe, clean streets campaign**
More schemes required between the VCS and public agencies to help families save energy, issue digital energy use reading devices in homes.
- **We will be a leading cultural city, making culture and sport accessible to all**
BCC should work with schools to actively encourage VCS participation (grassroots arts providers) to support more accessible cultural activities; there is often a block in trying to develop collaboration / partnerships with schools.

Pg 6: BCC statement: We will meet these priorities by working with representatives from business, education, health, neighbouring authorities, the public sector, transport and the trade unions.

- No mention of the VCS

The council will no longer be able to provide all the same services, and it will be vital that everyone who lives in Bristol thinks about the actions they can take to help. This may include volunteers running core services to prevent them being removed.

- This can result in positive outcomes. It needs to be recognised that volunteering doesn't always just happen; in some cases it needs to be formalised, DBS checks need to be carried out, induction, training and supervision is required.

Pg 7: We will prioritise prevention and early intervention because we know that this approach can enable people to live more independently and can help reduce harm to our environment.

- This can result in positive outcomes; will need strategy on how to engage BME communities and other agencies, and use baseline information to gain intelligence and determine what is required at the early intervention stages.

Pg 8: We aim to unlock creativity and innovation and be confident that we are taking appropriately bold and ambitious steps in the short term.

- Would be useful to have more indication on what this means and how it will be done.

Pg 8: The Brexit decision brings uncertainty and a more complex environment in which to attract investment – it is essential that the council keeps abreast of the impact of leaving the European Union to ensure that the city's economy thrives.

- Would be useful to know how BCC can work with the VCS to engage those who voted leave and the core issues that they feel impact negatively on their lives. These need to be listened to and addressed as this also impacts on community tensions and cohesion.

Pg 9 (figure 3):

- Employees make up the largest budget of the spend yet diversity in terms of race is not evident in the makeup of council staff. Concern that under the cuts this will be even more reduced. Should have a plan for increasing BME diversity especially in senior and middle management. What strategies are there to address this given the shrinking budget?

Pg 12: People are also expecting more from the council and this doesn't match the resources we have available.

- Need to send consistent and clear messages out to communities that times have changed and we will all need a new approach to how services are delivered / received.

Pg 13: This is because prices keep going up, as does the demand for services such as social care and education, because we have a growing population. This leaves us with a gap of £92 million over the next five years.

- Is there a plan to spend in order to invest? Must do more to bring agencies including the VCS together to collaborate, get best value for money and save duplication of services.

Pg 16: over-arching:

Adding 'Social Value' to all the contracts it awards, for example by requiring contractors to provide a quality work experience placement for a young person

- This can result in positive outcomes – can there be targets for, or monitoring to ensure that these include meaningful quality work experience for BME young people; especially as some cohorts are often far removed from the job market.

Working through the Mayor's Women's Commission and Manifesto Leadership Group to develop a change programme to eliminate the gender, social deprivation and race pay gap

- Supported. Please include working with the Manifesto for Race Equality steering group and others to monitor progress.

Encourage private landlords to endorse and adopt the ACORN Ethical Letting Charter

- This can result in positive outcomes. Please publish the results and successes so tenants are more aware that this system exists and how it can assist them.

Through the auspices of the City Office we will:

Establish a partnership with business that will encourage all Bristol businesses to pay their employees the Living Wage

- This can result in positive outcomes. Would like a baseline so can measure success and publish good practice of those businesses that adopt this.

We will encourage organisations in the city not to use zero hours contracts

- This can result in positive outcomes. Would like a baseline so can measure success and expose businesses that use zero hours contracts.

Pg 16: Homes:

We are planning a business case for a new local housing company owned by the council, which will be another way of building new homes.

- Please consult on this and what communities would expect from the company.

We'll focus on preventing street homelessness in a new way – by involving multiple agencies and groups in a joint approach.

- This can result in positive outcomes.

There's always a tension between the need for homes and keeping what makes Bristol special in terms of green space and aesthetics. We will need to discuss having higher density housing including taller buildings in some places.

- Some areas of the city are already dense in terms of layout (spread and taller buildings such as Lawrence Hill), more taller buildings would make these areas even more cramped. Please consult widely.

Pg 17: transport: The Mayor has just announced a Task Group to examine the issue of the city's congestion and transport flow. Part of the consultation on this Corporate plan will ask people what options they think the Congestion Task Group should consider. All options are on the table.

- As well as more integrated transport system consider the introduction of travel cards to encourage more public transport use.
- Extremely concerned that the blanket loss of bus passes for carers will increase the isolation of those cared for as well as carers.

Pg 17: Neighbourhoods: We want to have a conversation about the possibility of people paying more Council Tax, on the understanding that a portion of this will directly benefit their own local neighbourhood, through for example setting up an Urban Parish. An Urban Parish can help residents have a more direct impact on decision-making and service delivery in their local area.

- This can result in positive outcomes: some NP areas are too big and for people to feel they have an active stake in the decisions made. Regardless of what comes in place of NPs there will need to be a process to ensure BME people / communities want to get involved in decisions that affect their communities and that they have real power to influence change. This will need some resource, whether financial or people (and whether delivered by local groups or whoever) to maintain engagement.

Pg 17: People/Education and Skills/Health and Wellbeing:

We are prioritising the basic infrastructure that we need the most, like schools. This may require us to reprioritise our other building or infrastructure projects.

- What is expected of Academies to generate income for some of this work?

Pg 18: Place: We need to protect the services that people value, but sometimes the buildings they are based in are costly to run. Rather than lose the services, we would like to look at mixed uses in

some council owned buildings, so that more services are based in the same place. This would be more convenient for people and has the potential to save services, but does mean we must move away from a preference on dedicating buildings like libraries and community centres for single services. This may mean more community hubs with mixed uses and more access to convenient online services, rather than retaining all our library and Citizen Service buildings.

- An inventory needed of what these assets are and where they are. Communities need to see the benefits of their running / owning community hubs.
- Good in principle and could be an exciting opportunity for communities but this will require community capital, volunteering, management, business skills, etc. This will require similar resources to running a community centre. Will need to consult on what community buildings can be used for and who will manage them (local people, local groups, etc?) for what purposes., i.e., if a café: how responsibility for income and revenue spend will be determined; if also a homework club: how ownership of the building will be determined.
- Due to lack of social capital in some BME communities; skills required will need to be sought, tapped into and utilised: training offered, risk management considered, etc.

Pg 18: Place: We are seeking more local control by asking the government to transfer specific powers and funding to a regional body which we'd be part of. This is known as devolution.

- Need to ensure decision-making in grassroots communities will still be a priority and that devolution doesn't end up offering another layer of decision-making that ends up dictating to communities. The LEP is a sub regional structure that BME Communities do not seem to be able to penetrate. We must ensure that the devolution structure improves / complements engagement and local decision making.

Page 18: Governance: Everyone in the city has the ability to help in some way, whether that is through responsible recycling, offering to drive an elderly neighbour to an important appointment, volunteering or promptly paying their council tax.

With less money available for our services, it is vital that everyone who lives in Bristol thinks about the actions they can take to help the council target scarce resources to the most vulnerable and those in greatest need. Without the support of citizens and local institutions, we will have to make further reductions to services.

- This can result in positive outcomes. Council must constantly assert this message. It must also recognise that those who are vulnerable can be taken advantage of. i.e. BME Elders living alone or who are not mobile may value support from neighbours but we need to ensure that measures are in place to avoid risks when informal volunteering takes place.

Page 19: Capital Programme

As a result we will need to prioritise our spending and choose the projects that have the highest return in terms of meeting our objectives.

- How are these decisions made, what consultation is there /will there be with BME communities at an early stage? Evidence is required of how this investment will create returns that will ultimately benefit BME communities, or areas of the city where a high percentage of BME communities reside.

Pg 22: Our Future – Education and Skills

- More partnerships with universities, business sector and the LEP required to increase aspirations of BME young people, and encouragement from educators so they are better prepared for the challenges of the 21st century and able to better contribute to Bristol's economy.

Pg 22: Only 56% of children in some areas have the chance of attending a good school compared with 99% in others.

Every organisation has a committed, skilled and diverse workforce

- Percentage of BME children in Bristol schools is increasing. Develop Positive Action programme with schools, universities and colleges to increase the number of BME teachers in Bristol's schools –this is often talked about but never actioned.

Pg 24: Through our Learning City Partnership, work together on new ways to collectively lead on Education & Skills.

- Need to seek ways in which this partnership can be better developed to have more traction in the city and increase involvement of BME communities and parents?

Pg 25: Implement Race Equality Toolkit in Bristol through Race Equality in Education Steering group

- This can result in positive outcomes – work with Bristol BME Voice and Manifesto for Race Equality group who will give support to this.

Pg 25: Develop Recruitment & Retention action plan

- Percentage of BME children in Bristol schools is increasing. Develop Positive Action programme with schools, universities and colleges to increase the number of BME teachers in Bristol's schools –this is often talked about but never actioned.

Pg 26: Widen participation from targeted groups and communities in Higher Education (HE)

- More partnerships with universities, business sector and the LEP required to increase aspirations of BME young people, and encouragement from educators so they are better prepared for the challenges of the 21st century and able to better contribute to Bristol' economy.

Pg 27: Develop a campaign to promote the uptake of Pupil Premium and breakfast clubs/out of schools clubs to disadvantaged families

- This can result in positive outcomes. Need to consider how to especially target BME parents. Also include plan for homework clubs and services (could be volunteer-led) offering one to one additional tuition in English, Maths and Science out of school.

Pgs 29/30/31: Our Health and Wellbeing

**We will work with the Health and Wellbeing Board to make it a leader of population health
Establishing a 'Live Well' Bristol hub – information, advice and sign-posting Roll out 'Making Every Contact Count' training Programme**

Strengthening Children's Public Health Services (targeted in areas of greatest need)

- More support required on promotion of health diets among older and younger BME Communities. Concern about diabetes, heart disease, mental health and obesity which are prevalent in our communities. Need multi-agency approach including media.

Pg 32: Assess the impact on the public's health when taking decisions on all major projects, strategies and programmes

- Undertake BME relevance reports and publish results, use as a baseline for developing services.

Pg 32: Holding a Mental Health Summit to bring all stakeholders together to establish what more can be done in the city

Pg 33: Work with the NHS to strengthen the capability of Bristol's Mental Health Services

- This can result in positive outcomes. A key element of the Bristol Manifesto for Race equality – we would support this initiative to particularly ensure a focus on race.

Pg 34: Support the roll out of the national diabetes prevention programme

- This can result in positive outcomes as prevalent in BME communities. More awareness needed working across a range of sectors nationally and locally.

Pg 36: Homes**Pg 36: We create the opportunity for all to thrive in mixed communities of their choice.**

- Concern about gentrification and ghettoisation. Must ensure that mixed communities have the infrastructure to support them and are able to realise community assets. Must avoid changing communities do not lead to more isolated communities that stokes community tensions, breakdown of community cohesion / hate crimes.

Pg 39: Produce the strategic business case for a new local housing company.

- This can result in positive outcomes. Must involve consideration of where / how housing is planned and how this meets needs of increasingly diverse communities in the city.

Pg 41: Endorse and adopt the ACORN Ethical Letting Charter.

- This can result in positive outcomes. Must involved BME experience in this both as tenants and as landlords. Need to reduce the vulnerability of tenants including refugee, asylum seekers and those on low income at the mercy of some scrupulous landlords.

Pg 42: Review of HomeChoice Bristol – review the allocation policy that determines which households are allocated social & affordable rented housing.

- More information needed about how BME communities are using the service and their successes in opting for relevant / adequate accommodation required to meet their needs.

Pg 42: Work with local communities to build homes using council sites which create more balanced communities.**Establish a Mayoral task force to understand and shape our response to the challenges of gentrification (OH9B).**

- This can result in positive outcomes. Must ensure that mixed communities have the infrastructure to support them and are able to realise community assets. Must avoid changing communities do not lead to more isolated communities that stokes community tensions, breakdown of community cohesion / hate crimes.

Pg 45: Our Transport**We want an affordable, low carbon, accessible, clean, efficient and reliable transport network to achieve a more competitive economy and better connected, more active and healthy communities**

- More affordable transport required. Integrated bus, train and ferry fares that include Bristol Bus travel cards.

Pg 46: Charge for advisory disabled bays and Keep Clear markings

- Will this be according to means / individuals' ability to cover these costs?

Pg 47: Remove Companion Concessionary bus passes

- Concern about increased isolation of carers /companions that will also impact on isolation of those who require the care. What alterative plans are in place to address this?

Pg 47: Withdraw reimbursements to Community Transport operators for concessionary travel

- Concern about increased isolation of those who require community transport. What alterative plans are in place to address this?

Pg 47: Reduction of subsidies for bus routes with low numbers of passengers

- Concern about increased isolation of those who rely on these bus routes. What alterative plans are in place to address this?

Pg 48: Revise operating times for Concessionary Travel

This proposal would remove free travel from 9–9:30am Mon–Fri and 11pm– 4am every day. These passengers will continue to have free travel outside of these hours, or can choose to pay the commercial fare.

- Concern about increased isolation of those who rely on these concessions. What alternative plans are in place to address this?

Pg 48: To have a fully integrated ticketing and journey planning system in place across all public transport, which improves bus journey times and reliability and enhances cross-city connectivity.

- This can result in positive outcomes. Will this include integrated travel cards?

Pg 49: Ask all councillors to work with their local communities to undertake a review of RPZs and 20mph zones in their areas and make recommendations on how they can be made to work.

- This can result in positive outcomes.

Pg 49: Allow Blue Badge holders to park in RPZ bays.

- This can result in positive outcomes.

Pg 49: Cabinet to consider RPZ policy report on permits and future schemes.

- This can result in positive outcomes.

Pg 50: Develop plans extend MetroWest including opening new stations and services.

- Consult with BME Communities on where these stations will be and on access to them.

Pg 50: Work closely in partnership with bus operators to secure firm commitments to delivering an integrated ticketing system.

Maximise use of the TravelWest website to provide comprehensive journey planning for the travelling public.

- This can result in positive outcomes. Also promote TravelWest through community hubs. Some vulnerable people often using public transport do not always have access to the web, such as a percentage of BME elders.

Pg 53: Neighbourhoods

We need to continue to tackle inequalities across the city and ensure that all communities have access to the opportunities offered by the city.

We need to engage more people in the civic life of the city and enable them to have the power and capacity to do things that are important to them in their neighbourhoods and in the city.

With reducing funding, we need to engage the people of the city in working with us to tackle local issues and supporting the need for people to change their behaviour....

- This can result in positive outcomes

Pg 53: Following the Brexit decision, we will work with partners to raise awareness and actively monitor community tensions and provide support to witnesses and victims of hate crime.

- Work with communities to develop understanding and tolerance, this includes how infrastructure is developed in neighbourhoods to support the development of diverse communities and how decision-making is enabled. Ultimately no community should feel isolated or discriminated against.

Pg 55: We recognise the value of Neighbourhood Partnerships but believe there are more efficient ways to undertake this engagement role, and we will work to change the focus and scope of the Neighbourhood Partnerships. The level of saving will depend on the approach taken.

- This can result in positive outcomes. Decision making in neighbourhoods must be more inclusive, diverse and relevant to each locality. Must seek better ways of getting people involved where they can see the relevance and benefits of their decisions being realised.

Pg 56: Reduce the number of council run library services.

- This can result in positive outcomes. Communities must be supported to realise their social capital, abilities to take on the running of libraries and other community hubs. This must be an approach that includes a diverse range of communities and not just replication of the small cohorts currently involved in neighbourhood decision-making, which is not reflective of the local demographics.

Pg 57: There are 130 PCSOs in Bristol, funded by the police, the council and the Police and Crime Commissioner. We need to consider the level of funding the council continues to put into the service which may see a reduction in Police Community Support Officer posts.

- Alternatively, encouragement needed for BME communities to take up roles in Avon and Somerset Police.
- Support the development of Neighbourhood Watch type schemes that will have relevance in communities.

Pg 58:

Support the Mayoral Clean Streets Campaign and develop community enforcement teams which will be integral to supporting it.

Bristol Waste Company will lead on encouraging people to change their behaviour eg: stop dropping litter.

Residents will be supported with their identified priorities in Neighbourhood Partnerships of tackling litter and fly tipping.

Support communities to do things for themselves through targeted investment.

- This can result in positive outcomes. Pertinent issue particularly in inner city areas.

Pg 59: BCC has signed up to the Women's Commission Zero Tolerance campaign. There is dedicated Public Health funding in place to support actions to tackle gender based violence.

- This can result in positive outcomes – particularly relevant; must consider issues of cultural sensitivities related to gender based violence among BME Communities; addressing taboo of reporting, specialist services required to support victims and prosecute / educate abusers.

Pg 60: Reform the approach to devolved decision making at the neighbourhood level. Developing the Neighbourhood Partnership model to best meet the needs of communities, elected members and the city including the consideration of Urban Parishes.

- Ensure processes are in place which encourage diversity and are representative of local communities, and people are supported in the governance processes. Innovative engagement plans required.

Pg 60: Make sure information about Bristol City Council services is accessible and widely available.

- This can result in positive outcomes. Consider ways in which information is widely accessible to all communities across the city.

Pg 62: People

Pg 62: The growth of our younger population is three times higher than the national average.

Between 2004 and 2014 the number of children aged 0–17 living in Bristol increased by 11,500 (14.3%). Projections indicate that the child population will increase by 18% between now and 2034.

- The increasing number of BME young people need to be considered in these stats and how the city is preparing to meet needs and required changes.

Pg 62: The gap between richest and poorest people is getting bigger, and in Bristol people in need are facing greater levels of inequality.

- Also need to consider this impact on different wards in the city. For instance Lawrence Hill, South Bristol and some of the North (Southmead and Lockleaze), where there are growing populations of BME communities. Need concerted plan to reduce life expectancy inequality.

Pg 62: There is greater demand on Bristol's social care system, as the health system struggles to cope with rising demand due to an ageing population, for example, an increased number of residential and nursing placements required.

- Increasing numbers of BME elders needing more care, culture of families looking after their elders is slowly diminishing due to current family lifestyles and specialist support required for elderly individuals. Prevention creates more demand on vcs services, such as black carers, Oscar, etc. Would welcome more exploration of this and integrated approach to address need.

Pg 64: Re-commission Bristol Youth Links

- Lack of specialist provision for BME young people in previous commissioning has created tensions and lack of credibility in BYL. Given reduced funding while there is increasing demographics of BME children and young people this needs serious consideration in the next consultation process and recommissioning round with the vcs to ensure targeting to specific need.
-

Pg 65: Agree the best future for the provision of Community Meals

- Ensure culturally appropriate meals are still a priority for communities who would like it and that they are aware of the range of choices.

Pg 65: Consider options for providing support to carers

- Understand need for cuts, would like to ensure that under any new priorities BME carers are not disproportionately disadvantaged.

Pg 65: Review dementia care home provision

- Understand need for cuts, would like to ensure that under any new priorities home care provision does not disproportionately disadvantage BME people who need the service.

Pg 66: Becoming all age friendly: whether WHO Age Friendly, Dementia Friendly, or Unicef Child Friendly, Bristol will be a city that is welcoming (City of Sanctuary) and a great place for people of all ages to live.

- This can result in positive outcomes

Pg 66: Being ambitious for the future: champion for children, offering the best start in life, Learning City, growing the future generation of city leaders, demanding the best for the children in our care.

- This can result in positive outcomes, due to higher percentage of BME young people in care; would welcome initiatives that demand the best for them.

Pg 66: Addressing inequality: doing all we can to make sure families do not live in poverty in a city of wealth and opportunity; ensuring nobody is left behind because of the circumstances of their birth.

- This can result in positive outcomes. Must address poverty; the wider impact of poverty increases need for other resources in the long run.

Pg 66: Ensuring we have different conversations with stakeholders, families, service users, based on our three-tiered approach:

- Three tiered approach: can information be framed in more accessible language for people, avoid: 'goal focused' 'highly individualised?'

Pg 67: 1) Getting involved early to reduce risks later - early intervention reduces the impact of problems later on.

- All areas outlined in the table relevant. Re the recommissioning of Youth Services: need more consideration of how you will work with young people, and particularly engage BME young people in the design of processes. Will this involve the VCS, schools – a joint approach – who will manage this?

Pg 68: 2) Promoting independence - supporting people to live as independently as possible in their community: Work with local communities and health and care services to develop community-based support

- How will this happen, through services delivered the by Bristol Impact Fund, or otherwise?

Pg 69: 3) Safeguarding the most vulnerable – fulfilling the statutory responsibility of the city to protect vulnerable children and safeguard adults: Work as part of our local Safeguarding Boards to keep children and young people and adults at risk safe from harm.

- Must ensure results on impact / outcomes for BME young people / vulnerable adults are published linked to designing relevant services that are planned / implemented to meet need. Closer monitoring of the Diversity plan.

Pg 70: 4) We will work together with the citizens of Bristol and our partners to make the best use of resources

- Proposed actions / activity taking place can result in positive outcomes.

Pg 73: Place

Pg 73: We want Bristol to have the communities, culture, institutions, businesses, and systems necessary for it to be resilient when faced with economic adversity and change. We want people to be able to build better lives in better places.

We need to ensure that as we enable this economic growth we do not increase the wealth gaps within Bristol whereby the city becomes increasingly unaffordable, unequal and loses its unique identity and diverse communities.

- Great overview of this thriving city. Agree with above statement: economic and health inequalities are unevenly balanced across areas of the city and need citywide, collective commitment this being addressed.

Pg 73: The economic challenge we face is to ensure that all of Bristol benefits from the economy and no one gets left behind.

- More required to encourage and support the growth of BME businesses and help for new start-ups among BME communities. Need LEP to give full commitment to this.

Pg 73: We must retain the primacy of the city centre as the core retail and cultural heart of the West of England.

- Need to be mindful that inner city areas on the verges of the centre and outer areas of the city do not lose out, and where there is economic growth in the centre, this has benefit across the whole city.

Pg 74: Climate change is now well understood to be a very real concern, from the impact of flooding to the overheating of our buildings and we must ensure we have the ability to adapt and mitigate, helping us to remain resilient to this significant change.

- Yes, collective, citywide approach needed to address this including more promotion and support for communities to get involved.

Pg 75/76: We have a number of major projects underway including building the Arena, Metrobus and the Temple Quarter Enterprise Zone. To make sure we can deliver our priorities in a world with less money available and a growing population and demand for services, we will take the following action: Reductions:

- In principle, this could be a good plan but more detail on the projected reduction figures over the total 5 years required and the proposed returns of these institutions over the next five years.

Pg 77: The Arena Project Team will ensure both parties work to agreed targets, ensuring at the same time that there is a co-ordinated workstream and linkages are made with colleges, universities and schools to provide a supply of future labour to fill the jobs and apprenticeships we are targeting.

- Want to ensure that opportunities are available to BME young people (and adults) in this initiative and an action plan is in place to enable this.

Pg 80: Create and deliver an Economic Plan for the city centre which delivers an inclusive centre and enhanced retail offer

- Consider how the centre be made more culturally appropriate to attract people from BME communities to the area to make it a really inclusive and a diverse place to be.

Pg 81: Revise the Local Plan to meet housing, education and employment needs across the city

- This can result in positive outcomes

Pg 82/83: 3) We will ensure Bristol is on course to be run entirely on clean energy by 2050

Pg 82: We will tackle fuel poverty

- This can result in positive outcomes

Pg 82: We will continue the transition of the council to be fuelled by renewable energy by 2020

- This can result in positive outcomes

Pg 84-88: 4) We will ensure that Bristol maintains its thriving and innovative cultural life

- General comment: These initiatives can result in positive outcomes. Please ensure key arts providers are working closely with communities in a meaningful way and includes grassroots approach. Needs strategic co-ordination, clear information on who is working with who, publish results on the impacts partnerships have in terms of quality of life on individuals and communities. This should be evident in the Equalities plan.

Pg 91: Governance

We will also do more to be open, transparent and demystify the role and functions of the council for all.

- BCC could offer even greater information to communities about how it works, also make more opportunities to collaborate and work in partnership. Where relevant staff to be more present in communities; meet communities in their localities / community venues.

Pg 91: The council faces a number of challenges which significantly increase the gap between what it needs to spend and how much money it has available. This means that we need to think very differently about the ways in which we provide services and work with partners and the citizens of Bristol.

- Unclear if there is a BCC business plan for generating income?

Pg 93: Encouraging far more 'self-service' within the council, helping staff and their managers help themselves with less reliance on professional support services such as ICT, legal and HR.

- Understand saving but aware of percentages of BME staff undergoing HR issues; should not deter staff from pursuing their employment rights when they feel they are not being met.

Pg 94: 1): Bristol City Council becomes a model employer which sets an example to others in valuing fairness and diversity

- This can result in positive outcomes. Need clearer indication of how BCC can increase BME employee numbers given staffing cuts. Need clearer indication of how BCC can increase BME employees in middle / senior management.

Pg 95: Champion Equality & Diversity (Our Bristol 3).

Address the underlying issues facing Bristol in attracting BME candidates for senior positions within the Council.

Pg 95: Develop an Equality Charter which will apply to the City Council and any organisation that we commission, grant aid to or procure services from, to include governance, administration and delivery.

- This can result in positive outcomes. Work with the Manifesto for Race Equality Steering group and others to help deliver this. Monitor and publish progress.

Pg 95: 2) People are paid equally in real terms, irrespective of gender, social deprivation and race (Our Economy 2E)

- This can result in positive outcomes. Work already being undertaken by the Manifesto Strategic Leaders group on this.

Pg 96: Ensure City Hall is open and accessible to the public to sustain participation in decision-making.

- Promote the City Hall as a central Bristol destination that is open to all. Run more public and cultural events to attract more diverse people to the building, and regularly use as an opportunity to promote BCC services / ways in which people and groups can collaborate with BCC.

Pg 97: Renew our democracy and help people to avoid losing their right to vote within the rules set by the Electoral Commission.

- Work with the Manifesto for Race Equality steering group and other relevant parties to deliver this.

Pg 97: Bring greater clarity and purpose to the constitutional role of city councillors to ensure our elected members are representative of Bristol in all its diversity.

- Work with the Manifesto for Race Equality steering group and other relevant parties to deliver this.

5. Bristol Disability Equality Forum

Introduction

This consultation response is the result of electronic and face-to-face conversations with Disabled people (including young Disabled people), parent carers, adult carers, and equalities' community-led organisations. Whilst the final content is entirely the work of the Forum, we have sought to include issues raised by them.

We are very aware that the Council finds itself in an almost impossible situation; required to make swingeing cuts when its services have already been parred to the bone by previous central government funding reductions. We appreciate that these cuts make it inevitable that some unpopular decision will need to be made.

Consequently we approached this consultation in the full knowledge that some services for Disabled people and their families would be affected.

However, when we first looked at the consultation and started discussing it with others, it was clear that the change from providing informative draft EqIAs to providing largely uninformative Equalities Impact Relevance Checks (EIRCs), has substantially impacted the ability to provide an informed consultation response.

Conscious that the elected Mayor may not be aware of the impact this change has had, and aware of his commitment to open and transparent democracy, we wrote to draw his attention to this.

We were therefore very disappointed that, despite writing in the spirit of a critical friend to alert the Mayor to this, and to assist him to ensure there could not be a challenge to the consultation process, we didn't even receive a response. This is despite having highlighted (in the covering email) that the letter was urgent and time-sensitive.

Consequently, in the absence of key information, this is not the fully informed response we want to provide. We would therefore still appreciate receiving more detailed information (as requested in our letter) in time to be able to make statements/formulate relevant questions to raise when the Strategy goes to Cabinet and Full Council for approval.

1. Summary Findings¹

1.1 We welcome the elected Mayor's commitment to reduce the levels of inequality in the city and make Bristol a place "in which services and opportunities are accessible".

1.2 We recognise the elected Mayor has no choice but to make cuts, given the financial position the Council is in.

1.3 We also welcome the commitment to "a new strategic focus on building resilience in the Council and the city, together with a focus on intervening early before people's needs escalate."

1.4 We had hoped the elected Mayor would use his commitment to addressing inequality as the basis for decisions on where cuts need to be made, and where services need to be protected from them.

1.5 We are therefore very disappointed to see that the proposed cuts will significantly increase inequality in the city, despite the elected Mayor's commitment to reducing it.

¹ Please note that all quotations that are not specifically credited/footnoted within this document are from the Corporate Strategy.

1.6 Along with expressing concern regarding some of the proposed cuts, we have provided suggestions for alternatives – as the Mayor requested. Each of our suggestions would enable the Council to protect at least one of the proposed cuts that worsen inequality in the city, some suggestions would enable the Council to drop several of the proposals.

1.7 We are concerned about the minimal presence of Disabled people and their families within the listed aspirations and priorities, and dismayed to see (in the Appendix) that this is because they've been targeted to bear the brunt of the proposed cuts.

For example:

- a. the Strategy only prioritises the need to address child poverty and poverty in the most deprived neighbourhoods. It doesn't even mention Disabled adults, young people and children - despite recent research finding that **50% of Disabled people live in poverty** (i.e. over twice that of non-Disabled children);
- b. there is no mention of the need for the Council to address the primary barrier to Disabled people's employment – namely the attitudes of employers;
- c. Disabled young people are absent from the list of those the Council wishes to ensure get the good qualifications necessary to securing an higher education;
- d. there is no commitment to improving the delivery of timely and comprehensive EHCPs for Disabled young people, including those with significant 'special educational needs'².

1.8 We were further disappointed to see the Strategy only acknowledges the need to engage with the Women's and BME Manifestos, as though the other equalities' manifestos either don't exist or don't warrant serious consideration within the life of the Strategy.

1.9 We note that, overall, the impression given by the Strategy is that the Mayor is only committed to addressing inequality and disadvantage where it is specific to class, gender, ethnicity and non-Disabled youth.

1.10 As with national politics, you have decided that people and their families must bear the brunt of the cuts, those with more can thrive.

1.11 In doing so you have either ignored, or dismissed, cumulative impact that your proposals will have upon people and their families - both with regard to Council with regard to how they compound the substantial cuts government has already made³.

For example:

- a. Person 'A' has poor mental health leaving him unable to travel independently, or drive. When he was re-assessed, under the Personal Independence Payment (PIP) criteria, the assessment was undertaken at a quiet time of day in a venue close enough to home that he could walk.

“When equality and diversity is mentioned, all too often reference is only made to race, gender, and poverty, with faith and sexuality sometimes thrown in.”

specific to

Disabled so that

the Disabled cuts, and central

² See Appendix 2

³ See appendix Y for evidence to support just how big the cumulative impact upon Disabled people is.

This led the assessor to decide 'A' didn't really need support to get out and about, so he lost this element of his Disability Living Allowance (DLA) when transferred to PIP. The ESA assessor came to a similar conclusion, putting 'A' in the Work-Related Activity Group (WRAG) category rather than the Support Group.

With the Council cuts, as proposed, 'A' would now find himself living on £70pw, with no companion pass to enable him to get out and about socially and to attend JobCentrePlus (JCP) appointments. As his ESA assessment says he doesn't need support to travel, JCP won't cover the cost of a carer's bus ticket and he can't afford it. This results in a worsening of his mental health and repeated ESA sanctions, leading to debt.

b. "Barbara" (real life case study; fictional name) secured a part-time job requiring travel from Henbury to Radstock and further afield, because she is employed to do outreach work. The distance between her home and workplace takes at least 2.5 hours **each way**, each working day.

She applied for Access To Work(ATW) support with transport but, as she could use public transport, they refused to pay the cost of her travel to and from work.

Recently she also lost her ESA, due to the assessor observing her in the waiting room and noting that Barbara "wasn't rocking in her seat" (the assessor actually said this to her), whilst disregarding medical evidence that Barbara has:

- Ataxia,
- hearing loss such that she can't communicate with non-BSL users unless there's good lighting, no background noise, and where she is facing the person,
- mental health difficulties and
- a visual impairment.

'Barbara' will now be regularly pressured by JCP to prove she has been actively seeking more work or face sanctions, and she won't be able to get to work in time because the Council has decided she can no longer use her concessionary bus pass before 9.30am.

She can't leave after 9.30am because even leaving at 7.15am means she doesn't start work until after 10am – so later starts aren't an option.

'Barbara' was already struggling to manage financially, causing her a great deal of stress. Now she feels she cannot cope with the additional anxiety of having to prove she's been looking for more work, as well as the loss of:

- i. £30pw/£1560pa as a result of losing her ESA, and
- ii. £7.50 per day/£1080pa (her travel to work costs, **excluding** her train fare) - as a consequence of the Council proposal to no longer subsidise concessionary travel before 9.30am.

This equates to £2640pa in lost income.

2. **Headline Recommendations**

2.1 **Generate additional funds** by:

2.1.1 Gaining a voluntary 'salary sacrifice' from the CEO, SMT and Service Directors, proportionate to their income, to demonstrate that they are not willing to protect themselves from cuts whilst making decisions that significantly and adversely impact others.

2.1.2 Replacing Residents' Parking Zones with a citywide congestion zone requiring those working in Bristol but living outside of it to use public transport or pay to bring their car/vehicle into the city, whilst exempting those that live here. A Mon-Fri, 6.30am-2pm restriction of this kind would ensure people could still shop and socialise in Bristol without any additional costs that might tempt them to do these things elsewhere.

2.1.3 Instigate a 'tourism tax' on businesses that are not local or are very small (e.g. the national chains, international and multinational companies), that are running hotels, bars, restaurants and leisure facilities. This will off-set the costs of clearing up the city centre and supporting those features of the city that attract the tourists in the first place, such as our museums, art galleries, theatres, historic buildings, festivals, the harbourside etc.

If, as happened previously, local businesses agree and large ones don't, let the large ones leave and have to pay full business rates on the properties they have vacated. They will then have to rent or sell the premises at an amount local companies can afford, or to a national business willing to pay the 'tourism tax'.

Either way it will be a 'win-win' for local people and the Council.

2.1.4 Increase parking fines in place of existing transport cuts that specifically target Disabled people and their PAs and carers. Given the number of parking fines the Council must levy over a year, the increase would not need to be substantial.

2.1.5 Seek central government approval for new bye-laws, including:

- i. a bye-law enabling the enforcement of what are, currently, advisory parking bays;
- ii. a bye-law empowering the Council to take action against those who park on pavements (currently implemented by the police under the legislation covering 'obstruction').

If combined with actually enforcing the law regarding parking over dropped-kerbs, introduced about 5 years ago, this will both generate the additional income the Council desperately needs and make Bristol more accessible to all – as per the 'Mayor's Vision' for Bristol.

2.2 Recognise and acknowledge the multiple and cumulative disadvantage experienced by Disabled people of all ages and commit to reducing them both as aspirations and priorities within the body of the Strategy.

2.3 Commit to including Disabled people of all ages within the focus on early intervention.

The likely side effects of several proposed cuts will be to increase demand upon services rather than decrease it e.g. the withdrawal of the companion pass for all, charging for advisory parking bays/keep clear markings will result in the social isolation of all Disabled people on relatively low incomes who require support to use transport.

2.4 Invest (in partnership with the CCG and other NHS bodies) in early intervention for those who become Disabled people, when that first happens.

The experience of many people who become significantly Disabled as adults, for reasons other than a critical incident resulting in long-term spinal cord or brain injury - such as a road traffic accident - is that a lack of pan-impairment peer support early on causes greater levels of depression at all stages and a greater/more rapid reliance on statutory services.

2.5 Replace the planned withdrawal of bus pass usage before 9.30am, and the companion pass in its entirety, with an income-generating increase in parking fines or a means-tested financial restriction as to who qualifies.

This need not be onerous or expensive – as some fear - as the vast majority of those that would qualify to have a companion pass will already be accessing a range of support (or be entitled to a Continuing Health Care support package/Personal Health Budget).

They will therefore already have been means-tested when determining their support needs as someone with an ongoing and life-limiting impairment.

Similarly, if the Council intends carers will have to pay for saving the Council the cost of PA support for a Disabled person, the carer is now entitled to a Carers assessment, which it plans to means-test anyway.

2.6 Fund training for those Disabled young people with a companion pass who have the potential to be able to travel without support, thereby reducing future need for a concessionary bus pass as well as increasing their independence.

Please note that this proposal comes from members of The Listening Partnership.

2.7 Reconsider the planned means-testing of Carer’s Allowance and/or clarify what levels of income and savings you will discount.

Many carers of Disabled adults are of pensionable age. Given that their pension fund may have been invested in various ways, rather than kept in a standard pension fund (due to central government encouragement), to use the standard means-testing thresholds would eat into a pot of money that is intended to provide an income for each of their remaining years of life. You should therefore discount any monies taken out of a pension fund and invested elsewhere, and focus on their income.

2.8 Evaluate the impact of the Council’s expectation that volunteers will run services for them upon the VCS. The VCS already provides many services that local people need but the Council does not offer, many of them delivered by volunteers.

The pool of potential volunteers is not infinite – indeed, the changes to the conditionality attached to unemployment benefits has reduced the pool considerably – so we need to know what the Council will do to ensure it doesn’t reduce the level of volunteering in these services **before** it starts persuading local people to volunteer to run its own services.

3. Responses to Specific Proposals

3.1 Homes

3.1.1 IN1 Further licensing expansion. Expand discretionary licensing. Increase number of licensable properties

We broadly support this proposal, subject to the Council making it a requirement of the license that they meet all reasonable adjustments tenants require and do not reject tenants based on impairment-related needs that can be easily met through a reasonable adjustment or require no adjustment, which is what currently happens. This is evidenced by the experience of some Deaf people when seeking accommodation, of being turned down on a spurious “health and safety” excuse.

3.1.2 CF2 Recommissioning Homeless Support Services for Adults and Families

We applaud the proposal to create 50 more units for family occupation and, given the levels of Disabled

“I went to view a flat yesterday but, as soon as the landlord realised I’m Deaf, he said I couldn’t have the tenancy. When I asked why, he said it was because I was a health and safety risk.”

[Deaf Forum member]

people amongst those families the Council envisages

using them, strongly recommend that the units are physically and sensorily accessible. This will also benefit the BME families over-represented within the services as health inequalities indicate that they will have an increased need for such accommodation, even if that need is not immediate.

We also welcome the focus on prevention however, given the high levels of homelessness, we cannot see that more prevention work is possible if you are to cut funding – especially without information on what you will be asking providers to focus on and what to drop/reduce, it is difficult to give an informed response.

However we also note that:

- a. The Council has ‘put the cart before the horse’ by proposing a cut they state they don’t know how to achieve and before consulting on any reconfigured services, thus demonstrating that the need for a service has not been a significant factor when deciding what services to cut;
- b. as so many homeless people – especially rough sleepers – are also Disabled people/families we’re concerned that the proposed cuts will seriously impact them, above and beyond how it will impact non-Disabled people/families;
- c. there is so little accessible accommodation for Disabled people – particularly for those with physical and sensory impairments.

We therefore call upon the Council to:

- i. provide more information as to what outcomes you will be seeking from the re-negotiations;
- ii. ensure the 50 new family units to be created are all accessible;
- iii. seek greater NHS funding to provide homelessness-specific mental health support, to meet current and future need;
- iv. require your temporary accommodation providers to provide adequate levels of accessible accommodation, as a condition of getting any income from the Council;
- i. accept that the Council will have to adequately fund current need **and** prevention for at least two-three years, with a view to then reducing funding in line with the reduced demand that effective prevention work will produce - rather than cutting first and ‘seeing how things go’.

3.1.3 CF3 Reduce use of temporary accommodation

Whilst we welcome the commitment to prevention we are particularly concerned that the EIRC for this proposal:

- a. makes no mention of how already very busy Housing Officers are going to continue to meet need **and** increase prevention work;
- b. fails to answer the EIRC questions, notably the last question which states the officer completing the form must provide a justification for saying that a full EqIA is not required;
- c. fails to acknowledge the potential impact of other cuts upon this service e.g. the potential for the cuts to homelessness support services to increase demand for temporary accommodation.

Without this information it is impossible to make an informed judgement as to whether this is a proposal that should be supported or rejected.

3.2 Transport

3.2.1 CF4 Redesign Highways Information and Guidance delivery

[NB as there are two CF4s and no CF5, we assume this is meant to be CF5 but request you confirm this.]

We appreciate the demand that staffing levels make upon the Council's budget and, if the plans do include all that the EIRC recommends, would not object this proposal. This support is, however, conditional.

We therefore call upon the Council to:

- i. ensure the decision regarding **where** digitally excluded older and Disabled people can access the service is local to where they live, i.e. takes into account that cuts to transport and the proposal for a single, centralised Information, Advice and Guidance (IAG) service makes it entirely unsuitable for 'in person' visits;
- ii. ensure all information is available in **Easy English**, in addition to Plain English versions.

3.2.2 IN2 Charge for advisory disabled (sic) bays and keep clear markings

We feel that, as it stands, this is an unacceptable proposal.

Disabled people do not choose to need this type of provision; it is essential to their ability to get out of their home. Provision of advisory parking bays therefore provides the early intervention to prevent isolation that the Strategy purports to prioritise.

Furthermore, as it currently stands, you will be asking people to pay for something they cannot rely upon having access to.

Given that 50% of Disabled people are living in poverty⁴, the proposals to prevent use of bus passes before 9.30am and withdraw the companion bus pass completely will substantially impact upon Disabled people, leaving them even more dependent upon a car to travel and therefore triply disadvantaged.

We therefore call upon the Council:

- a. to reject the proposal to charge for advisory parking bays for Disabled people;
- b. to seek central government approval of another set of bye-laws (regardless of whether the proposal is adopted or not), including one that enables it to enforce parking restrictions (see Headline Recommendations section above);
- c. to implement any charge on a means-tested basis, should the Council decide to adopt the proposal anyway.

3.2.3 RS2 Reduction of subsidies for bus routes with low numbers of passengers

Again, the absence of any information on where the reductions will fall prevents an informed response to this proposal. For example,

- which bus routes will be affected?
- which areas along the bus route will be impacted?
- what constitutes a low number of passengers?
- will the reduction be focused on cutting funding at certain times of day or cutting certain routes completely? and,
- if both, which will be affected in which way?

We note that the total cost of subsidised bus routes equates to £1.50 per journey. Whilst this then results in a total cost of nearly £2m, it is a relatively small amount of money to ensure disadvantaged communities are able to work, especially as unemployment and low-income households cost the Council so much more.

However, without further information we cannot make an informed assessment as to whether the savings this cut will achieve justifies the impact it will have upon the current service users.

⁴ Disability and Poverty, New Policy Institute (funded by JRF), August 2016

3.2.4 RS3 Remove funding for local traffic schemes currently devolved to Neighbourhood Partnerships

As there is no information provided as to how the Council will save more than the cost of 1.5FTE staff by implementing this measure, an informed response is not possible.

We are therefore left to assume that this is primarily a cut in expenditure on traffic schemes rather than a matter of where decisions are made about which schemes are implemented. The title given to this cut is consequently somewhat disingenuous.

Whilst we do not support with each Neighbourhood Partnership (NP) receiving the same budget, regardless of need, we cannot support this cut without being given sufficient and relevant information upon which to decide.

3.2.5 RS4 Remove Companion Concessionary Bus Passes & RS8 Reduce Operating Times for Concessionary Travel

We are very concerned that these two proposals, along with the one below, will substantially impact Disabled people badly and more widely than the Council probably appreciates.

The people who have the companion bus pass have it because they cannot travel unsupported. Consequently, the Council is financially penalising those with an impairment(s) that prevents them developing the capacity to travel alone.

As Disabled young people have said:

- i. It would make it harder for Disabled people to get around carer as some people will get lost and travelling can often be scary confusing.
- ii. People are not always friendly to Disabled people;
- iii. People who have trouble communicating often have low confidence and this would make it worse, they just won't go out;
- iv. Disabled people won't be able to go out and meet people, go to the shops. It will stop Disabled people from being independent contributing to their community. In the end it will make them more dependent and needing more services.

“it can be horrible to ask for help when people don't understand you.”

[Disabled young person]

without a and

college or and

These views are supported by the facts, and Disabled people's experience.

Motability figures (actual) show 45% of motability users will lose their eligibility for a motability vehicle when they are moved from DLA to PIP. This means that, by Oct 2017 (the date by which every working age adult on DLA will have been re-assessed) a further 162,000 people will have lost their means of transport.

By reducing the operating times for concessionary travel you will be ensuring that those residents of Bristol who lose their motability vehicle, through no fault of their own, will no longer be able to get to work.

There is an implicit assumption in the Strategy that everyone can get flexible working hours; this is as it generally only applies to those working for to large employers undertaking 'desk jobs'.

We therefore call upon the Council to:

- i. consider how much more expensive it will be SEND pupils' transport to school instead and to Disabled adults to become unemployed;

“The hours that are being planned for removal from Concessionary Travel are exactly the times when children/young people with SEND and their carers/escorts are travelling to school/college/work.”

[Parent carer]

incorrect medium

to fund cause

- ii. drop these proposals, in favour of one our recommendations regarding Council financing.

3.2.6 RS5 EIRC Reorganise how school crossings are patrolled

Whilst we understand the need to make savings we are concerned that this proposal will negatively impact young people's independence, as well as their safety.

We also note that it is likely to work counter to the Council's Health & Wellbeing Strategy as it will cause some parents to revert to driving their child(ren) to school, rather than letting them walk.

We therefore call upon the Council:

- i. if cuts have to be made, to select the first option given – to withdraw School Crossing Patrols (SCPs) where there are 'engineered crossing facilities'.
- ii. to consider the cost of providing additional support hours (for an independence support worker) to some children in mainstream schools who cannot reliably use such crossings e.g. children and young people with learning, cognitive or behavioural difficulties, including those labelled as SEND.

3.2.7 RS6 Withdraw Reimbursements to Community Transport Operators, for Concessionary Travel

We are very disappointed to see this proposal within the Corporate Strategy as, to us, it is a clear example of direct discrimination against Disabled people who have to use mobility equipment or need transport direct from their home. It is not their fault that private sector bus companies (and the public transport regulations) effectively prevent them from using bus/coach services.

Had the bus companies concerned done anything substantial to persuade government to change the regulations there would a case for saying it is the regulations, not the company, that are causing the discrimination. However, our largest local operator has only ever acted to avoid prioritising wheelchair users' accessing the wheelchair space – usually by challenging all court decisions that they should.

We appreciate the Council is required to reimburse standard bus use of the concessionary pass but not community bus use.

However, by paying for concessionary travel on one set of services and not on the other, the Council will effectively be 'rewarding' those services that, in practice, mostly don't accommodate Disabled people with certain impairments (private sector bus companies) whilst 'punishing' those who mostly do (community transport operators).

As one group of parent carers' notes,

"If the Council no longer reimburses Community Transport operators for Concessionary Passes - and the social enterprises running them cannot cover the cost – how will the most vulnerable SEND children and their carers travel?"

This proposal is one of several that supports the view that the Council has 'benchmarked' its provision against other local authorities with the sole purpose of matching the 'lowest common denominator'; a less than fitting action for a city that aspires to be one of the best places to live.

Furthermore, it is extremely unlikely that the company doing the 'benchmarking' took into consideration the attitude towards Disabled people of those other local authorities' bus service providers. Disabled people know from personal experience that many other local authority bus services are much more accommodating and welcoming of wheelchair users – even where the same bus company is involved e.g. in Cornwall, where you will find wheelchair users in Bristol experience a lot more reticence to accommodate them than in Cornwall, even though First bus operate in both areas.

We would not recommend the suggestion below as a long term solution, because we want an accessible and inclusive public transport system, we believe it should be implemented in the short term, if the Council is able to.

We therefore call upon the Council:

- i. to investigate if they are able to introduce a levy on all the private sector companies operating in Bristol that don't, in practice, provide accessible transport so the Council can pay for community transport to 'fill the gap'. This would enable Council to make the financial savings it seeks without doing so at the sole expense of Disabled people.
- ii. if not able to introduce a levy, to persuade local bus companies to part-fund our community transport as part of their Corporate Social Responsibility policy.

3.3 Neighbourhoods

3.3.1 CF6 New Ways of delivering Parks and Green Spaces

The paucity of information regarding the terms and principles upon which any changes are made make it impossible to provide an informed response, e.g.

- no information on what savings are being referred to i.e. staff, maintenance costs, etc.,
- no indication regarding the level of responsibility the Council expects local communities to take on e.g. dealing with litter, &/or doing all the gardening, &/or dealing with the removal of 'dumped' items, &/or ensuring user safety etc.

Until such information is provided, it is not possible to make specific comments on this proposal.

We therefore call upon the Council to:

- i. provide the missing information;
- ii. commit to not letting parks/spaces fall into disrepair so it can then use lack of use as an excuse to sell the land off;
- iii. make keeping the parks/spaces accessible an essential requirement, however they are to be maintained and managed;
- iii. where there is a lack of local interest in taking on responsibility, to continue to take responsibility for the park/space and not use it as an excuse to declassify and/or sell the land off.

3.3.2 CF7 Re-shaping Neighbourhood Partnerships (NPs)

In a department that has been doing a great deal of learning about, and training of others in, asset-based community development, we cannot believe that the Council has no ideas about what it will replace NPs with, yet the EIRC fails to give any indication regarding the options currently being considered.

Furthermore, the prediction that, whatever the changes made, the Council will save at least £275,000 – and potentially as much as £825,000 – means these options must exist, even though they have yet to be consulted on.

Given the lack of any information, we can only state:

- a. we would welcome at least some of the Wellbeing grant funding being removed from local control so that it can benefit communities of interest as well;
- b. we would welcome a requirement for local councillors to actively include the perspectives of equalities communities when deciding what happens locally;
- c. we would welcome a decision that the amount of funding provided to NPs (or their replacement) is dependent upon local need, not population numbers.

d. we **would not** welcome a decision to effectively cut a range of services by reducing the funding for affluent areas without passing on additional funds to those areas where there is substantial disadvantage.

Without additional information it is impossible to respond further.

3.3.3 CF8 Citywide Approach to Information, Advice and Guidance

Whilst we appreciate the financial constraints upon the Council we are conscious of there being insufficient IAG services in the city, even before a cut in funding is considered.

We are also very aware that it is simply not possible for the vast majority of Disabled people to put together an effective application for PIP or ESA based on 'online' information - even if that online information is capable of giving clear guidance on how to phrase every different impairment Disabled people may have and its impact on an individual's daily life – which it won't be. Such benefit applications, along with those involving a potential liability for Bedroom Tax, simply have to be done in person if they are to be successful.

This is even before one takes into consideration that Disabled and older people are the most digitally-excluded people as well as being one of the groups most likely to need IAG services.

As an organisation, Disabled people are increasingly contacting us for support and information because the IAG is already groaning under the strain of trying to meet the need within existing budgets.

We therefore struggle to see where and how the 10% 'saving' can be found. However, we do recommend two actions that could reduce overall costs, albeit not as much as 10%.

a. Funding for someone to attend each ESA and PIP assessment alongside the claimant could reduce the need for appeals, which would both reduce Disabled people's stress and anxiety levels and reduce the need for (more expensive) IAG support to appeal a decision⁵. Unfortunately when, over the past two years, we've proposed the Council fund such a project they have shown no interest.

b. Jointly funding (relatively) low-cost Peer-led Drop-Ins (using both IAG and Better Care budgets) where they can get answers to myriad disability-related questions from other Disabled people e.g. "Where can I get a lightweight manual wheelchair so my son can push me up the hill to my house?", "The mobility shop has said it will cost £200 for new tyres and I just can't afford that. What do I do?", leaving the IAG services to focus on more complex enquiries.

3.3.4 CF9 In-house enforcement

We have no objections to this proposal, subject to the Council consistently offering support rather than implementing 'statutory fees', and subject to any income it does generate in this way going towards services for disadvantaged people.

3.3.5 IN4 Parking charges to Blaise, Oldbury Court, Ashton Court

We would support this proposal, in principle, if those on income-related benefits, or all Bristol residents, were exempted. Obviously the former of these would make better financial sense.

⁵ We have applied to the Council for a small amount of funding to continue the Peer Support at Assessments project we have started (using our own monies) that would provide such a service. This means the funding would come from an existing budget, so wouldn't involve additional costs.

Whilst Council officers' immediate reaction to this proposal is likely to be "it isn't practicable", we think it would be if the Council used the NHS charges exemption card to distinguish between who does, and doesn't, have to pay; ticketing machines could be programmed to accept them.

3.3.6 RS9 Reduce the number of council run libraries

As with much of this consultation, the lack of information prevents a fully informed response. Whilst we appreciate that a commitment to consult on a reconfigured service inevitably means there is less clarity at this stage, the Council could at least have indicated which approaches would save £720,000 and £2,200,000, respectively.

We are also disappointed to see the Council planning to make further changes to the library service after the recent amount of money and time spent on conducting a thorough consultation about, and implementing, their reconfiguration.

More broadly, this type of constant flux, throughout the Council, (where there is radical change every 12-24 months) is very expensive and unproductive. Our members, not unreasonably, want to know just how much all these changes, and the consultants brought in each time, has cost. They are also very fed up with being asked for their views, and sometimes appearing to be listened to, only to find that one or two years later the initial 'cut to the bone' proposals are raised again.

3.3.7 RS10 Local Crisis Prevention Fund

We struggle to make sense of the Council proposing this particular cut, given that the existence of the fund helps prevent homelessness and aid people to obtain more secure accommodation.

Without any explanation as to what the Council's rationale was when selecting this proposal, and no information as to what the Council envisages will replace it, it's not possible to provide an informed response other than that mentioned above.

All we can say is that, by causing the closure of the very VCSE organisations that offer such services alongside affordable furniture and furnishings, the proposal risks:

- i. increasing homelessness and unacceptable living conditions in the city, and
- ii. the loss of opportunities for homeless people and those recovering from substance misuse that many of these organisations also provide.

3.3.8 RS11 PCSO Review of service provision

Without further information about the demand placed upon PCSOs in different areas, we cannot really comment on this proposal.

We would however remind the Council and the Police that hate crime is an increasing problem in our communities so some research on the actual levels (as opposed to reported levels) in different parts of the city is needed **before** decisions are taken.

3.3.9 RS12 Removal of discounts for Council Tax on unoccupied and unfurnished properties

Whilst this seems a sensible proposal, it's unclear whether it would only apply to vacant unfurnished properties, or all vacant properties.

We therefore call upon the Council (if implemented) to ensure:

- i. It is made a condition of Council Tax that landlords cannot fund CT on unoccupied premises from the rents of tenants in other properties. The Council could enforce it by doing 'spot checks' of landlords' accounts to ensure this is not happening.
- ii. those in hospital or rehab for over one month remain eligible for a reduction in the Council Tax on their primary home.

3.3.10 RS13 Combine Citizen Service Points (CSPs) into a single, central, CSP

This proposal is simply a plan to cut all CSPs, with the exception of the existing CSP at 100 Temple St., rather than a plan to centralise CSPs.

Whilst any centralisation of services is less accessible for very many people on a low income or limited ability to travel, our primary concern regarding this proposal is that, in combination with all the proposed transport budget cuts and digital exclusion, we believe it constitutes discrimination against those Disabled people with mobility difficulties or who require support to travel.

3.3.11 RS14 Provide a different model of pest control for vulnerable people, via commissioning

The lack of **any** information regarding what exactly will replace the current arrangements makes it impossible to give any kind of informed response to this proposal.

3.4 People

3.4.1 CF10 Review provision of day services to adults – Community Links

We are somewhat confused about this proposal as we have received contradictory information regarding it.

The EIRC clearly indicates the alternative provision proposed will not necessarily be at a venue close to an existing day centre, whilst the Service Director for Adult Social Care assured us all alternative services/venues would be close to any day centre to be shut.

Consequently we cannot give a clear response as insufficient factual information provided means we couldn't clarify which perspective is correct.

However, we can say that we would be very concerned if what we were told by the Service Director was incorrect.

Many 'infirm' elders and Disabled people struggle to get out of their home and go beyond their immediate vicinity without some support. Therefore, services provided on the far side of an area from where they live are, effectively, inaccessible. This will particularly be the case if the Council insists on implementing its proposals regarding concessionary bus passes of all types on all forms of public transport.

It is also a false saving as social care recipients will have no choice but to demand their right to local authority support to engage with at least one of the following: Family, Friends, Faith, Hobby, Social activity, as part of their social care package.

Such an action – which, in the circumstances outlined we would have to advise our members to pursue – would probably cost the Council at least as much as they will save by discontinuing the companion bus pass or the use of a concessionary bus pass on community transport, without removing the reputational damage that transport cuts will prompt.

Disabled young adults have also expressed their concerns to us, as follows:

- i. Autistic people would struggle with the change so it's time for the Council to stop constantly changing their services;
- ii. The proposal would probably result in Disabled people having less care/insufficient staff-to-user ratios;
- iii. Some people could become isolated.

"It's like saying Disabled people don't matter."

[Disabled young person]

We therefore call upon the Council to:

- a. Ensure the alternative provisions proposed are as close to existing facilities as the Service Director assured us they would be; and
- b. Reject all the proposals regarding concessionary travel, that would affect both Disabled people and of their companions.

3.4.2 CF11 Recommissioning of Bristol Youth Links

We are somewhat confused about this proposal as the figures don't add up. The EIRC states that the total reduction will be £900,000, yet the figures provided only add up to £789,000. Our best guess is that the lower figure is the actual proposed reduction and that the officer incorrectly included a £100,000 increase in 'specialist services' as another decrease.

However, in the absence of adequate information it is, again, not possible to provide an informed response to the proposal, as it's entirely possible that this £100,000 **is** meant to be a decrease, not an increase.

We would be deeply concerned if this latter scenario were to be the case.

Disabled young people in Bristol sent us their views on this proposal, as follows:

- a. they already have fewer places to go to meet friends and socialise so any further closures would disadvantage them more than non-Disabled young people;
- b. Many schools and colleges are centralised so removal of local youth clubs would leave them without friends who live nearby or who use a service they can get to, leaving them socially isolated;
- c. This, in turn, would reduce their social development, further disadvantaging them in their future life – in addition to the multiple barriers they will face;
- d. They would lose the ability to:
 - i. take part in the volunteering experiences provided by their youth groups,
 - ii. take part in activities that develop life skills and contribute to building a sense of independence and a sense of self-worth;
- e. Youth centres have gyms and sports facilities so they would miss out on having a big space to take part in sporting activities, to run around in, and to let off steam.

This could also negatively impact their education and undermine their ability to cope.

3.4.3 CF12 Change the way reablement, rehabilitation and intermediate Care Services are provided in the city

Our understanding of this service, provided by those delivering it, is that a significant number of those using the service have some degree of dementia. If this is the case we are concerned that commissioning the service will result in unnecessary distress, especially for those with dementia, due to the constantly changing private sector workforce. This is based on evidence that suggests staff turnover within the Council's team of workers is significantly lower than among other providers.

We are also concerned that a commissioned service will result in the staff working to such tight time-slots that the service users' needs will not be adequately met, for example:

- i. rushing the individual to do something in less time that they need,
- ii. stress-related forgetfulness - such as forgetting to check a beverage is close enough to the service user for them to reach,
- iii. overlooking signs of unmet need/health concerns (due to insufficient time to notice) such as levels of hydration, whether the individual is eating enough, etc.

Finally, we are concerned to note that you have no plans for what a re-configured, re-commissioned service would look like and clearly state that you don't know what savings can be made, yet have decided to cut the budget by £600,000.

3.4.4 CF13 Review Early Help Services

On initial reading it appeared that this proposal would not affect the range and quantity of services, merely site them alongside other relevant services, thereby reducing building and management costs. However, upon reading the EIRC it appears the Council also intends to reduce services.

How much that represents is very unclear as the stated sum of "£1,200,000 plus cost avoidances" is meaningless – especially as we don't know what "cost avoidance" is being referred to, or how much it would save.

We would be concerned about any reduction:

- i. in services, at it would undermine the Council's intended focus on 'early help' as a means of cutting costs;
- ii. in frontline staffing, as it would leave Disabled and SEN children particularly disadvantaged as they, in particular, need higher staff/service user ratios to be able to thrive;
- iii. that comes before the Parent Carer Participation Forum's recommendations have had an opportunity to 'bed down'.

"Early Help (Family Support) is crucial as it provides a signposting and preventive function before families who have children/young people with SEND collapse in crisis."

[Parent Carer]

We therefore cannot support a reduction in services for families of Disabled adults or children.

However, if the proposal is limited to only saving money by co-locating Early Help Services alongside suitable, nearby, related services (and not schools) in **partnership with parents**, i.e. drops the reduction in services element, we would find this proposal a lot easier to support.

3.4.5 CF14 Agree the best Future provision of Community Meals

As with other services the Council informs us are not financially viable (see below), the first question has to be,

"What went wrong with the management of the service and the advice received regarding what rates to charge?"

It is only if there has been no management failure contributing to the loss that a proposal to reduce/cut the service is justified. No such information has been provided.

The EIRC states that, as the service is only provided to vulnerable people, "No particular group are identified as being more at risk than others". We would dispute that as, surely, those unable to leave the home, and those with conditions like dementia, will be particularly disadvantaged - if only because of the combination of having no access to cheap nutritious meals in a local cafe (for example) & no-one checking if they've eaten their meals.

"When I was reliant on ready meals (frozen and chilled) I became poorly nourished leading to weight loss, having no energy, and a worsening of my impairments."

[Disabled adult]

We are also concerned that this 'oversight'/prevention' element would not be provided for free by an external agency.

3.4.6 CF15 Review dementia care home provision – Redfield Lodge

This is a particularly difficult proposal to comment on as:

- a. part of the EIRC is missing and
- b. there is a rather large, unexplained, gap between what the EIRC lists as the considerations necessary to stop the losses the Lodge is incurring, and what is provided in the 'Could your proposals impact citizens with protected characteristics?' - where reference is made to plans for 2018 without indicating what they are.

We therefore request the following information before we are able to respond to this proposal:

- i. Is the proposal about increasing charges to bring them in line with private sector provision and reducing reliance on agency staff?
- ii. Is the proposal to commission an organisation to run the facility for the Council?
- iii. What are the plans for 2018 that the EIRC refers to?
- iv. Does it involve moving all people with dementia who are currently cared for by the Council into new Council-run facilities?
- v. If not, who is envisaged using the new facilities and will they be run as commissioned provision?
- vi. Why has the use of agency staff jumped from zero last year to over a quarter of a million pounds this year?
- vii. Was there a business Risk Management plan (re: staffing) in place and, if so, why did it fail?

3.4.7 CF16 Consider options for providing support to Carers

Whilst we are concerned about this proposal to stop a universal provision for those carers delivering a substantial amount of support, we are relieved to see that, if the proposal is adopted, the carers' allowance would at least be means-tested rather than completely withdrawn.

The Strategy rightly expresses concern about social isolation but without including the social isolation of Disabled people and their carers, despite both groups often experiencing high levels of social isolation. Yet, to means-test carers allowance (and the support it provides for) and to withdraw the companion buss pass, risks increasing the social isolation of both carers and the Disabled people they support.

This sends a message that the Council doesn't value what carers do and is unappreciative of the amount of money they are already saving the Council – even when one includes the cost of a universal carer allowance.

This is in addition to our concerns about:

- a) The likelihood that it will impact negatively on carers' health and wellbeing, which in turn is likely to impact the whole family (including the Disabled person they are caring for) if people have to choose between spending on a bit of respite for themselves or continuing to use what money they have to meet the needs of the rest of the family.
- b) The estimated saving of £50k failing to take into account the potential risk of people undertaking less caring themselves, thereby forcing those they support to turn to BCC for increased social care support to cover that shortfall.

c) The “Adoption of a RAS (that) will lead to a fairer, more controlled allocation of resources” when Adult Care social workers are telling us that the RAS software is not fit for purpose. We are therefore sceptical that the Council has evidence for this, or that a carers’ RAS will be effective.

We also ask you to consider the following points, raised with us by parent carers:

“Please remember that:-

- i. Once a couple have a disabled child, the stress can often lead to family break down, and many parent carers are single.
- ii. The needs of their child(ren) with SEND means that many parent carers have to give up work, and live on low incomes whether they get benefits or not.
- iii. Many of the extra expenses associated with having a Disabled child are costly, so the added expense of paying for a ‘service’ they or their child needs may be the last straw.
- vi. Many families have more than one child with SEND, so paying for each and every service multiple times would soon become unsustainable.
- vii. Other parent carers are looking for a BCC service not because they can’t afford it, but because there is no other way of accessing the support they need or there are no other providers available. These parents could contribute financially, but they would still need the service to be provided by BCC (unless the Council successfully invests in stimulating the market).”

3.5 Place

3.5.1 CF17 Gradually reduce funding to Destination Bristol

It is difficult to comment due to lack of information, other than to say that we share the Equalities Officer’s concerns – especially given all the money that has been spent, in partnership with Destination Bristol, to provide up-to-date and full information on accessibility in Bristol – and refer you to our proposal for a ‘tourism tax’ on local businesses.

However, a ‘tourism tax’ (see the ‘Headline Recommendations’ section above) could fund any areas of work Destination Bristol would have to drop without BCC funding.

3.5.2 IN5 Establishment an Energy Infrastructure/Service company

Again, there is no information to indicate:

- i. what makes this a new company,
- ii. how it will operate,
- iii. why there will only be “potentially an interest rate return on the associated loan”,
- iv. who is going to own the company,
- v. why the current company is getting £260,000 net revenue support and what it is for, and
- vi. why the new company won’t need ‘net revenue support’?

We can therefore only call upon the Council to ensure (should the proposal go ahead):

- a. the Council owns the new company,
- b. the Council gets an income, as well as interest on any loans, and
- c. there’s a requirement that the energy supplied remains both ‘green’/renewable and cheaper than the “Big 6”.

3.5.3 RS15 Reduce funding to Bristol Music Trust

This is an area where we see our proposal for a “tourism tax” providing at least part of the funding that previously came from the Council.

We would therefore support such a proposal **as long as** there is a requirement that the remaining monies the Trust receives from the Council are used to maintain the current level of provision for the most financially disadvantaged groups and those communities of people with protected characteristics.

3.5.4 RS16 Reduce funding to Key Arts Providers

Yet again, there is far too little information provided upon which to base an informed response.

We therefore request that the Council provide the following information, before making any decisions:

- a. which “key arts providers” the proposal applies to;
- b. which will get their funding reduced and which will lose all funding;
- c. where this has not been decided, upon what basis the Council will decide whether to reduce or cut the funding of each “key arts provider”;
- d. which budget will it come from i.e. the arts grants’ budget or another arts-related budget?

We would also want to see the Council ensure these providers can secure funding from elsewhere for their mainstream work and only use their Council funding to cater for the needs of the most financially excluded groups and those people with protected characteristics.

3.5.5 RS17 Reduce museums opening hours

Firstly we wish to point out that Mshed is currently closed on Mondays so it is unclear whether it would therefore be shut Monday-Wednesday throughout the year, or would start opening on Mondays for part of the year.

Before we can provide an informed response, we need to know: how much donations have increased by since BMAG installed an high profile ‘donation station’ in the main area, and how many/what proportion of the donations are made in a manner that enables it to claim back Gift Aid.

3.6. Health and Wellbeing

3.6.1 RS1 Re-commission alcohol and other drugs misuse services for adults

The findings of the Council’s own research⁶ states:

“Bristol has the highest estimated rate of opiate and crack users of all the core cities and the largest proportion of very high complexity clients which makes them more likely to be in treatment for longer and need specific support.”

Furthermore, the Crime Survey for England and Wales (CSEW) suggests that

“self-reported Class A drug use in South West of England and Wales is on the rise with a rate that has exceeded the national average since 2011/12. This amounts to 3.8% of the adult population in the area.....”

Given the increased levels of poverty in the UK (and particularly among ‘at risk’ communities in the city) we are likely to see a further increase, not a decrease, in demand.

In the light of this, to cut family support, youth services and substance misuse services would be to knowingly create a greater than necessary demand for all three services in the future, and create a higher reliance on expensive health interventions, or leave local communities to deal with the consequences.

It is difficult to say much more as there is no information provided regarding which aspects of ROADS will be affected by the cut, other than to say that:

- i. £1.1m is a substantial amount of money to withdraw from such services and,

⁶ ‘Bristol Substance Misuse Needs Assessment’, Safer Bristol Partnership, Sept 2016

ii. whilst we appreciate the final service will be subject to negotiation with those running the commissioned services, the Council must have things it definitely does/doesn't want cut as part of the contract, so why hasn't this information been provided?

However, despite this lack of information, we are aware that, whilst £1,103,000 is 14.33% of overall spend, we have heard that community based services have been told they face close to a 20% cut in their funding. We feel this is a rather large difference that should have been explained in the consultation paperwork.

We also call upon you to bear in mind that significant numbers of substance misusers have a dual diagnosis and consequently will also have been badly impacted by a range of central government, and proposed local government, cuts – creating a very substantial cumulative impact that will leave them needing more, not less, support.

4. Conclusions

- 4.1 We welcome the stated commitment to reduce inequality across the city but note that the Strategy will only worsen them.
- 4.2 We are concerned that the content in the main body of the Strategy disproportionately overlooks Disabled people whilst the cuts listed in the Appendix) disproportionately target them.
- 4.3 We are very disappointed that the Council has not used the commitment to reducing inequality as a guiding principle when considering where to make cuts.
- 4.4 There are alternatives to the cuts that the Council should explore thoroughly before making decisions.
- 4.5 Having provided some alternatives, we hope the Council will give them serious consideration.
- 4.6 We are very disappointed that the Strategy does not include any commitment to working to implement the Bristol Disabled People's Manifesto, especially given the specific commitment it makes to working on the Women's and BME Manifestos.
- 4.7 We don't feel the consultation qualifies as a proper consultation due to the lack of sufficient information upon which to base a sufficiently informed response.
- 4.8 The cumulative impact of the cuts upon Disabled people, their families and carers, is unacceptably high, even before one takes into account their interaction with previous local and national government cuts/service revision.
- 4.9 When proposing a number of the cuts the Council does not appear to have considered the potential for certain service changes/removals to result in it facing further (and/or greater) demand upon other budgets across the Council.
- 4.10 It is deeply disappointing that the Mayor has not committed to get the private sector to fund those elements of Council expenditure that they benefit from the most.

Appendix 1

Examples of the cumulative impact of cuts upon Disabled people include:

- a. Disabled people face an average 25% additional cost of living **before** any of the costs listed below, and up to 50% more for those receiving social care support.
- b. Many will lose the £30 disability premium associated with unemployment benefit for all but the very few in the ESA Support Group (54% of Disabled people are unemployed).
- c. The loss of the higher rate mobility allowance (for very many of them)
- d. The loss of housing benefit to cover their need for an additional room in their home – where renting – due to the Bedroom tax.
- e. The reduction in, or loss of all, their DLA income for many Disabled people when they are transferred to PIP – the bulk of which will be happening between now and October e.g. higher rate mobility is over £50pw, a large sum in weekly income to lose.
- f. The loss of their companion bus pass.
- g. The additional cost of £200 for an advisory parking bay for their carer, so they can be driven instead/as well.
- h. The cost of not being able to use their concessionary bus pass on community transport.
- i. A fraction under 4% increase in Council tax (if they are on a low income but just outside of qualifying for Council Tax relief) on top of all the other additional costs this budget will bring them.
- j. The loss of employment some will face when they lose their Motability Allowance.

All of this is additional to them already being the group in society most likely to be unemployed (over 50%) and most likely to be living in poverty (50% of them).

Appendix 2 - EHCP Case Studies – Bristol

These case studies were provided by Contact a Family within a very short timescale, to raise the Mayor's awareness. We thank both the parents and Contact a Family for providing them.

1. S1, Bristol

I'll try not to turn this into a rant and keep it brief, but our experience has been pretty appalling. When this is all over I would really like to try and contribute in some way to making changes towards the current EHCP process in Bristol.

My son, W is 8 and we applied for the EHCP as we've been looking at moving him to specialist school. He also has a lot of sensory needs and speech and language problems. We were hoping that after his assessments from various professionals we would see some provision in section F to address those needs.

We had an assessment from the EP and then were told it was too late to get any other professionals involved, despite attempts from us to move everyone along. We then paid to have independent assessments done (we've been paying for independent OT support for five years) so they could be used in the plan. The LA used the independent assessments, which clearly showed W's need for regular input from Speech and Language and OT, but failed to put sufficient provision in section F. Instead they have said that the school should provide all of the provision, despite the school not knowing how to implement it (we're on very good terms with the school by the way and they are

amazingly pro-active, they're just not trained OT and S&L therapists). During the draft meeting (which our independent OT and speech therapist came to) this was all pointed out and the LA's response was that without an NHS OT and S&L reports they wouldn't be able to put provision in.

We have so many examples of how the LA have dragged their feet, misinformed us (we were told for example that we wouldn't get any OT input because the core offer is only 4 hours of OT during W's whole EHCP plan. It's my understanding though that if the need is there the LA should provide it, it shouldn't be dependent on how many hours the NHS can offer) and been generally blocking us from getting a robust EHCP. We are now looking at a pretty flimsy EHCP plan that is not fit for purpose.

The one positive is that we have it so can move schools (hopefully). Our next move is mediation and then tribunal. At the tribunal I will have to represent myself as we don't the funds for a solicitor and even if we did I couldn't spend that money knowing that it could go on providing independent OT and Speech support for me son.

Generally I feel really let down by this process. It's supposed to enable our children to be fully supported and help them reach their potential - instead it's leading parents to nervous breakdowns.

If you need any other info I would be happy to contribute, something really needs to change with the way the EHCP process is done.

2. Z, Bristol

My daughter has SEN support but she has access to a t/a most lessons, she refuses to go to or do lessons. Needs things to be explain 3/4 times including use of visual aids, she has sensory issues and meltdowns. She also has extra help with maths and English and even though they have moved her into a nurture group she is still being taken out of maths and being given extra help. Even though she has access to t/a and resource base she's not a part of it.

She doesn't have an EHCP but school have said we can apply ourselves. My daughter is 12 in yr 7 and has been getting this support since she started school in Sept - even though they said it would only be temporary.

3. L, Bristol

P is 3 at nursery with no support. As I recently told you I worry for when she goes to school (advice given was to speak to nursery about getting EHCP started and contact SENDIAS service). Despite her needs we have been turned down for an EHCP, she has complex needs!!

4. S2, Bristol

I have twins who are 10 and both on the spectrum. One has just been diagnosed and receives no support at all and my other daughter was finally diagnosed last July after 2 years. I applied for an EHCP but was refused as my daughter didn't meet the criteria as the school at that point were not doing anything. Finally ASDOT got involved and my daughter now receives band 3 funding although the school are still not doing what they are supposed to be doing.

I have spoken with both the school and ASDOT to go back to the Council to apply for an EHCP as I think that my daughters' needs should be in writing so that the school actually stick to what they are supposed to be doing and also that anything that is put in place follows her to secondary school.

5. H, Bristol

I have repeatedly asked for my oldest to have an EHCP done but the school have said that he's fine and that it would be rejected if they applied. We are now in a situation where he has had many spectacular meltdowns which have resulted in 2 hospital admissions and the police being called to school. As a result of the meltdown at school he has now been permanently excluded. An appointment was made a couple of weeks ago for us to meet with the EP at school to start the process, it seems though that it is now too late. I strongly believe that if an EHCP had been put in place sooner he would not have reached the point of exclusion. I'm not blaming the school for this, I'm blaming the process.

6. T, Bristol

Have a son with Classic Autism, non-verbal and is smearing. The Social Worker came to do an assessment and said he doesn't fit the criteria for Direct Payments, but he has an EHCP. We have housing issues and need help with housing as well but the Social Worker was really useless.

Appendix 3 – Jargon-Buster

EqIA = Equalities' Impact Assessment.

EHCPs = Education and Health Care Plans.

BME = Black and other Minority Ethnic.

ESA = Employment Support Allowance,

CEO = Chief Executive Office. The CEO is the most senior employee within an organisation.

SMT = Senior Management Team (consisting of CEO and the four Strategic Directors).

EIRC = Equalities' Impact Relevance Checks – the replacement for Draft EqIAs.

BMAG = Bristol Museum and Art Gallery.

Motability = An organisation that provides adapted vehicles and high-cost powerchairs/scooters to Disabled people in return for their higher rate mobility allowance.

Motability vehicle = the car/van/powerchair/scooter provided by Motability.

6. Bristol Dementia Action Alliance

I am writing this letter to you as Chair of Bristol Dementia Action Alliance regarding the city's Corporate Strategy. The views outlined below are my own and do not necessarily represent the views of fellow members of BDAA. I include several services delivered within the city that I feel are vital and are potentially at risk:

- The closure of Bristol Community Links sites (North, South and Central) and the North Bristol Drop-In Centre at Muller Road URC.
- An integrated National Health Service AND a National Care Service.
- Closure of libraries.

I appreciate that it is necessary to make substantial cuts in expenditure and that you may need to cut where you normally wouldn't however, I would like to make a plea for the three Bristol Community Links sites (North, South and Central) and their associated staff. I extend that plea to include the North Bristol Drop-In Centre at Muller Road URC and its team. The people working at these sites offer vital support to underprivileged people with ESN and other issues. If BCL closes, many people would have nothing, no place to go, no activities, no support, nothing. These services are a lifeline for many, providing support for many service users who, can at times, feel extremely isolated and we need to protect them. We should also remember that from a Dementia point of view all these sites are "Dementia Friendly".

I am also aware that there is a big issue with Adult Social Care i.e. "bed-blockers" (Not a very nice term to use about fellow human beings) and a growing older population requiring increasingly, additional funding. What we really need is an integrated National Health Service **AND a National Care Service**. No chance of that in the foreseeable future, unless (as a fellow trustee says) someone in a position of power (like a government minister or city mayor) has the courage to make it happen. There's a challenge for you!

So, what is the solution? Rather than one group play the "blame- game" and say that "so n' so is to blame", perhaps Bristol can adopt an idea recently shown on TV, whereby NHS and Social Services teams adopt a more joined up approach to delivering services and work closer together. Some other towns and cities already do this and as a consequence, patients can be moved from hospital to home more quickly in a more proactive, rather than reactive way, potentially saving money in the process and of course, improving the well-being of some our most vulnerable people.

Can I also make a plea for libraries? We've already been through two recent consultation exercises on this and I believe the people have spoken on how they view the importance of libraries. As well as being a place to borrow books, go on the internet, complete CV's, run mother and toddler groups, memory cafes, libraries are "places of safety" for people with Dementia. Rather than closing libraries can we look to move more services into libraries, making them more interesting and appealing places to visit - a community hub.

7. Bristol Festivals

I have recently started as the Executive Director for *Bristol Festivals*, a membership organisation representing the City's diverse festival sector. In November, we held a Festival and Events Forum meeting with 27 organisations in attendance to discuss the Cultural Strategy with Andrew Erskine from Tom Flemming Consultants, we also discussed the current proposals for cuts to the KAP funding in the Corporate Strategy 2017-2022.

I felt that it was important to respond on behalf of the Festival and Events sector and have done so in collaboration with not only our members but also with other cultural organisations to contribute to the discussions around the future of culture in Bristol. We are very encouraged that the new BCC Corporate Strategy is ambitious for culture in the City and we want to work with you to ensure that Bristol is "a leading cultural city, making culture and sport accessible to all". We also want to work with you on developing the new Cultural Strategy which can underpin continued cultural development. Culture is the driver of city image and reputation. It builds social cohesion and well-being, it develops inclusion and creative talent, it attracts visitors and investors, and it underpins the creative industries which is the fastest growing sector in the UK and a vital part of Bristol's economy.

Bristol has built a reputation as a centre of culture and counter-culture. This has been developed through long-term consistent investment in a diverse ecology of arts organisations and festivals working in partnership with other agencies including Arts Council England. Despite lower levels of investment than other cities we have made that investment work harder than others through sustaining a diverse ecology of organisations. Our rich cultural diversity makes Bristol stand out – activist, contradictory, unorthodox, and independent, Bristol is highly distinctive. It is our culture which makes Bristol attractive as a destination for visitors and for businesses to set up and to stay. "Bristol is Creativity and Innovation" says Lonely Planet.

As a cultural sector, we want to work with the City Council to forge a stronger city for all the diverse people who work, live, learn and visit Bristol. We want to ensure rich cultural experiences for our young people as they grow up and take their place in the world. More than ever before we need people with creative skills and broad cultural empathy to sustain Bristol's social fabric and economic health.

Culture is vital to the health of our Society, the quality of our Education, and the innovation capacity of our Economy. This holistic contribution is a product of delivering cultural value which builds a sense of place, empathetic people, enjoyment and the capacity to inspire new thinking and behaviours.

We have a culturally vibrant city – we want to work with the City to sustain that vibrancy and build deeper inclusion and stronger international reputation. The world is becoming ever more competitive and we need to stand tall and work for our city projecting Bristol to the world and connecting local with global.

While acknowledging the scale of cuts which the City needs to make, Bristol Festivals members collectively agree that the current proposal for a 50% funding cut commencing April 2017 would be counterproductive. It would fatally damage the cultural ecology and result in a much bigger reduction in activity and employment due to loss of leverage from other funders. Culture is not only vital for the future of the city it is also very good value with a return of up to £20 for every £1 invested. Last year Bristol City Council culture investment supported 1,700 jobs and generated arts organisation turnover more than £55 million.

Festivals and events are a huge part of the cultural economy and in the last 5 years with stable support from BCC, we've seen the sector grow by a third, with the city now hosting over 50 significant festivals and events from a rich and diverse array of communities and cultures. – *See appendix below*

Whilst many of the city's festivals and events are not in receipt of KAP funding we support the request that any KAP funding cuts are implemented with reasonable notice so that individual organisations have time to plan and to develop strategies to mitigate the impact of funding cuts. Such immediate cuts could jeopardise the ability for cultural organisations to sustain agreements with other funders and therefore severely impact local partnerships and outreach activity that includes; providing vital reductions on hire charges and in-kind support in staff time to many of the city's under-resourced festivals and events.

This approach will enable the cultural sector to work with the City Council Arts Team to develop new strategies to deliver on the Corporate vision, alternative sources of income generation, partnership working and capital investment. Working together we can build a stronger more resilient sector.

I hope that these thoughts contribute to your discussions around the corporate strategy proposals.

8. Bristol Green Capital Partnership



Bristol Green Capital Partnership CIC
 c/o Happy City Office
 1st Floor Canningford House
 38 Victoria Street
 Bristol
 BS1 6BY

5 Jan 2017

Dear Mayor Marvin Rees

The Board and I welcome the opportunity to respond to this consultation that seeks to address the challenges that face our city at the same time as the financial challenges that face the Council.

Bristol Green Capital Partnership brings together more than 800 organisations across the private, public, voluntary and community sectors that share a vision of a green, sustainable city with a high quality of life for all. We enable our members to contribute to this vision, particularly in each of our five themes: energy, food, nature, resources and transport. We deliver projects that advance the vision through addressing multiple themes, such as Healthy City Week. We also lead, working to put sustainability at the core of strategic decision-making, such as encouraging our members to participate in the recent West of England planning consultation.

We have encouraged our members to respond to the corporate strategy consultation through our newsletter and social media channels. In addition to comments from our members on the specific priorities outlined within the strategy, we wish to highlight certain more general points:

Shared vision

There are many commonalities between the vision outlined in the strategy and our own, including leaving no one behind. To ensure a high quality of life all we need to bring environmental sustainability and social progress together, with inclusive and resilient growth that benefits all parts of current and future generations.

We strongly endorse the need to tackle climate change and air pollution, where the poorest communities in our city often bear the greatest burden, as the poorest nations do globally. We support improved public transport and any ways to make this more sustainable and attractive. The strategy's commitment to a carbon neutral and clean energy city by 2050, and a 55% by 2020 recycling target are all also welcome.

It is positive that these issues are in the strategy. But as social justice will not be achieved without environmental justice, city sustainability could be included among the overarching challenges and bold ideas and be more prominent in other aspects of the strategy.

Partnership philosophy

With our origins in a sub-group of the local strategic partnership, partnership-working is at our core. We have a well-established Partnership that can help enable, deliver and lead these efforts and reach out to the wider city.

The Council has been the keystone of Bristol Green Capital Partnership since at least 2007, when it brought together 12 organisations who shared the vision of our city as a green capital. The

Partnership worked closely with BCC and other partners on successive bids for European Green Capital. We were a vital element of the successful bid and supported activities during 2015 itself.

With a new board including key funding institutions, representation of our wider membership through two elected independent directors, and an independent chair, we have been carrying forward this good work in 2016 and beyond.

New delivery models

The consultation seeks input on new ways of addressing our common challenges. We support the emphasis on a Council that “enables individuals, communities and organisations to do things for themselves and for others” rather than necessarily delivering itself. Involving city community groups and institutions, facilitating links and collaboration, and amplifying success are at the very heart of what the Partnership is about.

Daily we witness Bristol’s incredible levels of energy and engagement through our work as we engage our broad and vibrant membership. Many of these organisations would welcome the opportunity to play a role in addressing these challenges, with appropriate support. We frequently provide support for Bristol City Council and other partners’ bids for external funding, leveraging the expertise and involvement of our membership. We stand ready to help on such bids in future.

The City Office

We have followed the innovation of the City Office – a model which shares many similarities with BGCP – with interest. We are keen to be involved in its development, offering support in areas where we can make a difference. For example, the Partnership is considering how it might contribute to the work experience challenge.

One year after the Paris climate agreement was signed, we would be interested to consider which environmental sustainability issues might be most appropriate to address through the City Office approach. One such critical issue might be air pollution.

9. Bristol Music Trust

Bristol Music Trust recognises the need for all sectors of the city to co-operate and work together for the common good and to find a way to balance the budget.

The consultation document proposes a cut of £500k to the BMT grant in 2020. This has been discussed and we confirm that the joint BCC/ BMT objectives for the Trust would still be achievable post 2020 subject to the Colston Hall transformation project taking place in the timescale and to the design that is currently agreed. It is also on the assumption that BMT is not expected to absorb any debt repayment that may be required to supplement the funds we have raised to develop the BCC owned building. The facilities of the new building will make the Music Trust significantly more sustainable, increasing our ability to generate trading income and will attract further external funding from Arts Council England, trusts and foundations and through our growing roster of commercial partnerships. BMT business planning has allowed for a £500k cut from 2020 but any further reduction in subsidy would seriously endanger the objectives for which BMT was established by BCC in 2011. BMT delivers the entrusted services for the city in a cost effective and dynamic fashion and that BMT can continue to make a strong contribution to Bristol's cultural, economic, tourism, education and well being agendas

10. Bristol Older People's Forum

At the Bristol Older People's Forum Trustee meeting on 8/12/16 I was mandated to submit a formal response on behalf of BOPF to the consultation on the Corporate Strategy. We have of course notified those members not online of the consultation, and obtained 50 paper copies which were circulated at a recent Open Forum meeting, for our members to use. I collected and brought many of them to City hall.

We do appreciate the letter which you sent backing BOPF's Manifesto, which you will recall has themes encompassing Safety, Transport, Physical and Mental Health, Care, Housing and Homes, Communication, Participation and Leadership, which of course broadly match council portfolios of Culture Transport, Housing, Health and Wellbeing, Environment, Education Skills.

The general consensus of the Open Forum was that the questionnaire we are being asked to complete was intricate, hard to understand, and lacked sufficient information in detail to allow people to make a really informed choice, but since this was all we had, we did our best rather than have the Council think that we were not concerned about the proposed cuts.

One of my main concerns is that no Equality Impact Assessments have been made. This is clearly concerning since it means that the Council is not fulfilling its equality duties. I do not think that doing these EIA's after decisions are made is the right way round, and may even be illegal!

I have waded through the massive Corporate Strategy document, and make the following points.

CF1: The Leisure Centre at Hengrove has a vital part to play in health and wellbeing; we must not re-finance by making it more expensive for people to be healthy.

CF2: Today I counted four people sleeping rough. There was no mention of HOW homeless people will be housed. What are the efficiencies being considered?

CF3: no comment- not enough detail.

CF4: Generating savings by putting more information online means more people unwilling or unable to use computers miss out on information, this is discriminatory. EIA?

CF7: Neighbourhood partnerships are unelected, self nominated, largely unknown to the population and in many cases ineffective. Money spent on them could be returned to health and social care, transport and environment.

CF8: Any single advice point must be easily accessible by bus from all parts of the city, otherwise people will lose out. Again, putting more information on line is discriminatory, especially against older people.

CF9: no comment- not enough details on enforcement methods.

CF10: Once again disabled people and their carers are being subjected to unwanted change. It is only a few years since the South Bristol Hub was revamped with a brand new sensory room. No-one likes change, but people with mental and physical disabilities in particular take time to be happy and confident, and to make friends. Closing one or more centres will upset people, cause them to lose circles of friends, may make their carers lives more difficult, and they have already had much unwanted change with the closure of School Lane Respite. Vulnerable people lose out every time.

CF11: Re-commissioning youth links means cutting services to young people who need all the help that they can get.

CF12: Re-ablement is supposed to help people return home which costs less than going into care. We should expand rather than cut these services.

CF13: Amalgamate service in fewer buildings, but don't cut fact to face services, and ensure people not on line are catered for.

CF14: Changing to other providers means losing the 'trained - to - spot-difficulties' staff who currently deliver meals. These staff prevent difficulties further down the road. Make sure other providers have trained staff.

CF15: Care costs, but people with Dementia have an illness so any full cost recovery should be supplemented by community health funding/NHS funding.

CF16: no carer should lose out or have life made more difficult. We should be grateful to them!

CF17: reasonable.

IN1: yes

IN2: People in possession of a Disabled 'Blue Badge' should NOT be charged 200£ for a parking bay. This will make disabled people poorer and may make some, unable to pay, have much more inconvenience trying to walk home from a parked car. Once again vulnerable people being made more disadvantaged.

IN3: reasonable to have one operations centre.

IN4: reasonable to increase parking fees at Oldbury Court

IN5: reasonable to explore energy company

IN6: reasonable to try to get more income for Bottle Yard Studios.

RS1: reasonable to re-commission drug/alcohol services provided they are local people with an understanding of the city, rather than outsiders.

RS2: It is essential that buses such as the Wessex 511, 512 continue to run since these are often the only way of getting up and down Bristol's hills for older and disabled people. Even though they only run once an hour, they give people the chance to get out, shop, see the Dr. etc. and as such prevent loneliness and isolation which saves the NHS money in the long run.

RS3: This money should go to subsidise essential bus services. as above.

RS4: Concessionary bus passes for companions of disabled people should NOT be removed. These passes enable people to leave home, as in RS3, thus keeping them healthier and in touch with the community. Many could not go by themselves. It is wrong to in effect punish people for being disabled or carers for helping a disabled person.

RS5: schools need patrols!

RS6: Transport is most important to older/disabled people to enable them to take part in the community, which in turn saves depression, and visits to the G.P. surgery. The small amount subsidising this service should be maintained.

RS7: no comment not enough known

RS8: Many' walking for health 'groups in the city start at 9.30 when the groups meet, because old people like me are at their best early in the day. Other people like an early Doctor. Hospital. Optician. Dental appointment for the same reason. Removing the bus pass between 9 and 9.30 will disadvantage all these groups. Once again the vulnerable are penalised.

RS9. Using Libraries as a community asset makes sense. Getting rid of libraries does not.

RS10: no comment not enough known

RS11: no comment not enough known

RS12. Yes! Empty buildings owners' should have to pay community charge. There was an empty house next door for almost 2 years because the developer didn't know what to do with it.

RS13: Putting everything into 100 Temple Street will save money but will disadvantage people in Fishponds, Ridingleaze, Hartcliffe, Southmead and Lockleaze especially those with poor bus services.

RS14: no comment.

RS15: no comment

RS16: no comment

RS17: Non citizens should be charged for using our Museums while remaining free for Bristolians.

RS18: no comment

CAPITAL PROGRAMME

T101: agree - more school places

T102: agree- aids and adaptations

T104: agree- affordable homes

T105: Metrobus. Many people think this is a waste of money and protested at its initial planning, but its going ahead regardless with subsequent upheaval!

T106: transport projects needed.

T107: no comment not enough detail

T108: The city needs transport but not enough detail given here.

T109: agree we need sustainable transport.

T110: We need libraries. Money well spent.

T111: We need parks but it is dismaying that in such a polluted city, removed trees are not being replaced.

T112: Yes to the long over=due Hartcliffe Recycling Centre.

T114: Yes to a new pool at Bristol Brunel site.much needed.

T115: yes to adaptations for disabled children.

T116:Yes to extra care housing.

Tier two

T201: Yes to more Dementia housing.

T202: Yes to school places.

T203: Yes to smart ticketing

T204: Yes to improvements to rail stations.

T205: All city walking /cycling environments should give priority to pedestrians as many are not mobile, have children, sensory impairments etc which means you can't get out of the way quickly. All cyclists should have a bell fitted to their cycle.

T206: Yes to new homes providing the majority are affordable/social housing

T207: no comment not enough detail

T208: reasonable to update Colston Hall

Tier three the wish list

T301: park and ride- yes.

T302: Ashley Down rail yes

T303: not enough detail to comment

T304: more help for pedestrians!

T305: yes to better bus stops

T306: yes to road safety

T307: no more parking schemes unless residents ask for them.

T308: yes to Severn Beach new platform

T309: not enough comment but seems reasonable

T310: yes to renewable energy schemes

T311: yes to Museums.

I hope this is helpful Mayor Rees, you have said that people should offer ideas to raise money to offset the cuts. We suggest Bristol is tourist friendly- *We could charge businesses benefitting from tourists a levy on heads/beds. *Nonresidents could be charged to enter museums.

*Chief Officers and senior staff including the Mayors and Mayoral staff should be prepared to take a pay cut/pay freeze as an example to the city.

11. Bristol Sisters Uncut

Context

Bristol City Council plans to cut £92m over the next 5 years (2017-2022) which include proposed cuts to vital services such as

- Housing including emergency accommodation provision
- Services
- Access to funding

Bristol Sisters Uncut are concerned about how these cuts will impact the safety and lives of women and non binary people and their children fleeing domestic violence and abuse, how the cuts will affect vital specialist services they need to access safety, including those 'indirect' services that ensure bridges to safety and their ability to build a life of safety.

See below for references to specific policy areas we have highlighted as of concern, please note Sister's comments in purple.

Page 105 CF3 Homes: Reduce Use of Temporary Accommodation

We plan to use less emergency accommodation because we'll be focusing more on preventing homelessness in the first place. This will reduce our current and projected overspend.

Survivors NEED access to emergency accommodation urgently, and are not within a context that the means the council can focus on 'preventing homelessness in the first place.' Note we assume they are not planning to spend their budget on tackling the root causes patriarchy and domestic violence. Considering there are only 36 refuge beds in Bristol and on average 2/3rds of survivors are turned away from refuges access to emergency temporary accommodation is vital. How will this work? Thresholds are already very high.

CF2 Homes: Recommissioning of Homelessness Support and Services for Adults and Families

We will look at new ways to support people who are at risk of homelessness or recovering from homelessness, by making efficiencies from our current contracts. This may mean people will have shorter stays in hostels and other supported services

Where will survivors go?

CF8 Neighbourhoods: Single City wide Information, Advice and Guidance Service

There are various advice services provided by the council and partners, offering people advice on all sorts of things such as money, tenancies and finding jobs. This would bring all those services together as one approach, doing it more efficiently and helping people get better information online as the first port of call

Survivors need access to specialist services with staff who have competency training in issues such as domestic violence, rape, trafficking as well as specialist services and staff to help black and minority ethnic, lgbtq+, refugee and asylum seeking and disabled survivors. Generic services are inaccessible for many, traumatising and triggering when staff are not trained and unable to offer the right sensitive support. Generic services exclude the most vulnerable from accessing services and support.

CF9 Neighbourhoods: In House Enforcement

We would like to formulate an in-house enforcement team to collect local tax and overpaid housing benefit debts. An in-house team would be able to work with people to help them learn how to budget and manage repayment of debt in a considered way.

Many survivors rely on housing benefit in order to access safety and have limited financial access. They and their children are particularly vulnerable to debt and we are concerned about how this scheme will only serve to further traumatise vulnerable survivors. The way this policy will impact the most vulnerable, ie single parent families run by women is gendered and sexist.

RS9 Neighbourhoods: Reduce the number of council run library services

We will be exploring options such as:

- Community groups to run local community hubs which include library services.
- Running some services from shared buildings.
- Developing an alternative model to run the remaining Bristol City Council owned libraries as a Trust or a Mutual.

The level of savings will depend on the approach taken

Survivors in safe houses RELY on libraries to access housing benefit, welfare applications jobs, search for housing and other specialist services as most safe houses do not have internet and most survivors do not have laptops/computer access.

RS10 Neighbourhoods: Local Crisis and Prevention Fund

Each year the council provides £1.9m in financial support to citizens who need short term help to pay for food or utility bills or who need furniture to set up home after leaving temporary or supported accommodation. This proposal would reduce the fund by 25% and will mean fewer or smaller grants being made.

The options are:

- Cease funding altogether = Savings of £1.9 m
- Reduce funding by 75% = Savings of £1.425m
- Reduce funding by 50% = Savings of £1.950m
- Reduce funding by 25% = Savings of £0.475m

Survivors who have managed to leave supported accommodation to build towards a 'normal' life (some with children) are often without financial support or limited financial support, can't work, struggle to access work due to mental health / due to childcare responsibilities and are often in debt since leaving their situation of violence. This cut will massively impact survivors and their children's ability to survive. How will they be able to feed their children, heat their homes and avoid getting into further cycles of debt and potential homelessness.

IN2 Transport: Charge for advisory disabled bays and 'Keep Clear' markings

If someone is eligible we can provide a disabled parking bay and/or 'Keep Clear' road markings in residential areas outside of Residents' Parking Schemes. This proposal introduces a £200 charge per bay

RS4 Transport: Remove Companion Concessionary Passes

Companion passes are for carers who assist elderly or disabled people who cannot travel alone, providing them with free bus travel. By stopping providing these concessionary passes it means carers would need to pay for their own bus travel

RS6 Transport: Withdraw reimbursements to Community Transport operators for concessionary travel

Currently people who are eligible for Concessionary Bus Passes can use these for free travel with Community Transport operators. This proposal will no longer reimburse Community Transport operators. Community Transport operators would need to decide whether to continue offering free travel to Concessionary Pass holders.

We are concerned about how the above policy's regarding disability and access will impact survivors of domestic violence who have disabilities. Particularly their ability to access services, safety and how it will impact them financially.

12. Bristol Women's Voice

We welcome the opportunity to comment on the Draft Corporate Strategy and the accompanying proposals for budget reductions.

We have consulted women's organisations and our members on their views on the document and have endeavoured to include the points made in the comments that follow.

Overview

We appreciate the extremely challenging situation facing the City Council in the face of an increased demand for services, increased costs, underachievement of previous budget savings and the changes in the way local government is financed.

The document itself is hard to follow. The statement by the Mayor on priorities at the start is then contradicted by many of the proposals for budget cuts outlined below.

While we welcome the attempt to give information we find both the length of the document and the lack of clarity about the affects of the proposals have made it difficult to respond to.

Public Sector Equality Duty and Equality Relevance Checks

There is an overall lack of detail and information within the Equality Relevance checks, For example, there is no indication that the impact to cuts to carers will have a disproportionate impact on women. By 2020 81% of the loss of income from tax changes and cuts to social security spending will have come from women.⁷ Women are the major losers from the loss of local government services both as employees and service users. The affects are even greater for BAME women.⁸

We are concerned that the council has not met it's legal duty to have "due regard " to the impacts on people with all the protected characteristics. Women are only mentioned 9 times across the whole document. The whole Strategy has not been assessed for its impact and there are only some sections that have got an equality relevance check attached to it.

The legal position established by the case of *Brown vs DWP*⁹ considers due regard to require the following:

- Due regard is fulfilled before and at the time a particular policy that will or might affect people with protected characteristics is under consideration as well as at the time a decision is taken. Due regard involves a conscious approach and state of mind.
- The duty must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.

The Council is a signatory to the Charter for Equality for Women and Men in Local Life of Principle 5 of the Charter requires the signatory to take account of the gender perspective in "the drafting of policies, methods and instruments which affect the daily life of the local population..."

⁷ See 2015 response by WBG (<http://bit.ly/1QbC6lr>)

⁸ <http://wbg.org.uk/news/new-research-shows-poverty-ethnicity-gender-magnify-impact-austerity-bme-women/>

⁹ *R. (Brown) v. Secretary of State for Work and Pensions* [2008] EWHC 3158 at paras 90-96

By failing to show the impact on women and those with other protected characteristics neither the councillors who will be required to take the decision on the proposed changes, nor the public are properly informed about the consequences and therefore cannot judge whether the Mayor is meeting his aim of achieving greater equality in the city.

Comments on individual sections

Education and Skills

We welcome the intention to ensure good quality work experience for all young people. However, there are two areas of concern around the draft strategy in relation to young women. Bristol Women's Voice have developed a young women's manifesto that is based on research speaking to young women across the city. They specifically identified as their top two concerns:

- 92% specified safety and violence against women and girls as their top concern in Bristol.
- 1 in 3 specified access to jobs and the economy as a top concern in Bristol. 40% specifically mentioned equal job opportunities, including gendered career paths and fair access to jobs.

1. Embed Bristol Ideal as part of education of young people

There is no mention in the Draft Strategic Plan of the Bristol Ideal. This is a well regarded initiative that has already been developed within Bristol City Council and should be embedded as a priority within the Education framework. The Bristol Ideal focuses on prevention and considering this is apparently prioritised in the Corporate Strategy, surprised and disappointed that this is omitted. It is paramount that boys and girls get their education they need on health relationships, consent, respect and equality as part of PSHE framework.

2. Embed Gender Mainstreaming in the city-wide Work Experience Initiative

There must be consideration paid to gender stereotyping in work experience initiatives;

- 20% females take A Level Physics
- 40% females take A Level Mathematics
- 99% of those taking Health and Social Care were female
- 3% apprentices taking Engineering were female

Further, funding and development in West of England LEP focuses on technology and STEM. There is also a skills shortage in these areas – work experience development for young people needs to consider the skills shortage and develop specific programmes that encourage women into technology and STEM industries. Considering that Health and Social Care sector is experiencing large cuts – this is a predominantly female workforce, and % of people entering this sector continues to be predominantly women. We recommend that Bristol City Council works with the Women's Commission Education Task Group to develop a tailored strategy around work experience for young women that addresses these issues.

Sustainable and Resilient Skills Base

Bristol Women's Voice acknowledge that it is critical to invest in infrastructure in order for Bristol to remain a core city, which will bring increased tourism and further investment for the city. However, there are two key areas of concern.

1. Beneficiaries of Job Creation are Men

The draft capital programme, focuses on the development of the arena, the Metrobus and home building. Whilst this creates jobs, these jobs are will be predominantly be for men. Women make up only 11% of the construction workforce and just 1% of workers on site.

2. Engagement of Young Women

It is paramount that any engagement with young people and the draft capital programme considers gender, diversity and intersectionality when considering engagement. There are many barriers for young women to engage with this programme, aside from the obvious barrier that construction is already gendered. For example, there are groups of women where engagement becomes even more difficult; teenage mothers, young women with a disability, and attention needs to be paid to ensure that engagement still happens with young women that are harder to reach.

Lastly, this section refers to strategies and plans from the Fairness Commission and the Race Manifesto and it has failed to include the Bristol Women's Commission's Strategic Action Plan and the Manifestos, produced at the request of the City Council by; Bristol Disability Equality Forum; LGBT Bristol; Bristol Multi Faith Forum; Bristol Older People's Forum and Bristol Women's Voice.

Health and Wellbeing

We welcome the acknowledgement that women live longer in poorer health. Further, that almost 20,000 children live in income deprived households, however there is no indication that the majority of those live in single parent families overwhelmingly headed by women.

The focus appears to be on mental health, alcohol misuse and weight and exercise, none of which mentions the specific impact on women. Women's experiences differ hugely to men's lived experiences and in order for priorities to be effective, Bristol City Council needs to recognise and incorporate these differences.

Over 45% of people living with alcohol misuse have experienced trauma of some kind, and the World Health Organisation estimates that 69% of women using mental health services in the UK have experienced some form of sexual abuse.

Homes

We understand that Bristol has a housing crisis, as housing is becoming increasingly expensive and in increasingly short supply. We are glad to see that the Strategy widely acknowledges that the city is suffering from a lack of affordable housing.

However, we are concerned that housing as a policy appears to be considered as gender neutral but it is actually gendered in multiple and complex ways. Many women's lives are still deeply affected by unequal power relations any by conventional expectations around domesticity and their responsibilities for care of children and the home.

The strategy looks at Homelessness, discussing the number of households in temporary accommodation and the number of rough sleepers in Bristol. However, these figures are not broken down by gender (or by any protected characteristic) and causes of women's homelessness are not mentioned. The violent breakdown of a relationship is one of the top four reasons for homelessness. It is not clear what provision is set up for women only services as part of this strategy, particularly with recent statistics showing that 54% people aged 16-24 experiencing homelessness were women.

Further, suggestions of reducing number of beds and changing the provision has to be accompanied with an increase in number of refuge bed spaces. Whilst prevention is prioritised, it is important to acknowledge that there may be an immediate shortfall whilst change begins. Only prevention will work if the cause is tackled and for women's homelessness, this is often violence and abuse. We know that in Bristol from October – December 2015, Next Link could not accommodate 35 women because the safe house was full. This will result in either returning to violent homes, shelters, which also have capacity issues, or homelessness.

Transport

The strategy details many change to Transport provision in the city. Bristol Women's Voice expresses concern over some of the proposed changes:

- Removing companion concessionary bus passes, resulting in carers paying for their own bus travel – this will result in many vulnerable adults becoming more socially isolated who are already struggling to make ends meet. Carers, which are predominantly women, will be disproportionately affected by this, as well as finding it harder to ensure continuity and quality of service when they are paying for this from their own pockets.
- Concessionary Travel removed from 9-9:30am – getting to meetings, appointments, caring for (grand)children will become increasingly difficult and expensive.
- Increase effort to encouraging cycling and walking – women's experiences have to be considered to allow for specific women's concerns, for example, around safety, and how women's use of public transport and own transport differs from men's experiences.

Neighbourhoods

The strategy is not very specific on many areas and so Bristol Women's Voice is concerned over the following:

- It is good that the strategy mentions gender-based violence, abuse, harassment and exploitation, but disappointing that it doesn't mention the Zero Tolerance pledge it has signed up to, and committed actions against.
- It highlights that it will be reducing 3rd party payments including grants to the Voluntary and Community Sector. This is particularly damaging to this sector as it will be up to the VCS that will be pick up the pieces from the other cuts impacting services and people across the city and the worry is that people will fall through the gaps.
- It mentions that the Neighbourhood Partnerships will change in focus and scope, although doesn't provide any further detail so it is difficult to comment further on this. However we have on going concerns about how ineffective existing Neighbourhood Partnerships are in representing all communities within their areas. We would like to see resources focussed more on need.
- It discusses how it plans to reduce funding for drugs and alcohol services. BWV is concerned that firstly, it does not mention the gendered understanding of alcohol and drug services. There was no mention of how these services will support men and women, whose experiences are vastly different. For example, alcohol abuse in women between the ages of 40-65 years typically stems from different roots than that of men e.g. abuse, low self-worth and lack of confidence. Secondly, the cutting of the drugs and alcohol services budget does not tie in with prevention and early intervention that has been promised as part of the strategy. There needs to be preparation work now for prevention to not have a devastating impact on the people accessing services. The impact of reducing drug and alcohol services will have a more costly impact on other services, for example, mental and physical health care, crime and families.
- It mentions that there will be changes to the libraries services but it is not clear where these reductions will occur. Libraries are critical for accessing education for low-income families, and therefore, it is important that a detailed EIA is undertaken to assess the impact that a reduction will have in the city.
- Citizen Service Points in Fishponds, Hartcliffe, Southmead and Riding Lease will close. On top of the cut to transport and the increasing costs, this will make it difficult for vulnerable people, particularly elderly and those with a disability to access the Service Point on Temple Street.
- We were pleased to see the Strategy incorporate the Zero Tolerance approach to gender-based violence, abuse, harassment and exploitation. However, we do not see this embedded into the Strategy or Action Plan on what they plan to do to tackle this. Further, the strategy mentions dedicated funding that has been provided. This funding runs out in September 2017, so for 4 out of the 5 years that the Corporate Strategy is designed for, most years will have no funding going into prevention work to eliminate gender based violence.

People

Bristol Women's Voice is concerned over the reduction of services for young people, as this is far removed from the idea of prevention and early intervention. Reducing services for young people does the opposite, and prevention work with young people is critical to instil health lifestyles early in adult life. Further, reviewing the Early Help Services is also problematic for similar reasons. The strategy does not detail which buildings may be closed, as this may exacerbate inequality for those families (of which women / mothers utilise to a greater extent). We also show concern at the non-gendered approach to working with Young People's Health and Wellbeing, as young women have different health and wellbeing concerns, particularly around violence, safety, mental health and body image / self-esteem. We encourage you to work with the Health Task Group of the Women's Commission who have undertaken research specifically into young women's health and wellbeing in Bristol.

We are also concerned about the cuts to day services and reablement, rehabilitation and intermediate care services and would wish to see a proper assessment of the impact these cuts will have on the already most disadvantaged residents of the city.

The strategy again provides a lack of detail in the changes that will occur to care services in the city. We are concerned about the impact this will have to our most vulnerable and would like to see further detail on how these changes will happen. We are also concerned as to how cuts to Care Services will meet Bristol City Council's objectives around safeguarding, early intervention and addressing inequalities that were highlighted as core areas at the beginning of the Corporate Strategy.

Lastly, the Strategy asks communities to pick up the pieces from the cuts when the voluntary and community sector is already very thinly stretched. This will result in more people living lower quality of life and exacerbate inequality.

Place

There are big developments being designed and built over the next five years and our concern is over the lack of consideration to the impact of gender, equality and diversity across the plans.

- The Arena and the Bristol Temple Quarter Enterprise Area KPI's do not segregate or capture whether the women will benefit from the development
- Invest in Bristol and Bath (IBB) will support aerospace, advanced engineering, business services, low carbon, creative and digital industries. There is mention of engaging with youth and BME unemployment within these sectors but no mention of engaging with women.
- The development of the Economic Plan does not mention gender or how it will take account of the different needs of women.
- We were pleased to see the BCDP continue to support Black History, LGBT History, Disability History months but disappointed to see no mention of its support to International Women's Day and women's rights, particularly when 2018 will see the centenary of women's suffrage, of which Bristol suffragists and suffragists played a large part.

Governance

Bristol Women's Voice wants to stress again Bristol City Council's mention of the rising demand for our services we would like to see a greater emphasis on the importance of challenging national government as to the severity of the cuts. The Strategy mentions "people expecting more" – we would like to see evidence of this expectation, rather than the exacerbation of inequality and the need for services rather than the expectation of more services.

We are pleased to see Bristol City Council's objective as championing Equality and Diversity however it is difficult to see how this is being done in relation to the current proposals.

We would like to see an effective cumulative assessment of the current users and beneficiaries of services including arts and culture and the impact of the proposed service changes and reductions, and those proposed to meet the funding gap to 2022. This also needs to take into account the impact of government policies on people who share protected characteristics. It is our view that this is the only way in which the city council can demonstrate how it is able to mitigate in any way the impact on the most disadvantaged citizens.

Suggested areas for increased income/savings

Households of students are exempt from Council Tax although the city has to provide services, including waste collection and disposal, for Bristol's large student population. This has a specific financial cost to the city that is not currently funded.

A small tourist tax could be levied by hotels in the city as is done by many other European cities which could help to subsidise cleaning and arts and cultural organisations.

The Core Cities should lobby central government on these issues.

Consideration should be given introducing a Congestion Charge or a levy for businesses with car parking spaces within the city centre.

13. Care Support Centre

The Bristol City Council (BCC) Corporate Strategy and its accompanying consultation document were discussed at the Bristol Carers Voice meeting on 12th December 2016, at which carer representatives were present. The carers shared their views, and those of other carers that they were in contact with, about the proposed plans to reduce expenditure on social care services, which will in turn affect carers. This document outlines the views expressed by the carers present regarding the strategy in general and specific points.

Carers are disproportionately impacted by cuts to public funding, as service users in their own right and as public services reduce for the people they support there is a resultant increased responsibility on them to provide more care, in order to "pick up the slack." Therefore, we would like to seek some assurance from BCC that support for carers will be protected, given that they save the local health and social care economy in Bristol in excess of £700m per year.' In other words if all the carers in Bristol decided not to provide care anymore, this is what it would cost to replace this. There is a sense of frustration amongst carers which was expressed quite forcibly at our Carers Rights Day event on 25th November this year, where several carers suggested that carers could go "on strike", or make some kind of public protest at City Hall about how cuts impact upon their caring roles, which they feel has not been considered. Since this meeting a number of carers have contacted us along the same lines and it feels that there is a 'groundswell' of disaffection from carers. One carer explicitly referred to the impact on those in long-term caring roles and the effect this has on their own mental health and wellbeing, which would only be intensified by budget cuts.

In response to a question from Councillor Campion-Smith, one carer said that the best support they had received from social care services was when they were taken seriously ill and at crisis point. In spite of the quality of service being excellent it was still difficult to organise. They felt that concerted efforts to make the process of organising social care services quickly and smoothly would be invaluable in terms of relieving pressure from the carer. Also they felt that the best support a carer can experience, more generally, is to be listened to. As part of the assessment process of the person they care for, carers must be listened to so that there can be a recognition of when a carer might get to breaking point or have to reduce their working hours. The most important thing is, therefore, to take a whole family approach during assessments in an attempt to meet everyone's needs.

Carers' specific response to the consultation document:

Carers were passionate about the need for BCC to involve them in budget cut decisions, as most are unaware of what takes place at local government level such as the Corporate Strategy. They felt that if carers were made aware of the implications that local government decisions could have on their own lives, they would be more likely to get involved in the consultation stage of planning. Carers felt that the consultation document was dry, impersonal and lacked any mention of disability or carers. Instead of the references to equality and diversity, an emphasis, with more appropriate language, should be placed upon how to make the city more accessible to all. Using language such as 'Corporate Strategy' which is usually associated with the private sector does not encourage engagement with the public.

CF10: Carers said that the proposal to reorganise Bristol Community Links was too soon after the previous reorganisation, when people have already had to adapt. They were also concerned about the implications for transport that centre closures would have. In addition under each previous review of day services Carers have had to pick up more caring responsibility and carers have said that 'this cannot go on.'

CF11: Young Carers and Adult Carers (caring for someone up to the age of 25 with a learning difficulty) will be impacted by the proposal to reduce the current amount of funding available for commissioning services for 13–19 year olds. The reduction in the number of sessions delivered will mean that young carers and adult carers are less likely to get a break from their caring role, which could significantly impact on their health and well-being, and have the same access to opportunities as that of their peers. Organisations that support these groups of carers will also have a resultant reduction in the support referral options available. The proposed cuts will inevitably affect the degree of accessibility of any future offer from the Youth Links

provider (i.e. area of cover and access). As accessibility is critical to ensure Young Carer engagement with services on offer, this will increase the level of impact on this group of young people.

CF12: Carers said that care packages break down more easily when they are home-based as you are dependent upon people coming to you. It can also be logistically difficult for reablement teams to cater to all service users at their requested times, based upon the distance necessary to travel between appointments. Carers linked this to the proposed reduction in aids and adaptations in people's homes from £3.1m to £2.4m each year, when waiting times are already lengthy and can push carers to carry out unsuitable activities like heavy lifting. Furthermore, one carer felt that if reablement staff see there is a family carer, they tend not to prioritise support for the service user.

CF14: One carer expressed concern that removing the community meals service will mean that vulnerable service users will no longer have someone 'calling in' to check on them routinely.

CF15: Carers were concerned about the move towards using private homes rather than in-house services for dementia care, where there have been difficulties and failings in the past, and regulations have not necessarily always been enforced. There was discussion about a recent ranking in the Bristol Post newspaper of Bristol care homes being the second worst in the country. {It was commented by the BCC representative at the meeting that this was based upon evidence that was not necessarily reliable.}

CF16: One carer said that the concept of financially assessing carers before they can access a break or support for themselves is wrong; especially in light of the amount of money they save the local economy. If the process of having a carers' assessment is to include means testing, carers will be less likely to come forward to seek help and support. A carer organisation present at the meeting confirmed this in saying that BME carers would be much less likely to ask for help if they thought they were going to have to undergo financial inspection.

IN2: Carers felt that if there are going to be charges for disabled bays, then there must be proper enforcement as too often people just ignore the bays and park in them anyway.

RS2, RS4, RS6 and RS8: Carers have told us that the changes to public transport, i.e. the removal of concessionary travel for carers, changes to the timing of concessionary travel and no longer reimbursing Community Transport for concessionary travel will affect both those carers who do not qualify for concessionary travel and all those that do, with regards to the changes in eligible travel time and reimbursement. To ask carers to pay for travel is another cost many may not be able to meet. Community Transport is often used by those with more complex needs and their carers, so those in most need will be severely affected by the changes, which is not seen as inclusive.

In summary and as stated earlier in this response, the cumulative impact on unpaid carers will be disproportionate and whilst we welcome BCC's ongoing commitment to implementing the Carers Strategy, it demonstrates clearly that there is a lack of understanding and awareness of the implications the proposals outlined in the Corporate Strategy will have on achieving this, and on the lives of unpaid carers in Bristol.

Caring situations will inevitably reach breaking point and the impact of this will be significant for health and social care and more importantly the lives of carers and the people they support.

We would welcome an opportunity to discuss our concerns further with the Mayor, or a representative from BCC in due course.

14. Central Clifton and Harbourside Neighbourhood Partnership

We feel strongly that our Neighbourhood Partnership is an effective and efficient mechanism to ensure delivery against priorities of local residents and businesses. It has become an open, approachable and inclusive non-political environment that has removed previous barriers to getting things done. NP members focus on the delivery of projects that will make a difference towards delivering our jointly developed local plan. It is open to all. Participative decision-making and discussion is taken in an inclusive public environment.

We have spent the last five years developing this and we do not want to lose it. More appropriate would be to use CCHNP as a model to further develop those seemingly less successful partnerships throughout the city. The 'Neighbourhood Partnership' is so much more than a quarterly meeting.

Our Neighbourhood Partnership Environment comprises:

- Special interest groups on:
 - o Traffic and transport
 - o Wellbeing
 - o Environment
 - o Young people
- Project teams to deliver:
 - o Partnership wide tree planting
 - o Parks and green spaces improvements
 - o Library rethinking
 - o Community building provision
 - o Community information communication
 - o Waste reduction
 - o Clean streets
 - o Student engagement
 - o Public consultations on parks use
 - o Sports provision
- Quarterly Partnership meetings - covering all 3 wards
- Ownership of local decisions made
- Devolved budgets on wellbeing, transport, clean/green, CIL and S106
- Quarterly ward based Forums directly engaging 250+ people annually
- Newly formed community groups and the fostering of others
- Collaboration with, and access to council officers
- A local mechanism to encourage and develop volunteering
- Local plan to deliver against locally defined priorities

This Neighbourhood Partnership Environment has allowed and enabled the delivery of at least 30 projects throughout our area that would have been highly unlikely to have happened had the NP not been in place. It has increased the level of volunteering significantly within the partnership area. It will be an effective mechanism to encourage more in the future as BCC looks to enhance volunteer engagement in the coming years. We estimate that over 500 volunteer hours annually are directly attributable to NP activities. When the spin off projects are taken into account this figure is considerably higher. We are not saying that the NP environment is perfect and there are issues with extending the reach beyond the 'usual suspects' and the delivery of projects by BCC that have been funded and approved. This however is not a reason to throw them on the scrapheap, but to retain the best of them, understand the current limitations and improve on those areas. As chair of the NP I have personally put in a great deal of my time into making our NP successful. I would be sorely disappointed if the efforts of myself and numerous others, both members of the public and councillors would be to no end.

Our NP – devolved funding delivering local needs against local priorities by local people.

15. Creative Youth Network

Creative Youth Network works with young people across the West of England and holds part of the Bristol Youth Links contract with Bristol City Council but brings a further £3m a year from other sources to youth work in the city each year.

We work with over 3000 young people each year between the ages of 11-20 and a smaller number of younger and older people. Many of those using our services are amongst the most vulnerable young people in Bristol including those vulnerable to CSE, young people in and leaving care, homeless and those with mental health issues. At the Station (youth hub) we are the first port of call for many young people in crisis and offer interventions 13 hours a day, 6 days a week.

Response to the consultation

This response relates to the 'People' section of the document as this is the element most relevant to our work. However, clearly the cuts proposed across the Council will have a negative impact on young people in our city, reducing access to jobs and education, housing and education.

CYN understands that many of the cuts have been imposed by central government and are further stretched by increases in demand. Therefore our primary view is that the local authority should campaign tirelessly to highlight to central government that there is no more 'fat' in the system and that further cuts to Council services and funding will simply reduce the numbers and quality of support available to young people with the inevitable 'downstream' financial and personal costs to lives that reach a crisis point. Furthermore, the consultation document and mayoral statements set out the need for the VCSE to work with the local authority to leverage more money into the city. This is a laudable aim but one that has been ongoing for many years and the voluntary sector is already maximising funding from grants, central government, donors and the public. The expectation there is significantly more income to be gained is naïve and unrealistic. The local authority should be available to respond with the sector to income sources when they arise and have the ability to respond quickly as opportunities often require 6 weeks or less to put proposals together.

Running throughout the consultation document are the themes of diversity, inclusion and early intervention. Yet, the proposed cuts within the documents all relate to early intervention services. Youth links, early help, sure start, adult health and other services named in the document all contribute to the wellbeing of users. Youth work accounts for 2% of the Council Budget yet delivers support to over 6000 vulnerable young people. Youth workers provide activities, support into Education, Employment and Training, support in crises, reducing Anti Social behaviour and a range of other issues faced by young people. The *young Foundation* estimates each intervention with a young homeless person saves over £1,300 with the average cost of each intervention at only £32. Similar savings are replicated in getting young people into work saving £4300 each year for an unemployed young person at an average cost of £2000 per person. **CYN would recommend reducing the Youth Services budget by the minimum possible and instead act boldly to support early intervention services.** **CYN would recommend a 'stepped' reduction over a number of years to allow for planning and fundraising.**

Community Asset Transfer

CYN supports the proposal to transfer more LA assets into community ownership and has taken leaseholds on a number of properties already. We are also supportive of the 'dowry' proposal that has worked well in other Local Authority areas. Our observations and experience show that more substantial asset transfers (over several sites at once) work better by allowing the organisations involved to build a shared expertise and infrastructure.

Creative Youth Network is keen to get involved in finding solutions to the issues the city faces.

16. Disabilities equalities forum

Equalities Relevance Checks for the Corporate Strategy 2017-22

Consultation - People

CF10 – Review Provision of Day Services

It has only been about five years since I sat on the Scrutiny Commission that oversaw the setting up of the Bristol Community Links. Disabled people and their families were up in arms at the time, so to put them through more stress and uncertainty is not acceptable. Once again, a minority are being discriminated against. The whole idea of the hubs was also to cut down travel times. A change in venue could mean that people now have to travel further, learn new travel routes and potentially have to pay travel expenses. I think if the services are commissioned to an external partner, we need to make sure that none of them close, as it would not be acceptable to expect people to travel long distances in order to access their nearest centre.

CF11 – Recommission Bristol Youth Links

The comment about less joined up services seems to be a backward move owing to what we are saying about working together. How will you make sure that this will not affect service users and will still be underpinned by the Social Model of Disability? Does the need for early intervention and prevention mentioned mean that the increased spend of £799K specialist services, a £100K increase will be spent in this area? It is not clear what these 'specialist services' are.

CF12 – Reablement Rehabilitation & Intermediate Care Services

How many agencies/providers have a proven track record in reablement, rehabilitation and intermediate care generally? Will the Council need to make sure agencies that it uses for reablement are different from those it uses to provide ongoing care packages, to make sure reablement agencies have no financial interest in not fully reabling service users?

CF14 – Best Future for the Provision of Community Meals

How can we be sure that an alert is triggered to Bristol City Council by a private provider if a service user is not at home? There would need to be some agreement in place first so that a vital link is formed between the Council and the private provider of meals to maintain the safety of vulnerable people. We would need to make sure staff are adequately trained in the needs of elderly and disabled people so they don't just drop the meal and leave, but make sure all needs are met re-accessing the food, the provision of cutlery etc., and reporting back if someone appears to not be eating the food so that safeguarding needs are maintained.

CF15 – Review Dementia Care Home Provision

The end of the proposal came to a sudden end and did not make sense. It needs re-typing. People with dementia are looking for stability and familiarity of staff which a change of care home will disrupt. Some of the residents may not be able to afford the increased charges. This will cause a great amount of distress to them and their families. It was only about six or seven years ago that BCC invested what must have been a significant sum of money in extending and upgrading this property. If the property is now to be considered for other purposes, could money be diverted from those services back into healthcare to make up for this loss?

CF16 – Providing Support to Carers

If carers become ill because of less support being given, it will surely put even more pressure on Health & Social Care. How can you know in advance of any assessments being done that charging carers for services will save £50,000? What are the costs of setting up a RAS to do this?

17. Fair Play South West and Bristol Women's Voice

Thank you for the opportunity to participate in the equalities input to the Corporate Strategy consultation. This note follows up on the discussion we had on 18th November at the economy workshop around ideas for working with business and other partners to fill gaps in what the Council is able to deliver within its diminishing budget. The idea is inspired by the concept of the 'revolving infrastructure fund' (originally by the SWRDA and now by the WoE LEP), but in this case the infrastructure for investment would be social infrastructure and the source of funds would be businesses and other partners who could afford it.

What we propose is that the City Council establishes a 'Childcare Investment Fund' into which local businesses and other partners would donate a proportion of their expenditure on Corporate Social Responsibility projects and from which the Council would deliver high quality childcare which would be free to parents, or at least heavily subsidised. This would allow the Council to extend and enhance the rights to free hours of childcare to children below the age of 3 years and to more hours. It would also enable them to support the childcare sector through enhanced rates of pay which would raise the quality and sustainability of provision. This short term cost would pay back in the medium to long term in the following ways:

- 1) It would increase the 'school readiness' of children, enhancing their chances of development and social mobility through the education system, enabling them to contribute greater productivity into the economy in the longer term (see for example the recent report of the Social Mobility Task Force at https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/569412/Social_Mobility_2016_Summary_final.pdf)
- 2) It would free more women to access work with decent pay and for longer hours, contributing to the local economy in the medium term. To gain the most from this aspect of the investment more employers need to enable more flexible and part time working in jobs with decent pay. These two policies between them would make significant inroads into the persistent gender pay gap which in parts of Bristol is much higher than the national average depending on where people live.
- 3) It would raise the productivity of women working in the sector, itself contributing to the economy and closing the gender pay gap, with almost immediate effect.

Our evidence for such claims can be found in a number of recent (and not so recent) documents, some specific to Bristol and the South West and some based on national research. For example:

- a) Fair Play South West has published work which shows how the gender pay gap is influenced by where people live, their age and their occupation (see <http://www.fairplaysouthwest.org.uk/manifesto/261-the-gender-pay-gap-and-how-to-eliminate-it>)
- b) British Chambers of Commerce have called for free universal childcare (see <http://www.britishchambers.org.uk/press-office/press-releases/bcc-time-for-action-on-high-cost-of-childcare.html>)
- c) Women's Budget Group have shown how investment in free universal childcare will return almost the full cost in future years (see De Henau, J. (2016), 'Costing a feminist plan for a caring economy. The case of free universal childcare in the UK', in: Bargawi, H. Cozzi, G and Himmelweit, S. (eds) Economics and austerity in Europe. Gendered impacts and sustainable alternatives. New York: Routledge; see also presentation to FPSW event to be published, based on <http://wbg.org.uk/analysis/briefing-papers/investing-2-of-gdp-in-care-industries-could-create-1-5-million-jobs/>)
- d) JRF work on social mobility hotspots (see https://www.jrf.org.uk/blog/social-mobility-hotspots?utm_medium=email&utm_campaign=JRF%20weekly%20round-up%20wc%203%20October%202016&utm_content=JRF%20weekly%20round-up%20wc%203%20October%202016+CID_d57baf1da16a29c2abe597e2a59c17c2&utm_source=Email%20marketing%20software&utm_term=Read%20story)

We recently held an event on the childcare conundrum which supported the idea of free universal childcare in principle but was aware that it is unlikely to be provided by national government with its current preoccupations and priorities. A report of the event will be presented to the Bristol Women's Commission, but in the meantime we believe the Corporate Strategy represents an opportunity to be innovative here in Bristol, perhaps using development in the Temple Quay Enterprise Zone as a pilot?

18. Learning Partnership West

Having studied at length the Corporate Strategy 2017-2022 document published by Bristol City Council, we feel it appropriate to respond by detailed letter.

Naturally, LPW feels passionately about the security of front-line services for children and young people in Bristol, particularly those most disadvantaged, hard to reach, or experiencing challenges so severe they're being robbed of their childhoods or youth.

Equally, we recognise the extreme budgetary pressures facing Bristol City Council and have noted your desire to avoid 'crisis versus crisis' or 'headline versus headline' contests between Council services. We hope our contribution reflects the Council's ambition to use the Corporate Strategy to create a better and fairer city for the next four years and beyond, in the case of children and young people.

LPW believes the measures described below will produce better, more effective and more agile children and young people services (CYPS). While we are not in a position to precisely quantify the benefits, we contend our ideas will also deliver better value for money and significant cost savings to the Bristol taxpayer.

Our proposals fall into three bands – Direct Savings, Alignment and Collaboration.

Direct Savings:

- End BCC Quality Assurance role in CYPS and transfer to delivery providers
- End BCC Contract Management role in CYPS and transfer to delivery providers, which in turn manage sub-providers, including VCS providers
 - The IYSS data management system operated by LPW provides an effective and auditable measurement tool for contract management, including a wealth of information:
 - Currently holds details of all 8 – 25 year olds
 - Can be easily re-configured to incorporate 0-7 year olds
 - Records education history, employment and training status
 - Records all caseload interventions and outcomes
 - Already facilitates the management and reporting of all major contracts
 - Bristol Youth Links
 - September Guarantee
 - NEET tracking
- Cut 'Virtual' youth service and reintegrate into delivery providers
- Pursue CAT processes to reduce Council costs and increase the autonomy and freedom of delivery providers – e.g. adventure playgrounds, selected parts of council spaces
- Speed up the CAT process and mitigate against slipped deadlines

Alignment of Services – services grouped in one 'pillar':

- CYP services are aligned through a 'Whole of Life to 18' route, incorporating the City Council's 3 Tier principle and encompassing Early Help, Young Carers, Youth Housing, Youth Offending, September Guarantee, Bristol Youth Links etc, informed by the Children & Families Partnership's Strategy for Children, Young People and Families, 2016-2020
 - Continuity and coherence
 - A clear flow from birth to 18
 - Targeted interventions where necessary along this 0-18 flow
 - Targeted interventions for specialist groups
 - Children and young people from BME communities
 - CYP in care
 - Young carers
 - LGBTQ young people
 - Young people with Learning Difficulties or Disability
 - Equality and Diversity
 - Targeted interventions where necessary
 - e.g. BME Young Carers

- Refugee CYP
- Gypsy, Roma, Traveller CYP
- Ensuring support for populations of overlooked children and young people
- Effective CYP services lift up all
- Efficiency and Value for Money
 - One management structure
 - Covers all CYP support from 0-18 and to 24 for LDD young people, including all lead providers, who in turn manage all their sub-contracted suppliers and VCS delivery
 - Use IYSS system as data management tool

Design of all CYP services produced in collaboration between contractor (BCC) and service delivery providers, including VCS, and children and young people

- KPIs agreed from collaborative design and threaded throughout contract management and quality assurance processes
- Designs informed by the front-line experience and expertise of service delivery partners, including the option to refresh KPIs during contract lifetimes – if needs and the City change, one approach may become ineffective and need replacement by another, mid-contract
 - Bristol City Council
 - Commissions
 - Co-designs with service delivery providers
- Service delivery providers
 - Co-design with the City Council
 - Manage commissioned contracts
 - Deliver services
 - Monitor and quality assure services

Increase scope for delivery providers

- Pass whole of contract management, monitoring etc to service delivery providers
 - Service delivery providers have gained and learned efficiencies from front-line service experience
 - Now lessons have been learned from contract delivery and best-practice models established, significantly less hands-on management is needed from Bristol City Council
 - Service delivery providers are lean, learning and nimble, with small overheads that can be shared across providers (lead providers sharing resources with smaller providers [VCS]) – e.g.
 - Finance
 - HR
 - ICT
- Use strengths-based approach to fully exploit the knowledge, skills and cost-efficiencies embedded in service delivery providers' experience, to provide the most value for money
- Education and Skills
 - LPW supports the Council's approach to education and skills, particularly in regard to:
- Improving educational outcomes
 - LPW Independent School supports pushed-out learners through ALP provision
- Delivering good quality work experience and apprenticeships
 - Use West of England Business Initiative partnership
- Supporting the most disadvantaged families
 - Support from CYP service providers
- Engaging partners in developing effective city wide inclusive practice through the SEND partnership and Learning City Partnership Board

This is a general outline of where we think the most effective improvements to CYP services can be made, resulting in the best, most impactful delivery, targeted at those in most need, while also protecting the widest possible provision.

19. Rail Future

- Due to IT problems at Fishponds library yesterday afternoon I was unable to complete the Draft Capital Programme consultation submission form on behalf of South West Transport Network, Railfuture and Bus Users UK and as an individual member of TSSA.
- We support MetroBus project T105, Hybrid buses T106, T107 residents parking, Metrorail T108, bus shelters T109.
- We support Libraries for the Future T110 which could have cafes, citizen points and post offices.
- We support the traffic control and CCTV centre T113 which should include bus shelters and railway stations especially at Bedminster, Avonmouth, Shirehampton and Sea Mills working with the BTP, Network Rail and First Group.
- We do not see Portway Park and Ride scheme T308 nor T302 Ashley Down station as wish list items.
- We believe Bristol Museums should become Charitable Trusts T311.
- We support bus stop upgrades and bus lanes T305.
- We support the railway station improvement programme T204 including disabled access at Lawrence Hill, Stapleton Road and Parson Street.
- We support Smart ticketing T203.
- We support residents parking T307.
- We oppose RS2 reducing bus subsidies by £450,000 as this will affect orbital bus routes in the daytime as well as evenings and Sundays including routes 6, 7, 16, 17, 19, 36, 505, 506, 508, 515, 513, 514.
- We oppose the withdrawal of travel concessions RS4, RS6 and RS8.
- We oppose the withdrawal of PCSO's RS11.
- We are opposed to the closure of the citizens points at Hockey Lane, Hartcliffe, Southmead and Ridingleaze RS13.
- We welcome the reshaping of enforcement services for planning RS18.
- We question the investment in a new East Bristol swimming pool T114 in times of austerity when there is already a pool less than a mile away at Soundwell in the Mayoral Combined Authority.
- We support Temple Meads arena and station improvements T111 in conjunction with Network Rail/Skanska.
- Support light rail studies at t concept stage to integrate with the existing heavy rail studies.
- Concerned that the proposed local transport plan for Bristol could conflict with the Greater Bristol UA transport plan and could end up wasting public money.
- We believe that savings could be made in community care by retendering contracts.
- On housing the plan is light on regeneration of Stokes Croft, Old Market, Castle Park/High Street and Broadmead/Newfoundland Road where housing could be delivered.
- The Mayor's cleaner streets campaign was light on graffiti, fly postering and enforcement prosecutions.

20. Royal National Institute of Blind People

RNIB (Royal National Institute of Blind People) is a membership organisation with over 14,000 members throughout the UK and 80 per cent of our Trustees and Assembly members are blind or partially sighted. We encourage members to get involved in our work, and regularly consult them on matters relating to Government policy and ideas for change.

RNIB is pleased to have the opportunity to respond to this consultation. We are the largest organisation of blind and partially sighted people and provide information, advice and support to almost two million people with sight loss.

We are particularly concerned about Bristol City Council's savings proposals CF 12 to "change the way reablement, rehabilitation and intermediate Care Services are provided in the city" with the objective of achieving £1.2 million in savings. We would be pleased to meet with you to better understand how this will be achieved and the implications for rehabilitation and early intervention services for blind and partially sighted people.

We strongly support the council's intended priority of "promoting independence - supporting people to live as independently as possible in their community". Vision rehabilitation and social care support for blind and partially sighted people is vital in helping to maintain independence and reduced wider social and care costs.

Consultation response

This submission relates primarily, though not exclusively, to rehabilitation and social care.

Looking Forward

Bristol City Council has asked for views and comments on its budget and priorities for the coming years. We are offering feedback on our particular areas of interest and most particularly social care.

RNIB would be very concerned if there was a reduction in the amount spent on targeted services, including rehabilitation support for blind and partially sighted people, and for care packages.

The Care Act is clear that services and support should be made available to meet the agreed outcomes of an assessed need. Any decisions concerning the reduction or changing of services should be made based upon an understanding the needs of the population and should consider the impact that the removal of such services would have on the individual.

Rehabilitation services help people to adapt to their sight loss by providing skills and tools for independent living and mobility training. They are delivered by trained rehabilitation officers and supported by staff that have the skills, knowledge, and experience to understand the unique challenges of visual impairment.

Blind and partially sighted people should have access to rehabilitation services at whatever stage of their life they require support.

There is an urgent need to ensure that vision rehabilitation services get the right resources to 'See, plan and provide':

- See: everyone with a visual impairment receives a specialist face to face assessment.
- Plan: everyone has a plan in place, identifying the outcome of their assessment. The first two steps take place within 28 days of first contact with the council.

- Provide: any agreed vision rehabilitation support starts within 12 weeks of the person's initial contact with the council.

Rehabilitation support - an overview

What's happening now

The Care Act and associated statutory regulations and guidance, recognises rehabilitation support for blind and partially sighted people.

Currently most local authorities in England provide a structured programme of rehabilitation for blind and partially sighted people. However, there are a number of threats and challenges to the delivery and quality of rehabilitation services.

What should happen

Statutory guidance, underpinning the Care Act, focuses upon prevention and recognises the need for rehabilitation services for blind and partially sighted people. This means that there are a number of elements of a rehabilitation service which local authorities must deliver on.

The statutory obligations and recommendations for local authorities concerning rehabilitation are outlined below. RNIB supports these and we have also outlined areas of best practice.

Understanding local need

Local authorities should develop a local approach and understand and plan for local needs. They should also 'consider the different opportunities for coming into contact with those people who may benefit from preventative support, including where the first contact may be with another professional outside the local authority (paragraph 2.38).

- There are an estimated 11,270 people living with some degree of sight loss in Bristol. Of this total, 7,310 are living with mild sight loss, 2,500 with moderate sight loss and 1,470 with severe sight loss. By 2030, it is expected this number will rise by more than 25% to 14,130.
- A Certification of Vision Impairment (CVI) formally certifies a person as either sight impaired (partially sighted) or severely sight impaired (blind). Each year around 150 CVIs are issued in Bristol. The total number of people registered as blind or partially sighted in Bristol stands at 2,595.

Data from www.rnib.org.uk/datatool

Accessing rehabilitation services

Local authorities and hospitals should work together to ensure that people receive timely support when diagnosed. Statutory guidance sets out that a Certificate of Vision Impairment (CVI) should be sent to the local authority within five working days (section 22.11). The local authority should make contact with the person within two weeks to discuss registration and arrange an assessment of rehabilitation needs (22.16 and 22.17).

We recommend that the assessment should take place within two weeks, so that from the point of certification a person should expect to be contacted and receive a rehabilitation assessment within five weeks.

Rehabilitation available when needed

Rehabilitation support should not be available just at time of diagnosis, people should be able to access services at any point when need presents.

We know that some local authorities currently only provide rehabilitation services for people if they meet existing assessment criteria. Statutory guidance states that from April 2015, rehabilitation services must be made available to all adults, irrespective of their eligibility for care support.

Therefore, RNIB is calling on local authorities to review their policies and to ensure eligibility criteria is not applied to rehabilitation services.

Rehabilitation based on needs

Rehabilitation services should be person centred, flexible and focused on the outcomes identified by the blind or partially sighted people as part of their assessment. For many people this will mean that they receive support for a period longer than six weeks.

Statutory guidance sets out that support should be provided to meet the needs and outcomes of the individual; that “a period of rehabilitation for a visually impaired person (a specific form of reablement) may be expected to last longer than six weeks” (2.61).

It goes further to state that reablement services for people with a visual impairment, which last longer than six weeks should not be charged for, given the clear preventative benefits of the service (2.61).

Therefore, we are calling on local authorities to ensure that rehabilitation services are available for longer than six weeks and free of charge.

Provision of aids and adaptations

The Care Act and Section 2 of ‘Preventing Needs for Care and Support Regulations’, legislates that local authorities must provide aids and adaptations up to the cost of £1,000 free of charge, for the purpose of assisting with nursing at home or aiding daily living.

Aids and minor adaptations which could support a person with a visual impairment include a white cane (and the replacement of tips), a talking microwave and other kitchen equipment, magnifying equipment, lighting or screen reading software for a computer. This is not an exhaustive list and other items which meet needs must be considered.

In line with these regulations, RNIB is calling on local authorities to put in place a policy that ensures blind and partially sighted people receive the aids and minor adaptations they require to support their independence.

Reorganising services

We appreciate that there are many demands upon limited local resources, and we support the Care Act in its recognition of preventative support. Guidance sets out that when considering the reconfiguration or reduction of a rehabilitation service that the local authority should consider the impact that changes will have on delivering preventative services (2.62).

Support for children with visual impairment

RNIB would be very concerned if there was a reduction in the amount spent on children’s sensory support.

Blind and partially sighted children have a lifelong disability which requires early diagnosis, swift intervention and ongoing specialist support in order that they can access the curriculum and learn on equal terms with their fully sighted peers. Without this children are at risk of poor outcomes across a range of emotional and social wellbeing indicators. The risks are even greater for children with vision impairment and another disability.

Blind and partially sighted children are capable of achieving the same range of attainment as sighted children. However, they require appropriate teaching and support in order to do so. Support is needed not simply for academic learning but also to teach children to get around independently and to develop appropriate social interaction and everyday living skills.

Specialist education services should be provided to support children with vision impairment and their families during early years, primary, secondary and post 16 provision. Access to services should be based on an assessment by specialist professionals of a child's functional vision impairment. Vision impairment is one of only three areas of SEND, along with hearing and multi-sensory impairment, where teachers are required to hold a mandatory qualification.

Vision impairment in children is not only a low incidence disability covering a wide spectrum of needs, but also these children are unevenly distributed across the population. Support for children and young people with vision impairment should therefore be provided through a unified and centrally managed service so that specialist support can be targeted most appropriately and cost effectively according to the changing needs of the pupil population. These services might be provided on a regional basis via consortia of local authorities.

Contact

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RNIB works with local authorities across the country to promote vision rehabilitation and share examples of best practice. Feel free to contact us on campaigns@rnib.org.uk if there is any way we can support you in this regard.

Our campaign website, www.rnib.org.uk/seeandplan also contains a range of materials to support local authorities, including our 'See, plan and provide' report and checklist.

21. South West Transport Network

3 Statements were received at the Neighbourhoods Scrutiny Commission on 27th October 2016:

Statement 1: Saving money on Public Services

Response from:

David Redgewell

Ian Beckey

Jenny Rayget

We are concerned about the loss of PCSO. With the City and their work on the Transport Network Support First Group and Wessex Buses especially at times of anti social behaviour. In recent times Bust Service 51, Bristol City Centre to Whitchurch via Knowle and Hengrove. We wish to see full consultation with Passenger Groups over the proposals British Transport Police and the Port of Bristol Police. We must have a safe city region and transport network and community streets and bus network and bus station. We welcome a city wide in house enforcement team.

The centralised citizen service point at 100 Temple Street do not work for communities and is an old socialist model of local government. The council should follow North Somerset Council and BANES and set up community hubs. The Fishponds model is correct. With libraries and council offices in the same building. The Police should also move into Fishponds offices. The community hub should be in building alongside libraries with staff training to handle all council enquiries. North Somerset staff deal with council enquiries. Libraries ? issues and Police. The staff that remain within City Council should be trained in cross service skills. This will still save taxpayers money but provide front line services in communities. Libraries need to become council and public service community hubs. We would welcome longer opening times with swipe cards and book issue machines, CCTV and mobile security offices.

Reshaping enforcement for waste and traffic officers. In main local authority traffic enforcement officers would also report fly tips, pavement and footway blocked, pavement dog fouling. This is the case in many authorities. We need to join up enforcement services and save taxpayers money.

We would welcome a review in the number of middle management posts in the services and the reduction in the number of service directors with the city council. The number of service directors have been reduced to save money and protect public services to the community. This has happened in South Gloucestershire and BANES.

We would welcome a review of community parks and trusts but even the friends of parks groups require full time council or contacts to look after parks and garden. Saving could be made by retendering parks contracts or share maintenance with street care in South Gloucestershire. We would oppose cuts to neighbourhood partnerships as the work like Parish Councils in communities with other public services. Do the Police pay for community partnership work? or Fire Service. The partnership area could have a boundary review. The city council could Parish the city and set local neighbourhood council to run local services, such as parks, street cleaning, local libraries. Parish councils can still set budget.

Bristol Waste company should bid for market work, such as working for other public authorities, and private sector clean contracts, such as First Group, Bristol Airport, South Gloucestershire, BANES and North Somerset Council.

We must have full and open consultation, not just a line similar to the public transport review consultation and public meeting in and around the city.

Capital. Whilst supporting Speedwell new pool at this stage with saving, should we not look at closer working with South Gloucestershire on the Joint use of Soundwell Pool – Kingswood one mile away. Whilst keeping the project as a future target.

Support charging in the Parks Heritage estate, Oldbury estate, Blaise and Ashton Court, exempt blue badge holders, other parks could be considered.

Operation centre of emergency control could include services to other local authorities, NHS, housing associations and other public bodies.

These are a few views to start public consultation on neighbourhood services, libraries and information points, also provide public transport and information services. In Swindon the tourist information centre is in the libraries. Why not in Bristol.

Statement 2 – David Redgewell – Draft Spatial Plan meeting, 17th October 2016

Statement from SWTN to BANES Special Cabinet 19th October 2016 and Bristol City Council Place Making Committee - Draft Spatial Plan meeting 17th October 2016

SWTN are pleased to see the initial preliminary outcome of the draft spatial plan and would like to support the proposed public transport solutions, urban extensions and regeneration strategy.

With proposed urban extensions at Yanley Lane, Long Ashton and Withywood linked to a light rail and Metrobus extension to Bristol Airport this will allow for housing, employment, school and community uses in these settlements with a new station at Flax Bourton and an upgrade of Nailsea and Backwell station to serve the airport.

We welcome new developments at Churchill and a new bus link from Bristol Airport and regeneration in Weston-Super-Mare with an electrification upgrade on the rail corridor from Bristol.

Bristol - Yate

We support the new light rail and bus corridors with the reactivation of the closed Midland Railway route through Lawrence Hill, Fishponds, Staple Hill, Mangotsfield, Westerleigh and Yate and high density housing and urban regeneration developments especially at Lawrence Hill, Old Market, Staple Hill, Warmley and Kingswood. This would benefit Kingswood, Staple Hill and Warmley in particular. We also support the light rail corridor from Mangotsfield to Bath via Warmley and Bitton and new housing in the East Bristol area and Bath Riverside alongside Saltford and St Annes stations reopening.

North of Bristol we support housing on the rail corridor to Gloucester with Metrobus extensions from Bristol to Yate via the M32 and the Ring Road, M5 and Thornbury and support the upgrade of the railway line to Gloucester and Cheltenham using light rail on the Thornbury line. There should be new housing and employment in Thornbury, a new town and housing in Charfield with new housing in Wotton-Under-Edge, Berkeley and Sharpness especially with the opening of a new power station at Berkeley (the railway line to Sharpness being reopened using light rail). We welcome growth around Pilning, Hallen, Severn Beach and Cribbs Causeway using light rail and tram-train to connect to employment and shopping developments.

In South Bristol we support a light rail corridor from the City Centre, Temple Meads, St Phillips Marsh, Brislington, Callington Road and Whitchurch on the former North Somerset Railway corridor. This would allow housing development in Hengrove and Whitchurch with education and employment included. We would also like to see urban regeneration around Temple Meads, Old Market, Newfoundland Road and Castle Park.

With any extra housing there is a requirement for high quality bus services in the evenings and Sunday's with 15 minute frequencies on all routes in the daytime. The recent cuts have caused severe hardship in the Greater Bristol/Bath travel to work area and need to be reversed.

Historic Buildings

We think that the plans need to include regeneration of our historic buildings as we are very concerned about of the continued loss of them in Bristol City Centre and Kingswood where there needs to be a stronger planning policy for protecting pubs in particular which in some cases could be used as small hotels and B& B's similar to the Wellington (Horfield Common). This applies to some pubs around Temple Meads like the George and Railway, Bell (Prewett Street) and the Grosvenor Hotel. The Cattle Market Tavern and Printers Devil should also be reopened to serve the new Temple

Quarter Enterprise Zone

Currently, it appears that many buildings are under threat at a time we should be investing in the surviving heritage around Temple Meads and the arena as a tourism quarter. We seem to be overwhelmed with student housing at the expense of family housing and LGBT and single people both in Temple Meads and Old Market. In the Kingswood area the Wesley chapels, the Chequers, Tennis Court Inn, Anchor Made for Ever and Cherry Tree public houses are at risk while in Fishponds the Farriers Arms is in poor condition and still occupied by squatters. In Bath the Mineral Water Hospital site is at risk.

There needs to be an urgent review of planning policies covering these buildings to prevent historic structures being lost or converted for inappropriate uses.

Devolution

Whilst we welcome the Devolution deal the issues about transport powers are a concern as to how it will be possible to operate and franchise a bus network that does not cover the four unitary authorities in terms of a franchise or a quality partnership where buses operate between UWE - Portishead and Clevedon would be outside the agreement. Similarly bus services through Hotwells, Clevedon and Weston would have to operate under the permit system under the Buses Bill or would require a separate quality partnership covering North Somerset by the new combined authority to cover North Somerset either as an advanced quality partnership or an enhanced quality partnership. It would also require a different agreement for a multi-journey, multi-operator and multi-modal ticketing scheme and North Somerset would still require referral to the Traffic Commissioner for services whereas the Metro-Mayor would have full control over the bus services through contracts or partnerships. Of course this would also apply to a Planning or Transport Commissioner.

On rail it would be very difficult to arrange improvements to services without the full Portishead line being in the deal as well as the line from Gloucester to Weston-Super-Mare. This would make station improvements very difficult or to seek rail powers for Metro-West within the franchise and Network Rail. Access for All programmes could be carried out at Lawrence Hill, Stapleton Road, Patchway, Pilning, Filton and Parson Street but this would leave the situation of station improvements in North Somerset outside the power of the combined authority. This would affect bus/rail interchange improvements at Weston-Super-Mare and Nailsea and Backwell and also electrification of the line between Bristol to Taunton.

If a new rail authority is set up as part of the combined authority, then while improvements could take place at Bath, Keynsham and Temple Meads, Filton, Patchway and the Henbury loop but North Somerset would remain outside of the combined authority area and rail investment programmes would still have to be agreed with the DfT. Similarly, decisions on housing and planning matters on South Bristol expansion or Weston-Super-Mare, Clevedon or Portishead and the MetroBus extensions to Clevedon and Weston would again be outside the control of any planning, transport authority commissioner or Metro-Mayor. Delivering a new interchange at Weston would be more difficult.

Currently, the Bristol Port and airport remain outside of the combined authority which makes improving public transport to Bristol airport and reopening the Henbury loop very difficult as the port is in three authorities - Bristol, South Gloucestershire and North Somerset.

We are also very concerned that both Bristol City Council and the Mayor and BANES Council are proposing to consult to reduce the evening and Sundays bus network by the September 2017. As a result the following routes are out for consultation :-

- 1 Broomhill - Cribbs Causeway
- 2 Stockwood - City Centre
- 5 Bristol - Downend
- 6 Bristol - Kingswood
- 7 Bristol - Staple Hill
- 24 Southmead - Ashton
- 36 Hengrove - City Centre
- 50 Hengrove - City Centre
- 51 Whitchurch - City Centre
- 77 Thornbury - City Centre via Parkway and Southmead (all journeys)
- 90 Knowle - City Centre
- 505 Long Ashton - Southmead
- 506 Southmead - Create Centre
- 508 Shirehampton - Southmead
- 511 Bedminster - Hengrove
- 512 Totterdown local service
- 514 Brislington local service
- 515 Whitchurch - Hengrove local service
- No.7 Cross Harbour ferry

We are also concerned about links to railway stations and the loss of service 8 from Clifton Village to Clifton Centre and Clifton Down station, Weston Super Mare - Bristol Airport, Keynsham Chandag Estate and Park Estate, Southmead Hospital - Filton Abbey Wood station.

22. Unite the Union

Please accept this consultation response on behalf of Unite the Union in Bristol City Council. Page 9 of the strategy highlights the impact of national austerity policy very well, cuts of over £170m over the last six years. The Revenue Support Grant and Council spending continue to reduce in a City where people are living longer resulting in more complex care needs.

Page 15 refers to support services (Finance, HR and ICT) being modelled upon the best examples from the private and public sector. Why not explore the Legal model of providing these services to other public bodies and the private sector?

Page 17 acknowledges the congestion problems that exist. This has an impact on the local economy and private industry, Hargreaves Lansdown has historically expressed their frustration to local press. This issue requires a strategic response which I hope the Congestion Task Group will deliver.

Page 29 of the report identifies the importance of early intervention and prevention to improve life expectancy and quality of life. Health screening can make a significant contribution by identifying health conditions early when they are more easily treatable.

Page 37 highlights the social housing crisis very clearly with the statistic that 470 households are in temporary accommodation and 97 rough sleepers. I fear that a number of these placements are at considerable cost. As well as aiming to prevent homelessness in the first place should part of the strategy consider investing in more Council run temporary accommodation? Part of the response needs to work on building new homes, page 39 but from within the Council rather than a new local housing company.

The strategy acknowledges the congestion problems that exist in the City and methods to encourage public transport rather than car use for commuting have been explored before. Why do so many parents take their children to school by car? Page 47 makes reference to reducing bus subsidies on some routes will bring the viability of those services into question. If these services have to stop, will this make public transport a less attractive option for car drivers?

Page 48 raises school crossing patrol and a financial saving. These employees are predominantly women, working part time on the Living Wage. The children they protect when crossing on a daily basis are the cities future. Alternative methods of funding are acceptable but stopping their services is not.

Historically there were twelve Area Housing Offices that were based in local communities around the city. Page 49 refers to one Citizen Service Point at Temple Street which shows how much the face to face offer will reduce. Unite understands that personal interview is the most expensive customer service and channel shift is in place. However, there are areas of significant deprivation in Bristol which includes low levels of IT literacy. Those citizens need to see Council Officers who are sometimes a last resort. They will struggle to find the bus fare to get them down to Temple Street where they have regionally based enquiry points at present. The closure of Customer Service Points will disproportionately impact low income households in the city. There are numerous examples of staff changing people's lives for the better following interview in CSPs'. Any reduction in the current Crisis Loan provision will directly impact on the most vulnerable in the city. Elderly are not IT literate, don't have a computer at home and cannot access Council Services online. A decrease in the current face to face offer will also impact on those with mental health issues.

Page 64 refers to a reduction in youth service provision through Bristol Youth Links. This service has already been outsourced and was subject to an attack on staff terms and conditions shortly after transfer. The proposed significant saving of £0.9M to £1.7M will directly impact on young people. This may be a false economy with a corresponding increase in crime due to young people having nowhere to go. Youth services have been central to the fabric of working class life and remain both attractive and important to those they serve. How can young people gain essential life skills through online provision?

Another vital service is Community Meals, page 65. This service provides a hot meal to old people in their own homes. These citizens are venerable and not able to cook for themselves. The Council is a provider of last resort and should remain in house.

Page 75 of the strategy identifies savings from the funding paid to Bristol Music Trust for the opening of a more efficient Colston Hall. The saving identified does not factor in the capital investment required for the refurbishment.

Unite opposed the Arena when it was first planned. The justification that was given was that the boost to the local economy would repay the initial investment cost. One can question on how Bristol can afford a significant Arena investment when the Colston Hall has to be refurbished and there is no money to repair Bristol roads?

Page 106 makes reference to a redesigned reablement service and intermediate care offer. This needs to be fit for purpose in an environment of more complex care needs to avoid bottlenecks elsewhere in the public sector e.g. bed blocking in local hospitals

Page 110 Unite will always oppose the substitution of volunteers for paid employment in the Library service or other parts of the Council.

In order to fund these Corporate Strategy amendments which reverse the planned savings and reductions the strategy states that no stone will be left unturned. Through this process when considering staffing structure redesign and workforce development best practice should be demonstrated to create first class public services for the citizens of Bristol.

23. Unison

SUMMARY

Bristol UNISON represents over 2000 members in Bristol City Council and several thousand members in allied employers in the city. We have consulted with our representatives and members in the services affected by the corporate strategy proposals. It is our duty to first and foremost represent the interests of our members, but our members are also citizens, residents and service users in the community served by Bristol City Council so comments reflect that perspective as well as the views of members as employees.

UNISON opposes the austerity agenda and believes that cutting local services is a false economy. Our members have suffered the impacts of six years of austerity, seeing severe pay restraint, erosion of terms and conditions and large scale redundancies. We understand that austerity is imposed by central government, not the local administration and have previously made representations to the Mayor asking for actions to oppose this politically. We recognise that the Mayor has delivered on some of these requests but feel that he should continue to visibly lobby government with the leaders of core cities to secure funding and make the case against austerity.

The scale of the financial challenge to the council over the next 4 – 5 years is massive and to many of our members it is difficult to comprehend. This inevitably affects the level of engagement because it is so difficult to imagine what the council will look like in five years' time. In addition to the enormity of the challenge, the uncertainty around the financial arrangements for local government presents further difficulties in understanding what the impacts will be for our members above and beyond the proposals for immediate cuts in funding contained within the corporate strategy. Devolution adds another layer of complexity.

While the document contains some welcome and supported aspirations, the stated level of cuts in the short and long term makes it very difficult to see how these can be delivered. In that sense we believe the strategy is highly conflicted and this is likely to affect engagement as it will be perceived as simply about cuts and the positive messages ignored and undermined.

UNISON has offered a meeting with UNISON's head of local government finance and the mayoral team to explore some options around the approach to debt management in the council that has the potential to deliver significant savings. We hope that this meeting can be convened before the council embarks on a programme of cutting jobs and services.

We note that the strategy only deals with around £27m in savings for the short term. While the uncertainties outlined above partly explain the difficulties in dealing with the full financial challenge we would observe that the failure to provide even an indication of how the residual £65m can be saved is a major shortcoming of the strategy. We hope that there will be an early conversation in 2017 setting out the detail of this in a comprehensive way so that our members can be assured that the council has a plan to deal with the greater financial challenge.

This document responds to the overall aims of the corporate strategy as well as the specific proposals in service areas.

We ask the Mayor and elected members to give our responses due consideration.

RESPONSE TO THE OVERARCHING THEMES OF THE STRATEGY

The focus on equalities, clean air, congestion, homes and health is of course welcome. Similarly an emphasis on joint working with other institutions would seem to offer potential benefits. The support and engagement of local people is necessary to shape services, but we question whether community groups have the capacity to deliver services and whether they are able to be as accountable to the users of services as council workers. Similarly volunteers are unlikely to be able to offer the same level of service and in fact it is likely that the use of volunteers will reduce the resilience of public services, not increase it.

While an emphasis on early intervention is certainly a sensible direction, its effectiveness will be driven by the resources allocated. We note that funding for some key support services is being reduced or withdrawn and so it is difficult to see how this aligns with the stated desire for enhanced early intervention.

The aspiration to reduce support services (back office) “dramatically” is likely to be counter – productive. We have seen these services already cut dramatically over the last few years. Further cuts are likely to result in unintended negative consequences. For example reducing the number of HR advisers increases risk of legal action against the council for poor decisions by unsupported managers. Similarly high quality ICT, legal and finance services underpin key aspects of the council’s work and should not easily be dismissed as “back office” functions that can be reduced with no impact.

Bold Ideas

Overarching

UNISON supports the points in the “Overarching” part of this section. We would observe that the council itself uses some “zero hour” (casual) contracts for some services. While this is sometimes of mutual benefit for the council and the worker, we would encourage the council to ensure that these arrangements are used appropriately and not to replace full employment contracts. We recognise that the council has started to address this issue, for example in the museums service.

Neighbourhoods

Proposals for urban parishes should not adversely affect the most deprived communities as this would be a form of regressive taxation.

Place

Co – location of council services is an interesting proposal but requires careful planning and proper investment. We note that previous similar proposals for libraries were not taken forward, resulting in a serious impact on our members. We look forward to seeing more detailed proposals about this idea.

BUSINESS PLAN FOR 2017 \ 2018

The business plan section contains a number of proposals that will result in savings from cutting staff. We remind the council of their duty to avoid compulsory redundancy and ask that voluntary redundancy is offered wherever possible.

We note that in each section there are a number of broadly welcome proposed actions (not savings) that are uncosted. We presume that the costs of these actions are contained within existing budgets but would welcome clarification.

Our Future – Education and Skills

We broadly agree with the aspirations and actions within this section. We would observe that the trade unions also provide education for our members and would welcome the opportunity to work with the council to help deliver learning inside the council and with allied employers. While recognising that this element of the corporate strategy is primarily outward facing, we would like to make the point that investing in training for council staff should be prioritised to deliver greater productivity and opportunity for staff in these difficult times.

Our health and wellbeing

UNISON is concerned about the reduction in funding for ROADS commissioning, both in terms of the impact on service users and the impact on our members delivering these services in ARA and BDP. However we can confirm that we have had useful discussions with Safer Bristol and commissioning managers in the context of the commissioning process. We welcome the council’s commitment to improving commissioning by adding social value, becoming a living wage accredited employer and adopting the ethical charter.

Homes

We welcome the aspirations of the council to reduce homelessness and support the building of new homes. We are concerned about the reduced budget for commissioned homelessness support services as this seems to run counter to the aspiration for supporting people at risk of homelessness. We would also observe that one important way of preventing homelessness is to ensure that high quality advice is

available to citizens on debt and money management. The council runs a well – regarded and efficient service (WRAMAS) which has been threatened by cuts in recent years. Proper investment in this service is likely to help greatly with reducing homelessness through early intervention and ensuring benefits are accessed to support people at risk.

Transport

Proposed actions on concessionary fares would appear to punish disabled people disproportionately. This is at odds with the council's commitments on equalities. We request a full EQIA for these measures. Similarly, reductions in subsidies for certain routes are likely to increase social isolation and reduce access to services and opportunity. The areas further from the city centre will be impacted by the reduction of council supported bus services, companion bus passes and subsidy of concessionary travel cards on community buses. This includes some of the most deprived areas and so the proposals risk entrenching inequality of opportunity.

Reducing funding for the freight consolidation centre would appear to be counter – productive in the context of a likely Clean Air Zone as a FCC could be a useful measure to reduce air pollution from heavy vehicles. Any re – organisation of school crossing patrols should be risk assessed so that the potential for children to be killed or seriously injured while crossing roads is eliminated.

NEIGHBOURHOODS

Parks and Green Spaces

It is unclear how the potential savings figures have been estimated. They would seem to assume that community groups will take on significant elements of maintenance in local parks. No evidence has been provided that community groups have the capacity or will to do this.

Some of the poorer parts of Bristol already suffer with massive issues around fly tipping and lack of bins and bus shelters (due to vandalism). The parks are often the scene of anti-social behaviour such as frequent fires, riding of quad bikes and even a stolen car driven into a park and torched. In this context, community groups would be understandably reticent about taking on a park in an area with such issues without any specialist skills or knowledge of community engagement.

Further to this point we would point out that there is an ongoing and potentially higher risk of antisocial behaviour in the form of drug dealing, drink and drug taking and the health & safety risks from needle stick injuries if there the council 'presence' is reduced in local parks. This is particularly a problem in the inner city parks but may worsen and spread to other areas if funding and oversight is reduced for parks.

We feel that it's very unlikely that these savings could be made by relying on fund-raising external income or achieved via alternative delivery methods such as local ownership by community groups. This is because:

- a) Most parks or their community groups are not in a position to take over the complete financial and operational running of sites.
- b) Most groups want the council to own, pay for and carry out core maintenance with their volunteers adding to this, to improve site quality.
- c) Previous experience of local ownership of sites has not been successful, resulting in ongoing maintenance of the site by Bristol City Council although we no longer own it.
- d) This is a large proportion of the annual maintenance budget and it's not realistic that anywhere near enough land could be externally run and financed.

We feel that there is a lot more potential income to be generated from parks by events, expanding business & leisure opportunities, charging for certain uses, hiring facilities, car parking, and commercialising Blaise nursery, and this will be a large focus of the parks development team created to explore how to manage the budget cuts. The degree to which this meets the budget cuts is yet to be seen. The use of volunteers schemes (such as Park Work) and community groups could be expanded so long as it is in addition to existing staffing structures and not replacing core maintenance tasks for employees, and may help prevent the budget cuts having such a dire impact of park quality.

Professional opinion from our members in the parks service indicates that leaving the maintenance of parks to volunteers is likely to result in poorly maintained and potentially dangerous parks in Bristol, a city famed for the quality of its parks until now. Significant reputational issues would likely arise in this instance, not just for the council, but for the elected members in the relevant wards.

City wide IAG service

UNISON agrees with the consolidation of these services, but cautions against any cuts. Rather investment is needed to secure the upstream intervention that prevents costly outcomes such as homelessness.

Neighbourhood Partnerships

Reforming neighbourhood partnerships can result in improved democracy and decision making through stronger scrutiny. However there will still be a need to engage with communities, and for properly trained and resourced officers to do this. Hence we do not believe there is real potential for savings here without weakening the council's connection with the communities it serves.

Libraries

Libraries have been the focus of austerity driven cuts for several years now, despite the acknowledged added social value they offer. The service in Bristol is seriously understaffed and library assistants do not enjoy the same benefits as the vast majority of council workers. A recent "temperature check" made for dire reading and showed that staff are depressed, angry and frightened for the future. Some of our members covered by the disability provisions in the Equalities Act have had to take grievances to get their reasonable adjustments.

The proposals in the strategy for libraries appear to be a resurrection of the "Libraries for the Future" scheme from 2015, albeit with a potentially higher level of cuts. A politically driven fudge arising from these proposals severely impacted our members working lives and incomes, resulting in a dispute and industrial action. These issues have still not been resolved and we still consider that we are in dispute with the council over the working patterns. Any future plans for the service must resolve our ongoing dispute. Libraries need to be staffed and run by trained and accountable people – they are a statutory service. We question whether volunteers can sustainably run a library service, particularly in deprived areas, where much of the population is struggling to make ends meet and cannot devote time to volunteering. The council needs to maintain a publicly funded and well-resourced library service in the city.

UNISON accepts the need to reform services from time to time, but this needs to be done with humanity, and not by making low paid and front line staff bear the entire brunt of any changes. UNISON needs to be consulted at the earliest stages of any proposed changes, not just at the restructuring phase when the decisions have been taken; otherwise there is a risk of further damage to industrial relations.

Centralising Citizen Service Points

It is not clear whether all the savings arising from this proposal are from disposal of buildings. It would be a mistake to reduce the number of customer advisors as demand for support is likely to continue to increase. More vulnerable people are likely to slip through the net if the CSP's become more remote from their communities. Additional travel costs will be incurred for deprived people and the service will become less accessible, potentially resulting in greater costs downstream. Impacts will likely be greater for disabled people and there is a need to assess this impact specifically.

Local Crisis Prevention Fund

The proposals to reduce this would seem to imply that fewer crises will be prevented. Hence costs to the council in dealing with the consequences of these crises are likely to increase. A full risk assessment is needed for this proposal.

PEOPLE

Youth Links

Whilst wishing to defend the youth service and supporting young people, the model of BCC supporting a diminishing service across the city does not demonstrate sustainable commitment to the young people. A more effective model would be targeting areas of significant socio economic need and endeavouring to

ensure long term commitment to those projects. With regards non-funded projects then supporting those schemes to identify alternative funding would be highly desirable.

Early Years Services

UNISON is broadly in agreement with move from building based provision to community bases. There may be further savings by combining with other BCC owned buildings.

The concept of prevention and endeavouring to create long term resilience is highly desirable. UNISON is in agreement with the family centre model approach and the suggestion of partnership working. The reduction in management costs by combining posts makes sense in terms of the service redesign; with the caveat the quality of the service would not be compromised.

Day Services

Bristol Community Links (BCL henceforth) is a service that works out of three buildings providing services for Bristol's community. The BCLs support adults with learning disabilities, people with complex needs and older people with dementia. Some service users have multiple disabilities and exhibit challenging behaviour. Because of the very complex nature of many of their users there are few other private services in Bristol that can provide such specialist support. The BCL staff have the training and experience to support these very vulnerable and very complex service users.

The BCLs have a good reputation for their person centred planning and have helped people to transition into other services as well as provide community and in-house services. Some service users have chosen to come to the links because they are said to have the friendliest staff.

BCL came out of a restructure in 2012 where services were redesigned to meet future needs. It was a difficult time for those service users and their families and they found the transition challenging. Families that support adults with learning disabilities, dementia or complex needs often feel they need future stability in the services they and the service user have chosen so they can have stability in their own day to day lives. Having a stable, reliable links service means they can concentrate on holding down a job or find respite for themselves if their own circumstances are challenging. The BCLs offer the sort of stability that promotes equality and inclusion for families where disability is a big factor in their lives. UNISON feels that these very vulnerable families could do without the instability that cuts, privatisation or re-commissioning would have.

The links have a community hub factor to them and that is one area where we think that changes could be made that could reduce the financial burden of the service on the public purse. At the moment some other services hire BCL rooms (such as the sensory room), local clubs use the halls for dances and a local college hires rooms to run classes. We think this community hub aspect could be expanded to make further use of the buildings for community use, foster community inclusion for users and increase income. The obvious option is to explore the buildings use by the local community and other groups. Accessible and useable space, with car parking should be at a premium. UNISON would suggest a business approach to the marketing of these buildings. Private hire arrangements tend to be costly and should be avoided. In addition the services should be targeting those with the greatest needs and should be the first option considered as opposed to commissioning external providers. Transport and service users getting to and from the centre should be further explored to see if this can be supplemented by community transport or individual arrangements.

Meals Service

This should be an enhanced service as opposed to just delivering meals. It could include welfare checks and potentially saving on money spent on meal preparation. Combining the service with other counties may assist with economy of scale.

Intermediate Care

Any approach to streamlining the service and enhancing the services is highly desirable. Closing the rehab centre in North Bristol may save money, however the need for rehab is maintained and the pressure is on for hospital discharge. This overall pressure on the service was created by a reduction in the hospital bed base which appears to be driven by NHS financial constraints as opposed to actual patient demand.

Carers

The suggestion of a unilateral reduction in the pooled budget by BCC would appear to be ill advised, as the NHS is the majority contributor. In addition unpaid carers supplement and support significant numbers of service users in the city and any reduction in support would appear to be counterproductive.

The concept of charging goes against the concept of social justice. As those who are wealthier inevitably contribute more to the system via higher taxation and to then penalise them is fundamentally unfair. Plus it is sending an adverse message to carers in general.

Dementia Care Home Provision

The full cost recovery would address an anomaly in the provision of residential care. Retaining the specialist home is highly desirable as the external markets costs increase exponentially. The use of the home and review of its function is desirable as it should supplement the extremely expensive specialist provision and act as a potential anchor or reference point for those costs.

PLACE

Museum Opening Hours

Museums have recently undergone a change programme to deal with historic overspend and inappropriate use of casual staff. This has entailed reduction in opening hours to 6 days a week for most locations. Further reduction of opening hours of M Shed and Museum & Art Gallery would likely prevent the City achieving required status as an Arts Council Major Partner Museum and detract from having a lead role in the Bristol Cultural Education Partnership (Arts Council lead national pilot).

The museums service have been successful in increasing income from its shops, cafes and events and this would appear to be a more sustainable and business – like model for funding than cutting opening hours.

Planning Enforcement

The proposed cutting of planning enforcement staff would create risk to the council by allowing breaches of planning conditions that could harm the urban fabric of the city. There is potential for dangerous and unsuitable development to occur. We ask whether this function could be self-funded by way of cost recovery from errant developers.

Bristol Energy Company

We question whether sufficient consideration been given to keep core council property energy management activity in-house. We would like assurances that the risk inherent in the volatile nature of “energy billing” market place has been properly assessed.

BCC has done much more than “explore” the setting up of this company already. The staff of the Energy Service have been aware of the plans for over 2 years and the recent business plan has been written in such a way as to discount any options for the ES other than becoming a Teckal Company. The option to stay within the Council is dismissed at an early stage of the document, which is essentially an options appraisal rather than a business plan.

There is an assumption that as BCC’s budget crisis has come into sharp focus, it is now the perfect time to argue that the Energy Service be turned into a Teckal Company to save the Council around £260,000 per year in staff costs and that this is a “done deal”. In addition the rather vague question which is in the on-line budget proposals has apparently gathered favourable feedback.

On paper, this looks like a good deal for BCC. Everyone within the ES is keenly aware of the need to maximise revenue generation, however whether or not the ES can “stand alone” and make enough to cover its operating costs without any support from BCC is debatable. There is also the question of what would happen to BCC assets such as the Severnside wind turbines (whose revenue is currently covering a sizable part of the ES costs) and photovoltaic installations at Avonmouth. If their ownership is also transferred out of the Council in some way at some point in the future then any saving made from ES wages could be minimal in comparison to lost revenue streams.

Previous projections for projects such as the setting up of Bristol Energy and Warm Up Bristol Schemes have proven to be somewhat overambitious and have led to targets not being met. Can we be confident in the Energy Service Business Plan figures vis a vis the viability of an Energy Infrastructure company? Much of the current Energy Service work is supported by European and UK Government grants. Whilst some areas, such as Heat Networks projects should be covered for the foreseeable future, projects such as Warm Up Bristol would be in a far more precarious financial position. Assurances given that the new company would be allocated grants after someone within the Council had applied for them needs to be fully investigated for veracity and feasibility.

On the whole, staff feel uneasy about the establishment of the Energy Infrastructure Company. Statements such as “It is being set up to fail”, “Future figures seem unrealistic”, “I’m worried about transferring BCC assets, they should stay with the Council, as they would be vulnerable if they came with us to be privatised” are quite commonly shared in informal conversation.

Energy Service staff are professional and highly motivated. We hope that the ambition to create an Energy Infrastructure Company to sit alongside Bristol Energy is based on sound financial figures rather than a desire to do so regardless of the consequences to said staff and the wider Council.

Investment Properties

The Council could sell off some Council owned ‘investment’ properties - particularly all those outside Bristol which are in Portishead, North Somerset.

The Council could revisit the lease arrangements for Long Ashton Park and Ride to ensure that it has control over the site and to be able to generate addition income from greater use, for example at weekends for sporting events at Ashton Gate.

GOVERNANCE

Model Employer

UNISON welcomes the commitment to living wage accreditation and creation of the Bristol Living Wage Partnership. We would like to be involved in the BLWP. We also applaud the refusal to work with companies guilty of blacklisting while noting that Balfour Beatty are engaged in works on the Metrobus scheme. UNISON welcomes the commitment to equality and diversity and would like to be involved in the development of an equalities charter.

Equal Pay

We welcome work to address the pay gap. UNISON has started talks with the employer about reform of the pay structure. We hope that this work will encompass the need to address the gender pay gap.

Ownership of efficient services by staff

Developmental opportunities are to be offered to managers in regard to financial management. This seems somewhat limiting both in regard to the staff targeted and the scope of the training. UNISON would like to be consulted on a training and development strategy for all staff so that the council continues to deliver good services by investing in staff.

Organisational Structures

In recent years, the council has been continuously restructured and a welcome emphasis has been placed on “spans of control” – ensuring that “deputy” posts aren’t created and that there are controlled and appropriate ratios of managers to workers. This principle was reflected in the recent third tier restructuring and pay rise for second and third tier officers. We are dismayed therefore to see the recent erosion of this principle, for example in ICT and HR where extra tiers of senior management are being inserted into the structures while experienced staff (e.g. HR advisers) are being made redundant. The council could legitimately be criticised for recreating a top – heavy organisation and unduly rewarding its higher paid officers while slashing services to the vulnerable.

A recent restructure in Admin and Business Support (ABS) led to around 86 staff taking voluntary severance. We now understand that too many staff have been released and that 24 vacancies remain in the structure for this service. This clearly raises concerns about the management of the restructure and the governance of the service given that public money has been spent on redundancies when posts have not been deleted. The fact that there is no single service director responsible for the service is clearly a weakness and we hope the council will address this. In terms of the vacancies that remain in ABS, we believe that these should be held for displaced staff in forthcoming restructures.

Consultancy and Agency Staff

Whilst we recognise that there are some legitimate reasons to employ consultants and agency staff from time to time, it is a matter of concern that spend on consultants in the authority remains high. Review of second and third tier pay was intended to reduce spend on “interim” managers and we feel that it is important to demonstrate that this has been achieved. We call on the council to regularly publish clear information on the current and historic spend on interim managers and consultants, detailing the reasons for the contract and the value added to the council’s operations to justify their cost to the public.

We are concerned that the role of the trade unions in reviewing spend on salary, agency and consultancy has been eliminated through the disbanding of the people panel. It is our view that the TU’s have played an important role in challenging additional costs in this forum and that the lack of scrutiny in the replacement process may lead to additional unnecessary costs.

Responding to the Staff Survey

We welcome the recent staff survey and have worked with the council to shape it. Its results should be used to support employees in the context of any restructuring arising for the corporate strategy. We note that there are 312 employees who go to work where they feel they aren’t treated with dignity and respect and question how much worse is this going to get when even more jobs are gone and even more pressure is put into those employees and their managers. We can anticipate much higher sickness levels due to stress and pressure of work and we would like assurances that the Council are taking this seriously and tackling it. Employees have access to the employee assistance programme but in line with the principle of early intervention, we call on the council to be proactive in ensuring that it trains and coaches all managers and team leaders in good employment practices to reduce impact on employees. This is especially relevant in the context of fewer HR advisers to support managers.

DEVOLUTION

UNISON has offered to meet delegates from each of the constituent members of the future Mayoral Combined Authority to explore the impact of devolution on public services and jobs. We look forward to a meeting in early 2017 as this issue is of interest to our members. We feel that devolution may offer some benefits in terms of funding but clearly there are issues of concern, including accountability, democracy and impact on jobs.

24. VOSCUR

Statement 1:

Voscur represents, supports and develops Bristol's Voluntary, Community and Social Enterprise sector (VCSE). Many of our member organisations are working to tackle inequalities and address unfairness in the city amongst the most vulnerable communities. In addition to being a major employer, harnessing voluntary action, and bringing substantial resources into the city, voluntary, community and social enterprise organisations contribute to building social capital and resilience, and help people to manage in these difficult times. The VCSE sector plays an important role in identifying and responding to emerging needs and bridging the widening gap between inequality in the city and services for people. We welcome the Council's proposal to "support a thriving voluntary sector, seek to enable the growth of local initiatives and encourage social enterprise" and the aim that this will lead to "local providers with unique abilities to reach vulnerable groups are working with local families." (p71)

Voscur recently facilitated VCSE sector input into a discussion of the Mayor Marvin Rees' Big Decisions, Tough Choices. We have also consulted with Voscur members through an online survey and direct discussions. This paper summarises the constructive points raised by representatives of Bristol's diverse VCSE sector. Voscur recognises the difficulties we face as a city, in changing demographics, and the scale and pace of change in this political environment. We understand the impact of six years of austerity and the difficulty of balancing the books while continuing to provide public services. Voscur firmly believes that, by working together to achieve the same aims, we can be resilient, survive, and thrive. We also believe that there are great opportunities to rethink and do things differently and Voscur is fully committed to working with the Mayor and Council to co-design and implement changes.

Recommendations

Our recommendations, which are grouped into (a) Improve the Strategy and (b) Moving the strategy forward, are as follows, with more detailed commentary below. We have not included suggested timings and would welcome further discussions with Bristol City Council so that we can work collaboratively to find solutions to the challenges ahead.

(a) Improve the Strategy

Recommendation 1 Doing things differently and cultural change:

Given the scale of the tasks ahead, new capabilities, resilience and focus will be needed. Without strong foundations and a good culture of positive risk taking, any changes are unlikely to release the necessary efficiencies. We recommend, therefore, that focus is given now to getting the right internal culture – and that one way to achieve this might be to undertake a psychologically informed review of the Council's organisational culture. This review will require input from VCSE sector service providers and those from other sectors and Voscur will participate to support this change. The subsequent plan to address organisational culture will need to include building up the capability, capacity and motivation of all council officers to follow through on the vision and deliver on the targets. Without addressing this matter, expecting such a cultural shift is ambitious and risks failure.

1 Psychologically informed environments (PIEs) are required in some commissioned services. A similar approach inside the council may help to address organisational culture.

Recommendation 2 Consultation process, managing the impact of change and risks of challenge:

Voscur would want to support the Council to manage the change process in the most positive way possible, and it is therefore important that an analysis of the impact of the proposed changes on all Bristol VCSE organisations and the service users that will be directly affected (by loss or reduction of income) is carried out. We request that the analysis includes details of how changes have been/are being actively and directly managed with affected community organisations and their specific services users (and not just the general public in the wider consultation). Where possible, Voscur will work with the council and VCSE organisations to support this process. Our estimate is that 45 VCSE organisations will be directly affected by the proposals.

Recommendation 3 Equalities impact and cumulative effects of changes: Voscur recommends the use of existing agreed methods to help assess the impact of change, and to plan for minimising any negative effects on particularly vulnerable groups. We would request therefore that:

- a. full equalities impact assessments are completed with expediency so that they can be considered alongside the consultation responses, prior to decisions.
- b. a cumulative analysis of the impact of changes on those with protected characteristics is prepared and considered, prior to decisions.
- c. a cumulative analysis of the impact of people in specific geographic areas (particularly areas that feature in the Indices of Multiple Deprivation), prior to decisions.

Recommendation 4 Community Assets:

- a. Undertake a comprehensive review of the Community Asset Transfer process to describe a strategic approach and make processes more proportionate, accessible and attractive to smaller community organisations.
- b. Consider the provision of a 'dowry' (i.e. capital fund) alongside CATs to enable reparative works so that transferred properties are in good condition (i.e. without ongoing liabilities). Such a fund could be delivered by social investment, which could involve council-VCSE partnership to manage the risks and no net outlay for council. Voscur would work to ensure that such an approach is inclusive, particularly to smaller, community organisations.
- c. Consider other ways to share the management of property-related risks.

Recommendation 5 Neighbourhood Partnerships: Undertake a review of Neighbourhood Partnerships that clarifies their remit, role and function, so that their effectiveness can be demonstrated against clear criteria, and/or their independence can be facilitated and supported, and different approaches and sustainability plans can be considered. Priority should be given to communities of deprivation, as it is clear that some communities are more asset-rich than others.

(b) Moving the strategy forward

Recommendation 6 Aspirations: Voscur would like to work with Bristol City Council to develop specific proposals and plans so that we can facilitate the involvement of the VCSE sector in co-designing services and managing change. We will contribute to turning the ideas into specific plans that involve the VCSE sector in design and in implementation.

Recommendation 7 "Some services can be taken on by communities or by the voluntary sector":

Voscur welcomes this openness and believes that VCSE organisations and communities are able to play key roles in delivering public services. Where there are opportunities for communities and/or the voluntary sector to take on services, Bristol City Council to work in partnership with the VCSE sector through Voscur to plan outsourcing and transition of services and ensure that through safe and transparent due diligence these services are well-governed, managed and delivered to the highest standards.

Recommendation 8 Co-location: Voscur and Bristol City Council to work together to develop co-location options, after which Voscur would actively support the VCSE sector to take up co-location opportunities.

Recommendation 9 Community Development: Voscur and Bristol City Council to continue to work together with partners to develop the community development practitioners' network in order to share learning and replicate models that bring additional resources to the city.

Recommendation 10 Commissioning and social value: Voscur, Bristol City Council and other commissioners to work together to develop a different approach to commissioning and procurement that shifts culture to ‘how can we?’ away from ‘you can’t’. We need to create a commissioning culture in which collaboration is the norm and creativity is actively encouraged. Bristol needs a new approach that recognises expertise exists in the provider market and that commissioners do not need to develop all solutions. Such an approach could implement the following:

- c. review the early stage (aspire) of project and programme development so that commissioners and providers work together to explore resource-efficient options to develop and design services.
- d. develop standard guidance on co-design and co-production so that our collaborative work leads to the best possible solutions for service users. The approach used in the co-design of the VCS Grants Prospectus should be further developed.
- e. use Social Value to require bidders (including business and VCSE sector) to work well with the VCSE sector.
- f. use new regulations (for example, reserved contracts) as a means to secure contracts with VCSE sector organisations that have potential to bring in additional funds (that cannot be secured by public or private sector contract holders).
- g. Voscur works to support the VCSE sector to be better at ‘selling’ or offering its Social Value to other bidders in collaborations. This will help to achieve charitable aims, help bidders win contracts and help city achieve Social Value.

Recommendation 11 Devolution: The strategy states that the Council will “work with businesses, neighbouring local authorities and our public sector partners to strengthen Bristol’s devolution bid.” It will also be important to work with Voscur and the West of England Civil Society Partnership, (which has a track record of cross-boundary working and successfully bringing investment into the region) to ensure that the value of the VCSE sector and its role in driving and supporting inclusive community economic development and good growth across the West of England is recognised and supported.

(a) Improve the Strategy

1) Doing things differently and cultural change.

“I am convinced that the wrong approach to manage reductions in funding is to simply keep trimming budgets. We need to develop an understanding of where we want the city to be in four years and beyond and ensure we have the council operating in a way that will get us there. There is a need to be certain about what services we must provide and those we want to keep at all costs. We have to reinvent the role of Bristol City Council in light of the available finances. It must maintain its leadership role and must continue to fight for good outcomes for people from the city. But we will have to work in new ways. This includes taking a strategic approach to identify what can be done better and more cost effectively, while also considering what could be managed or delivered elsewhere.” (page 2)

Voscur and members strongly agree with this statement. We disagree with the ‘salami slicing’ and budget trimming that has been used to manage reductions in some publicly-funded services. We believe that such approaches are not strategic and result in an overall reduction in quality of services, without looking at the bigger picture. We agree with a longer term, strategic approach and will support the Mayor and council in such developments. We believe that there is an imperative to target limited resources to those most vulnerable and that the VCSE sector has a major part to play in fighting for and delivering outcomes for the communities of Bristol.

Although the consultation document mentions new values – “we will endeavour to be bold, caring, enabling, gracious, trustworthy” (page 4) – there is little else about how such important, change-making values will be engendered. People in the council (and other public sector and the VCSE sector) have experienced much change, losses and the prospect of more upheaval. We believe a critical success factor in current/future change is the emotional health of the workforce. Voscur agrees with the values but also believes that leadership skills and attitudes, courage, a trusting culture, an openness to innovation and a commitment to working in partnership are areas that need to be addressed inside Bristol City Council (and other public sector bodies) to offset the risk of retaining existing culture (and fears) and not enabling inclusive change to happen.

Over recent years, there has been much talk of doing things differently, of the council shifting from ‘doing’ to ‘enabling’. Some progress has been made but there are also significant cultural issues within the council that prevent leadership, enabling and empowerment. Examples such as the council’s approach to the High Court case with Missing Link, and recent Compact advocacy cases indicate there is further work to be done on Bristol City Council’s organisational culture.

Recommendation 1: Given the scale of the tasks ahead, new capabilities, resilience and focus will be needed. Without strong foundations and a good culture of positive risk taking any changes are unlikely to release the necessary efficiencies. We recommend, therefore that focus is given now to getting the right internal culture – and that one way might be to undertake a psychologically informed review² of the Council’s organisational culture. This review will require input from VCSE sector service providers and those from other sectors and Voscur will participate to support this change. The subsequent plan to address organisational culture will need to include building up the capability, capacity and motivation of all council officers to follow through on the vision and deliver on the targets. Without addressing this matter, expecting such a cultural shift is ambitious and risks failure.

Psychologically informed environments (PIEs) are required in some commissioned services. A similar approach inside the council may help to address organisational culture.

2) Consultation process, managing the impact of change and risks of challenge

Voscur members have raised concerns about the corporate strategy consultation process, for example:

- “The design is complex throughout. The online system also only allows the user to comment on 3 of the proposals for cuts under each of the 3 sections, yet there are around 10 proposals in each section. This is a serious limitation.”
- “General feedback is that the consultation is not accessible – either digitally or via paper format. Of the people who came in today [one of the drop-in sessions] only one was confident taking away the consultation papers and providing a response in writing. This supports our suspicions that it’s simply not fit for purpose for those wishing to express a view.”
- “We are extremely concerned at the style, complexity, and lack of support to facilitate citizen engagement with this consultation. Residents simply do not possess the time or skills to thumb through a 120 page document and 12 page response form.”

In some cases, community hubs have organised their own consultation events so that local people were enabled to respond to proposals that will affect services in the area.

- “Around half the residents [that we engaged] felt that the proposals were quite unclear and at times ambiguous. For example, a level of cuts was often proposed with no reference to the size of that budget, or any indication of a baseline.”

In addition, Voscur is aware that some engagement with community organisations about proposed reductions appears not to have followed established protocols. Examples:

- A community organisation was asked (June 2016) to provide an impact assessment of the loss of 100% funding and alternate council provision of those services. Upon challenge to the fairness of the process, the idea to change funding was subsequently included in the Corporate Strategy consultation.
- An organisation that is directly affected by a proposal (RS6) has had no direct contact with Bristol City Council about that proposal.

Bristol City Council’s standard process for managing change (end or reduction) in funding for community organisations is described in the Decommissioning Policy. Furthermore, the council is committed to the Bristol Compact (which describes managing change) and must follow the government’s Best Value Statutory Guidance. It is noted that, in the above examples, these protocols appear not to have been followed in these ways:

- Best Value Statutory Guidance requires specific consultation with directly-affected service users prior to any decision to change funding. It then requires at least three months’ formal notice of any change.
- Decommissioning Policy requires a ‘decommissioning impact assessment’ which arises from discussions between community organisations and their contract/relationship manager. Such discussion would lead to a

documented understanding of the impact of proposed changes (on service users and workforce) and clearly described mitigations of those risks so that change is effectively managed.

We are concerned about the processing of the proposed changes to funding in the Corporate Strategy consultation, particularly those changes due to take effect in-year or in 2017/18. We are seriously concerned that the changes will affect many community organisations (we estimate at least 45) and will have a detrimental impact on their service users, workforce, ability to effectively manage change and organisational viability. Whilst community organisations understand that changes are needed, there is a need to follow established protocols – this will help to avoid multiple, resource-demanding challenges to funding decisions in the near future.

Recommendation 2: Voscur would want to support the Council to manage the change process in the most positive way possible, and it is therefore important that an analysis of the impact of the proposed changes on all Bristol VCSE organisations and the service users that will be directly affected (by loss or reduction of income) is carried out. We request that the analysis includes details of how changes have been/are being actively and directly managed with affected community organisations and their specific services users (and not just the general public in the wider consultation). Where possible, Voscur will work with the council and VCSE organisations to support this process. Our estimate is that 45 VCSE organisations will be directly affected by the proposals.

3) Equalities impact and cumulative effects of changes

Voscur notes that there are no equalities impact assessments associated with the multiple and complex changes proposed in the Corporate Strategy. We are concerned that the impact of changes on people, communities and organisations is not understood and, importantly, is not being considered to inform decisions or implementation.

While we can see that there are many equality impact relevance checks (which indicate the need for full equalities impact assessments in many cases), there appears to be little information available at this stage that could help Bristol City Council understand which proposals will have unacceptable or minimal impact on vulnerable people.

Voscur also notes that there is no mention of the cumulative impact of changes on some communities. The equalities impact assessments should be analysed to assess the cumulative impact of all changes on those with protected characteristics – this is not mentioned in the consultation documents. By reviewing the relevance checks, we can see that specific equalities groups will be directly affected by individual proposals, including these examples that will impact older people:

- CF10 Review of provision of day services to adults
- CF12 Change the way reablement, rehabilitation and intermediate Care Services are provided
- RS2 Reduction of subsidies for bus routes with low numbers of passengers
- RS4 Remove Companion Concessionary bus passes
- RS6 Withdraw reimbursements to Community Transport operators for concessionary travel.

In addition to all of the above, these examples will also impact disabled people:

- CF2 Recommissioning of Homelessness Support Services for Adults and Families
- CF8 Single city-wide Information, Advice and Guidance service
- IN2 Charge for advisory disabled bays and 'keep clear' markings
- RS3 Remove funding for local traffic schemes devolved to Neighbourhood Partnerships
- RS8 Revise operating times for Concessionary Travel.

We are also aware that the combination of some proposals has potential to disproportionately affect some geographic communities. There is no mention of an assessment of the combined impact of changes on specific areas. We are concerned that the cumulative impact will disproportionately affect people in areas of the city that experience more disadvantage than others, as per the Indices of Multiple Deprivation. We know that such communities have access to fewer services and opportunities. If some changes are applied universally across the city, then it follows that people in disadvantaged areas will be more affected by such changes (as a greater proportion of services will be affected). The scant detail provided in the consultation

does not allow us to understand if such consideration is being made. For example, people in Hartcliffe may be affected by many changes, including:

- Funding to the CATT Bus: RS6 proposes to end the reimbursement of concessionary fares; general funding of community transport is included in the VCS Grants Prospectus' Bristol Impact Fund – the outcomes of which will not be known until March
- CF1 Hengrove Leisure Centre refinancing – impact on South Bristol residents
- CF13 Review Early Help services (Family Support) mentions closing some buildings – it is not clear if this means Children's Centres or if it is across the city
- RS4 Remove Companion Concessionary bus passes – likely impact on carers especially those on outer areas of Bristol
- RS8 Revise operating times for Concessionary Travel – likely impact on elderly and disabled people especially in outer areas of Bristol
- RS10 Local Crisis and Prevention Fund – adverse impact on homeless people and people living in poverty
- RS13 Centralise Citizen Service Points – closing in Fishponds, Hartcliffe, Southmead and Rodingleaze. Negative impact on areas of deprivation, particularly impacting in combination with changes in transport concessions.
- CF3 Reduce Use of Temporary Accommodation – more likely to impact on areas of high deprivation where homelessness rates are higher.
- CF6 New Ways of Delivering Parks and Green Spaces – deprived areas have fewer assets to participate in this new model.
- RS1 Reduction in funding for ROADS – may impact more in deprived areas where these issues are more prevalent.

Should all of these changes be implemented, the impact on the Hartcliffe community will be comparatively more detrimental than that of less isolated, less disadvantaged communities. The same point applies to other areas of deprivation.

Recommendation 3: Voscur recommends the use of existing agreed methods to help assess the impact of change, and to plan for minimising any negative effects on particularly vulnerable groups. We would request therefore that:

- a. full equalities impact assessments are completed with expediency so that they can be considered alongside the consultation responses, prior to decisions.
- b. a cumulative analysis of the impact of changes on those with protected characteristics is prepared and considered, prior to decisions.
- c. a cumulative analysis of the impact of people in specific geographic areas (particularly areas that feature in the Indices of Multiple Deprivation), prior to decisions.

4) Community assets

Community organisations are interested in working more efficiently. Community Asset Transfer has the potential to support community organisations to be more efficient (spending less on rents for example) and providing hub services in their communities. However, the CAT process and its reputation (of being a way to offset liabilities) are barriers to some community organisations. Voscur believes that the process should be streamlined, a new process promoted and that community organisations should be supported through the process. The governance bodies (normally volunteer trustees) of some organisations are reluctant to take on additional risk of property liabilities – this needs to be addressed. Voscur is keen to be involved in a review and rethink about Community Asset Transfer.

Recommendation 4:

- a. Undertake a comprehensive review of the Community Asset Transfer process to describe a strategic approach and make processes more proportionate, accessible and attractive to smaller community organisations.
- b. Consider the provision of a 'dowry' (i.e. capital fund) alongside CATs to enable reparative works so that transferred properties are in good condition (i.e. without ongoing liabilities). Such a fund could be delivered

by social investment, which could involve council-VCSE partnership to manage the risks and no net outlay for council. Voscur would work to ensure that such an approach is inclusive, particularly to smaller, community organisations.

c. Consider other ways to share the management of property-related risks.

5) Neighbourhood Partnerships

Voscur agrees with the proposal (CF7) to reshape the approach to local engagement and democracy. We understand differences across the city require different approaches and we are working closely with Neighbourhood Partnerships to support their operation and development. For example, we are facilitating Greater Bedminster Community Partnership and St George's Neighbourhood Partnerships to establish separate legal entities that allow local governance, economic development, co-ordination of local priorities and bringing in additional funds. We believe that, by increasing the independence of organisations delivering NP functions, the council investment in NPs can be phased out as other funding solutions are achieved.

Recommendation 5: Undertake a review of Neighbourhood Partnerships that clarifies their remit, role and function, so that their effectiveness can be demonstrated against clear criteria, and/or their independence can be facilitated and supported, and different approaches and sustainability plans can be considered. Priority should be given to communities of deprivation, as it is clear that some communities are more asset-rich than others.

(b) Moving the strategy forward

6) Aspirations

In the specific proposals (Appendix 1), which will require more detail to implement and to achieve successful outcomes, there are many instances of general aspirations, such as 'exploring', 'considering' and 'encouraging'. We are concerned that, without more firm commitments, detailed rationales and cases for change, the critique of the previous administration (page 2) will continue to be the reality.

Recommendation 6: Voscur would like to work with Bristol City Council to develop specific proposals and plans so that we can facilitate the involvement of the VCSE sector in co-designing services and managing change. We will contribute to turning the ideas into specific plans that involve the VCSE sector in design and in implementation.

7) "Some services can be taken on by communities or by the voluntary sector"

Indeed, it is likely that the city will become increasingly dependent on social action and the voluntary sector to deliver services that had previously been considered state provision, or core Council services. To realise the aspiration of increased social action in communities and volunteering in community organisations, more planning and collaborative work will be needed. Voscur believes that social action and volunteering are important solutions. We also believe that such things do not just happen, that support is needed and that quality (of experience and of contribution) is important. Voscur is fully committed to supporting individuals to be active in their communities and to supporting community organisations to provide high quality local services. We do this in several ways:

Increase the sustainability of the VCSE sector by providing business planning, income generation and fundraising support.

Facilitate collaboration and partnership working.

Provide the skills, knowledge and expertise to ensure that local VCSE organisations are well governed, volunteers are well managed and supported, and that compliance issues such as safeguarding, health and safety and equalities are considered.

Develop and manage specific projects that a) match skilled professional people with community organisations, b) provide support to people to move them into employment and training through volunteering opportunities, and c) link individuals to social action opportunities.

The development of social action needs to play to the strengths of the VCSE sector, including leverage (the sector's ability to build on public investment and draw in additional funding). Voscur has taken the lead in developing an action plan for this process: we facilitated an initial workshop for VCSE leaders to begin the development of a 10-year citywide VCSE vision linked to a 5-year action plan. Its priorities are likely to include: Page 10 of 12

- Relationships: working with other sectors more effectively (expectations, protocols) particularly the business sector to agree a mutually beneficial approach
- Social investment: sustainable future finance through prevention, enterprise and using long-term leverage investment from BCC to bring in external funding
- Coordination: better use of data and intelligence to coordinate services and increase impact
- Collaboration: including better coordination of public bodies (BCC, CCG) coordinating clients to use social enterprise services (leading to better outcomes, reduced public spending and improved sustainability) and to avoid competition for volunteers.

Recommendation 7: Voscur welcomes this openness and believes that VCSE organisations and communities are able to play key roles in delivering public services. Where there are opportunities for communities and/or the voluntary sector to take on services, Bristol City Council to work in partnership with the VCSE sector through Voscur to plan outsourcing and transition of services and ensure that through safe and transparent due diligence these services are well-governed, managed and delivered to the highest standards.

8) Co-location

The Corporate Strategy includes the idea of co-location of services and mixed uses of council buildings (page 6). Voscur agrees that this is a sensible approach and that many community organisations will be interested in sharing space. We anticipate that organisations with public-facing services delivered in community settings could collaborate with council-run services in the sharing of premises in new community hubs. Such arrangements could support community organisations (for example, with lower rent) and could support council-run buildings to stay open (for example, by sharing reception desks or by sharing opening/closing responsibilities). Co-location of public and VCSE sector services could also result in higher footfall, which would have a beneficial effect on service efficiencies. Voscur has recently worked in partnership with council libraries to develop social action opportunities, including volunteering, active citizenship and community hubs.

Recommendation 8: Voscur and Bristol City Council to work together to develop co-location options, after which Voscur would actively support the VCSE sector to take up co-location opportunities.

9) Community development

Voscur welcomes the recent collaborative approaches to community development across the city – for example, the community development event and sharing of training. It is good that efforts are being made to join up peer practitioners – we see that approach as crucial to continuing to deliver outcomes through the tool of community development. Voscur's members are actively involved in this agenda, often with no public funds. For example, one community organisation in south Bristol has formed a local group of older people supporting each other and making things happen with a small investment from two funders. Examples like this one could be developed further, potentially bringing in other funds and reducing the need for direct council spend.

Recommendation 9: Voscur and Bristol City Council and partners to work together to develop the community development practitioners' network in order to share learning and replicate models that bring additional resources to the city.

10) Commissioning and social value

Bristol's VCSE sector has been involved in commissioning and delivering public service contracts for many years. Some organisations thrive in commissioning processes, but others – particularly smaller, local, equalities organisations – report that they are excluded. Voscur believes that such trusted organisations have much to offer in effectively delivering services in their communities.

A recent report³ states that central and local government are using "shockingly complicated and inappropriate contracting and commissioning processes to secure vital public services" and "the experiences of small charities taking part in commissioning processes reveal a system in crisis which leaves charities threatened with closure and the future of public services, including homelessness, domestic abuse and mental health support, at risk".

³ 'Commissioning in Crisis, Lloyds Bank Foundation for England and Wales. December 2016

Whilst highlighting major challenges faced by charities, the report recognises that commissioners themselves are under pressure operating with smaller budgets and fewer staff. Despite this, and in many cases they claim, it is the commissioning processes themselves adding cost, inefficiency and complexity. The strategy states (p71) – "we will support a thriving voluntary sector, seek to enable the growth of local initiatives and encourage social enterprise." To achieve this we will "embed our Social Value Policy in our commissioning and develop good practice examples." The outcome will be that "local providers with unique abilities to reach vulnerable groups are working with local families."

Voscur welcomes the Bristol Social Value Policy and recognises the potential to do things differently so that smaller organisations become included and win public service contracts. We also believe that there are other options (for example, reserved contracts; innovation partnerships; negotiations; lot management) available to commissioners that would allow more creative processes and the inclusion of smaller community organisations. Such options, if used in collaborative discussions between commissioners and providers, have the potential to lead to most resource-efficient solutions. It may be, for example, that negotiation takes less time, has less impact on service users and providers and achieves successful solutions, compared with the default competitive tendering process that is most commonly used.

The inclusion of VCSE providers in the delivery of public service contracts will serve the community (by maximising the effectiveness of public funds) and strengthen links between VCSE organisations and contract holders (predominantly business sector). In turn, that will mean VCSE organisations are more sustainable and less reliant on grant funding.

Recommendation 10: Voscur, Bristol City Council and other commissioners to work together to develop a different approach to commissioning and procurement that shifts culture to 'how can we?' away from 'you can't'. We need to create a commissioning culture in which collaboration is the norm and creativity is actively encouraged. Bristol needs a new approach that recognises expertise exists in the provider market and that commissioners do not need to develop all solutions. Such an approach could implement the following:

- c. review the early stage (aspire) of project and programme development so that commissioners and providers work together to explore resource-efficient options to develop and design services.
- d. develop standard guidance on co-design and co-production so that our collaborative work leads to the best possible solutions for service users. The approach used in the co-design of the VCS Grants Prospectus should be further developed.
- e. use Social Value to require bidders (including business and VCSE sector) to work well with the VCSE sector.
- f. use new regulations (for example, reserved contracts) as a means to secure contracts with VCSE sector organisations that have potential to bring in additional funds (that cannot be secured by public or private sector contract holders).
- g. Voscur works to support the VCSE sector to be better at 'selling' or offering its Social Value to other bidders in collaborations. This will help to achieve charitable aims, help bidders win contracts and help city achieve Social Value.

11) Devolution - Ensure we maximise the opportunity of devolution and the Mayoral Combined Authority (MCA) to enhance and drive the good growth of the city. The strategy states that the Council will "work with businesses, neighbouring local authorities, and our public sector partners to strengthen Bristol's devolution bid." (p.80) It is also important to recognise the value and role of the VCSE sector across the West of England in driving and delivering community economic development and good growth. Voscur, with its partners in the West of England Civil Society Partnership recently secured £5.8m investment into the West of England Works programme. This will enable community organisations to support people furthest from the labour market to access volunteering, training and employment

opportunities. Additionally, Voscur is a partner in a West of England EU growth fund initiative (co-designed by local partners) that will support social entrepreneurs and community enterprise.

Local Enterprise Partnerships are accountable for £7.5bn of public funding yet there is little opportunity to involve local people in decision making. LEP boards rarely include VCSE representation or similar independent thinkers, resulting in a traditional approach to economic growth. There is a danger that devolution will also create decision making processes that are lacking accountability. NAVCA and Locality have produced five principles of devolution, the first being that devolution needs to be based on inclusive growth. Others include the need for better involvement of people and communities in decision-making. The VCSE sector can help bring about a shift in power from national and sub-regional decision makers, to grass roots, and plays a vital role in giving people, often those overlooked by the state, a voice.

Recommendation 11: The strategy states that the Council will “work with businesses, neighbouring local authorities and our public sector partners to strengthen Bristol’s devolution bid.” It will also be important to work with Voscur and the West of England Civil Society Partnership, (which has a track record of cross-boundary working and successfully bringing investment into the region) to ensure that the value of the VCSE sector and its role in driving and supporting inclusive community economic development and good growth across the West of England is recognised and supported.

VOSCUR statement on volunteering

Voscur represents, supports and develops Bristol’s Voluntary, Community and Social Enterprise sector (VCSE). Many of our member organisations are working to tackle inequalities and address unfairness in the city amongst the most vulnerable communities. In addition to being a major employer, harnessing voluntary action, and bringing substantial resources into the city, voluntary, community and social enterprise organisations contribute to building social capital and resilience, and help people to manage in these difficult times. The VCSE sector plays an important role in identifying and responding to emerging needs and bridging the widening gap between inequality in the city and services for people. We welcome the Council’s proposal to “support a thriving voluntary sector, seek to enable the growth of local initiatives and encourage social enterprise” and the aim that this will lead to “local providers with unique abilities to reach vulnerable groups are working with local families.” (p71)

In 2013, Voscur merged with Volunteer Bristol and has, since that time been managing the Volunteer Centre, and providing face to face and on-line volunteer brokerage services – linking people to community organisations and social action initiatives. This work has been funded through an investment of £29,000 from the Council’s Community Investment Fund, and has enabled Voscur to lever in funding from other sources in order to provide specific services currently including supporting people in recovery to access supported volunteering places, matching skilled professionals with community organisations, and a volunteering scheme that supports people with dementia. The Volunteer Centre provides training and good practice resources for volunteer managers, and offers a regular Volunteer Organisers’ Forum. The £29,000 annual funding for this work has been absorbed into the Bristol Impact Fund, because a decision has been taken that Bristol no longer needs a Volunteer Centre.

We want to take this opportunity to again register our concern at this decision, particularly as the corporate strategy proposes that “some services can be taken on by communities or by the voluntary sector”. Volunteers currently play a major role in the city, and we agree that it is likely that the city will become increasingly dependent on social action and the voluntary sector to deliver services that had previously been considered state provision, or core Council services.

We are concerned that without a Volunteer Centre to provide the services described above, there will be no central volunteering ‘clearing house’, no oversight of good practice in volunteer management, and no champion of volunteers’ rights in the city, at a time when there is potential for those rights to be undermined.

Corporate Strategy Appendix B:

Responses from Councillors and MPs

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1. Councillor Donald Alexander – Engagement and Democracy (item 11)

With reference to item 11, I would like to open the discussion by suggesting that any attempt to enhance the level of engagement of the City Council with the public needs to start with an honest look at the complexity of the Council's organisational structure. 6 months into being a Councillor, I, and many other new Councillors, are still struggling to know who does what. It's almost completely fanciful to think that members of the public are going to fill these chairs until we face this issue head on and restructure the Council with visibility as a clear objective. Thank you.

Cllr D Alexander

2. Councillor Clive Stevens

Corporate Strategy Consultation 2017/18 – 21/22 – Feedback

Appendix 2 - CAPITAL PROGRAMME – personal comments – Cllr Clive Stevens

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Capital expenditure is an investment for the future. So what kind of future do we want for the people of Bristol? In my view we should aim for a thriving, healthy, sustainable city where everyone has an opportunity for personal growth; so a fair city, fair in all senses of the word. One where people who live, work or study here can say "I live in Bristol" and the reply will be "you are fortunate", a city that engenders pride but without arrogance and brings well-being without extreme inequality .

Clearly Bristol's council faces serious long term challenges; a drastically changing funding model for local government, and acute spending pressures linked to demographic population change and the need to mobilise self-help like never before. Nevertheless, if we are to deliver the better future for Bristol that we all aspire to, the investment decisions made today must support not hinder these objectives.

The actions necessary to get from here to there are well known; better transport, more housing, a successful economy, access to life-long learning and the ability for people to prosper and find an individual meaning for their life whether through faith, business, care, knowledge, produce, arts... no one should be "just getting by" (unless they want to!), we need to be a city of opportunity for all.

The capital programme is inevitably inherited from the previous mayor but that means the lifetime of this new program will also stretch well beyond 2020. Capital should be invested in four areas: to save the Council costs, to earn income for the Council, to provide an environment for good growth and to provide a social good.

Investment in adequate schooling goes without saying, here are specific comments on projects within the themes identified above, with special attention to tier two and three:

Invest capital to save Council costs:

- 1) Adult social care is getting more expensive and any investments that help improve productivity, care and get people back on their feet are the right thing to do. Schemes T102, T201, T205 are a start but it is pretty unambitious and I suggest a group to look at pulling together these and adding other investments to deliver a coherent package.
- 2) Housing is getting more expensive (to rent and buy) and a significant % of Bristol's population are just a few zero pay checks away from being homeless. Housing 2nd & 3rd year students would take pressure off some markets. Building higher density brings a more sustainable community as well as the quickest way for more residences. Schemes T128, T123, T116, T103 and T104 are all important contributors but similarly more can be done and needs to be done.

Invest capital to earn the Council revenue:

- 3) Transport as we know is a problem, T107 is for residents' parking which can be run to earn revenue; schemes T301, T308 and T309 need more priority as should schemes for workplace parking charges and a clean air zone (neither of which are in the plan).
- 4) Expanding and earning revenue from the operations centre is supported, T113.

5) Energy, schemes T118/T120 and T311 regarding renewable energy generation are supported. T310 should be rolled in as a package with Bristol Energy Company so buying energy and efficiency become a new business model.

Invest capital to encourage good growth in Bristol

6) There don't appear to be any capital schemes that encourage good growth; business rate payers would be justified in saying "what do we get for our rates"? A capital program to encourage good growth in the city is urgently needed. Good growth being activities that don't cause much harm to people or the environment and ideally bring personal growth to individuals (self-confidence, esteem...). Reskilling, training (to ensure Bristol has a good pool of talented employees to support business) also the arts, local foods and crafts, quality care, high tech especially capitalising on leading universities, these are all examples of good growth.

Invest capital to provide a social good

7) Transport infrastructure (sustainable transport) schemes T121, T203, T204, T302, T303, T304, T305, & T306 make a good set of initiatives but only one is actually funded at the moment (T121 – legible city, better signage for walking). These schemes not only are socially good but also bring other benefits.

8) Museums and Libraries provide a huge social good but need reinvention for our digital age.

In summary the Capital Programme has some "good stuff" in it but it is bitty, it needs pulling together to become a strategy for the future and then it becomes more obvious which projects need pulling forward and which can be put back. I would expect that the extra private sector house building which has brought the Council tax surplus will also bring a CiL surplus and enable a faster investment programme than this one.

Questions remain: Are there enough officers left to make this happen? And how much will be taken from us by the metro mayor?

This is a personal response by Councillor Clive Stevens

3. Councillor Gill Kirk

Statement 1:

Why we must defend and ensure a future for Bristol Community Links Day centres and drop-in centres for people with learning difficulties, physical and sensory impairment and dementia:

I would like to make this extra submission regarding the section of the corporate strategy relating to People directorate, the item on services (drop-in and day centres) provided by Bristol Community Links in which it is suggested other providers may be sought.

I believe that these services are essential to maintain, preferably by the council but if not then by another provider. They offer vital support to the most vulnerable sections of the community who are already impacted by cuts to services such as ESA, and benefit cuts.

I would like to ensure we have clarity on the overall costs of these services as service users pay charges (according to income) but I am not sure if these come back to the same budget as they are recouped through social care?

Having researched the service they provide, and visited the BCL day centre/drop-in at the Beacon Centre, (central) I have seen the level of support they provide at relatively low cost and the added value they achieve through staff volunteering extra time and commitment out of hours.

Regarding the drop-in centres, in Knowle park (south) Muller Rd (north) and Beacon centre (central) I am convinced that they are an essential preventative service that support extremely vulnerable people with learning difficulties to maintain a level of independence and ability to work. They also offer specialist dementia support services such as Sporting memories, and act as a hub for many other organisations to become involved and offer service users a wide range of services, (including Princes Trust, public health and wellbeing services,)

The BCL central is based in a multi purpose building and provides a safe, inclusive, environment, and support for its service users to develop peer support, access staff support, integrate into the wider community, learn social and life skills to be able to run their own lives, hold down jobs and find work. service users travel independently to use these services so transport is not a cost and the 3 BCL hubs are needed so that service users can access them independently within their own geographical areas. They are not encouraged to attend every day but to use the drop in as a 'support' network to enable them to get out in the wider community, living more independently. The drop in staff link up with job centre staff and are also trained job coaches themselves, so are able to understand the pressures and requirements of people with LDs getting into employment and managing benefit interviews and are therefore able to offer the needed support, without which some service users would not cope with these pressures.

It is by far the best outcome for people with Learning Difficulties (LD) to be independent and in work, better for their own wellbeing and far less costly than their becoming dependent on council services for more costly support. They are enabled to do this by the support they get from these drop in centres.

The day centres at Lanercost (North) the Old bristol 600 (South) and the St George Service (central) are also well used and relied upon, providing an essential service for older people with LDs and people with dementia, those with autism and challenging behaviour. BCL work hard to offer person centred planning so the service users are enabled to participate in different activities and interact with the community, they are also the only service where carers do not have to stay to supervise and therefore get a break themselves. They are run by care advisers on a grade 5, not a hugely expensive resource, and multi skilled care workers/drivers on a grade 6 add extra flexibility. The central day centre reaches an area of high ethnic diversity and 30% attendees are of BME, so they are addressing health inequalities gaps in this community, helped greatly through the diversity, cultural understanding and local connections of their staff. They run (particularly in central) in areas of deprivation where there is less social capital, less voluntary and community resources and therefore they are providing a hub where no other exists.

I want to highlight the strong connection between Learning difficulties and dementia with research showing that 50% people with Downs Syndrome over 60 develop dementia. The blend of skills needed for supporting learning difficulties and dementia that these staff have is a vital source of expertise, and much needed in the field of dementia care and developing dementia friendly communities. The staff are very open to bringing members of the community in for social activities such as dominoes, that are popular in this area, and to develop the strong community links they already have.

We misunderstand if we think day centres are all about people stuck in one room all day watching TV. They are supportive social hubs, and Bristol Community Links has made amazing progress in making day care services more outward looking, integrating vulnerable people with their communities and acting as social hubs, reaching out to their neighbourhoods, building on the opportunities of informal contacts, offering volunteering opportunities and intergenerational work with young people, especially on the central site which is next door to City Academy. They play a co-ordinating and enabling role that specifically serves the most vulnerable residents in our city.

Because of this co-ordinating, neighbourhood-focussed role, I see an important role for BCL centres in the future, promoting wellbeing and social prescribing for these hard to reach service users with complex needs, helping us achieve a more inclusive and dementia friendly city. They have a 'natural link' with public health in this sense and maybe this could be a source of funding in the future. They most definitely address health inequalities. They are in fact a vital 'preventative', support and enabling service.

We cannot afford to lose them, as the most vulnerable people will lose out and the city will pick up further costs if people with learning difficulties lose the support they need to maintain independence, and people with dementia and their carers lose vital support and respite.

Statement 2:

1) Manifesto commitments on reducing inequalities and early intervention Services within People Directorate are crucial to the mayor's manifesto commitments, of making this a fairer, less unequal city, where we support the vulnerable and where resources are invested in early interventions and prevention of problems rather than addressing systemic problems further down the line. This is particularly true of children services where we must remember Marmot's top priority for reducing inequalities, 'give every child the best start', and also our firm commitment to corporate parenting and ensuring better outcomes for Looked After children. Children centres were promised protection in the manifesto and are proven to improve life chances of children from the most disadvantaged families. Attempts in other parts of the UK (eg Swindon) to cut Children Centres and target these services to only the most disadvantaged families have met with failure because that approach brings with it stigma and the people who most need the services will not access them. The universal reach of children centres is necessary to allow more targeted work within them.(proportionate universalism) We must be very careful that we do not cut in one area such as Childrens Centres only to find the council is picking up the (probably greater) costs in another. We must look carefully at statistics, and understand them better. For example falling numbers of Looked After children can mean a large number of children with complex needs just below the threshold for going into care. There is limited capacity in social work to cope if more children go over that threshold, therefore the need for Childrens centres in managing and containing complex needs is greater and good value for money in the longterm, Please see the appendix, item 11 for my more detailed proposals for Childrens Centres.

2) Maintaining statutory services, adult social care, children services, and elements of Care Act 2014 relating to support for carers especially young carers. The People directorate has to deliver essential statutory services so the direction of travel to becoming an 'enabling and empowering' council may be harder to achieve realistically within this directorate, without causing negative impact to service users who inevitably are the most vulnerable citizens. The largest part of People budget, and therefore overspend, is adult social care. This part of the budget is subject to pressures beyond the control of the council. Rising demand for care, cuts from central government, improved minimum wage for carers, a failure by government to address long term social care funding or to provide extra resources for the NHS to be able move money across to councils to invest in social care to relieve pressure on acute health services. (2020

is too late for this money to come) No new money is coming from the government to cities such as Bristol and the only solution put forward by government in this 4 year term has been for councils to raise their council tax, impacting on poorer residents and still failing to close the funding gap. Our statutory responsibility for children services and child protection also needs sufficient resources to allow social workers to have manageable caseloads. We also have to recognise responsibilities imposed on councils by the government to offer carers assessments and to support young carers.

3) All possible efficiency savings in adult social care have already been made. I have sat on People scrutiny for nearly 3 years now. I believe every possible effort has been made by the directors and officers within People directorate to improve efficiency in delivering adult social care and there is simply no fat to trim. There are arguments to be made about whether commissioning care is the best model (rather than in-house services) but while commissioning is the system we have, that is all we can work with. I have seen and scrutinised the measures implemented to save money, through more efficient commissioning, and through changing the way we work with care providers, and the sensible attempts to achieve economies of scale. (eg providers offered long term contracts for reduced rates, and home care providers are asked to work on maximizing service users's independence to reduce demand for care) However, necessary economies of scale sadly involve some compromises on quality and experience of services by service users. In addition there is a tipping point whereby the hourly rate we pay for care does not cover the care providers' costs and they will not be able to fulfil their contracts with us and in future will not want to take them on. We pay less for care per hour than our neighbouring authorities which means Bristol providers pay less to their staff and cannot recruit and retain sufficient care staff. I believe that tipping point has already been reached and we risk providers backing out of contracts or not wanting to renew them. The adult social care 3 tier model promotes greater independence , self care and 'help when you need it', but this shift in approach relies on other support from the NHS and voluntary sector, social prescribing and more resilient communities. It will not reduce demand for care overnight and should not be expected to. It is recognized that not all social care needs are currently met and this is resulting in bedblocking in acute hospitals. (50 cases reported in November 2016) lack of care is placing more pressure on families and informal carers whose own health will deteriorate.

4) Why we must address the social care crisis head on. This intractable problem of the national social care crisis and how it is experienced here in Bristol must be named and faced head on because it risks destabilising the rest of our People services financially. It means the only way to make efficiency savings is to cut other essential services affecting the vulnerable, the elderly, disabled, parents of disabled children and other carers. This is something that goes against all we stand for and all we came into local politics to do. The other way of saving is by increasing charges for services on a means tested basis and this appears to be central to the strategy for People services. It is regrettable, and will also have a negative impact but may sadly be the only choice we are left with

5) Taking urgent action and working more robustly with the NHS Before we look at cutting other essential People services as a council we must be more forceful as a council in defending the essential role we play in preventative health and supporting vulnerable people through social care and other services. If we are unable to fulfil this role, the impact will be felt in the NHS, more mental health crises, more emergency admissions, longer hospital stays, etc. Bristol needs to have strong representation nationally through Marvin and our MPs, to lobby for an integrated National Health and Care service, and to drive forward a cross party commission to address the long term funding of social care. We also need stronger influence locally with our health partners. This is a crucial window of opportunity as our Sustainability and Transformation Plan is being developed and scrutinised over the next few months, and our local authority must have a strong voice in these discussions, to let our health partners know exactly which services will be lost if no new money comes into local authorities, and how this is likely to impact on them. Therefore we need to use all the contacts with the NHS and CCG that we have within Marvin's city office, our Health partners, the Health and Wellbeing Board, and People scrutiny to take this on with the utmost urgency. It is essential that the Mayor is enabled to set the agenda for H and WB board meetings to ensure these matters of urgency come to the top of the agenda, and we do not use those vital meetings with necessary partners together in the same room, for circulating reports on less urgent matters. Can our health partners pick up some of the work councils have done in supporting vulnerable people? They may have to, or the

services will disappear. We also need to be very open and honest with our citizens about why the governments direction of travel on local government funding, and health and social care policy, has led us to this predicament.

6) Co-production As we move forward under these financial pressures, we need more than ever to put co-production at the heart of service planning. It is essential to involve service users in our decision making and to be open and honest about where our resources must be directed and how services might be delivered differently. This will take a lot of trust and relationship building but service users will have the best knowledge and experience about the services they rely on and if we are an enabling and empowering council rather than delivering everything ourselves, this culture change has to involve the citizens most affected.

7) Monitoring contracts and using statistics As we are using a commissioning model I think much greater work needs to be done to monitor contracts and ensure we are measuring outcomes on the right criteria. So we need to understand better what gives genuine value for money and particularly what gives 'social value' so that we are supporting small and medium size enterprises, allowing social enterprise to flourish and not giving out contracts to national or international private profit making companies (particularly in the care sector) based simply on lowest cost. Do we have the right expertise within the council to do this well? If not we should look at the skills we need to get the right blend of commercial expertise and social value. Are we measuring the right things, how is deprivation measured? Do we have the right data to understand variations in deprivation, that can exist in pockets within wealthier areas, and do we understand factors such as house prices/ gentrification that can distort data relating to deprivation. We need to listen more to local members and residents to understand our communities' needs better. We also need to collect better data, such as numbers of houses of multiple occupancy, so we understand factors such as the student population who use services but do not pay council tax. Then we need to find ways of universities, for example, making a contribution to the city for services their students use and benefit from, so that all sections of our community are contributing and cuts and savings do not just fall to the most vulnerable. Could we also charge more council tax on empty properties as a deterrent to them remaining empty during a housing crisis?

8) Localism/one size does not fit all With commissioning I would like to see more awareness of how organisations work locally. This is linked to my previous point on monitoring contracts and allowing for human relationships and social value to come into decision making. For example, with youth commissioning we may find that one organization is giving excellent outcomes and building strong relationships with young people and families in particular parts of Bristol, and it would cause major disruption to lose that. However another area might be developing close links or working well with another youth organisation. Can we ensure there is enough flexibility and local input (through neighbourhood partnerships, or whatever replaces them, and local councilors) to ensure that we don't wipe out years of good work and cause disruption to a community by abruptly changing providers. As we become an enabling empowering council we must listen to our communities and elected members on what works well in their areas, and get rid of cost-based, one size fits all, commissioning processes.

9) Transition from direct delivery to to external commissioning, If we make a painful decision not to continue providing a service can we ensure that if there is a recognized need for that service, we ensure someone else takes it over before we cease to run it. For example, day centres, run by Bristol Community Links. It may not be essential that the council itself runs day centres but they are essential services for the people who use them. We need to do the negotiating and identifying other partners (eg health/voluntary sector) to run these services and manage a transition, not cut their funding abruptly before new partners have been found. This will involve work with our health partners and service users. The same applies to school crossing patrols and meals on wheels, we must ensure that if communities rely on and need these services someone is found to run them and the council takes responsibility for that enabling and co-ordinating role.

10) Learn from councils who have done things well it is essential we learn from good practice around the country and judge what works well and what does not, likewise with Vanguard projects in the health

service, we must ensure we are networking and joining learning networks such as Kings Fund and organisations such as APSE (Association for Public service excellence) We must enable our elected members, directors and officers to interact with other authorities and to be constantly refreshing our ideas and learning what is possible. This is a cultural shift to openness, learning and professional development that should be encouraged.

Appendix

11) Further notes on Childrens Centres: A case NOT to cut in 2017/18. Our manifesto says, protect Childrens Centres! I think it is short-sighted and destabilizing to impose a cut of 1.1million on Childrens centres, starting with 550k in 2017/18. They are our best intervention for addressing inequality and social mobility and are proven to work well combining early years support, child care and education, support and advice for parents on housing and support back into the job market. This is real value for money as it saves so much in long term costs, by making children from all backgrounds 'school-ready', preventing children and their parents from crisis, going into care or developing long term health problems. Childrens Centres also provide expertise and support to private, voluntary and independent settings (PVLs) where in fact a large proportion of disadvantaged children have placements, and also where the needs of more affluent families (particularly post natal depression and other mental health issues that are no respecters of 'class'!) are likely to be picked up. The input of Childrens centres leads to consistently high standards across nurseries, voluntary early years groups and childminders in Bristol, that we should be extremely proud of and should not jeopardise. However there is room to integrate Childrens Centres more closely with health services as well as early help/ early years education. I believe that Childrens Centres can extend their hugely important role further by bringing across health staff to co-locate in Childrens centres, and making them a base for public and child health, midwifery, health visitors and family nurses. Better co-location would save costs, use the skill mix better, and enable family support workers to carry out universal preventative work, creating a cross agency family support model. Childrens Centres would then have the ability to extend their services to provide family support through the child's primary school years, especially where already attached to or working closely with primary schools. This family support model through out a child's school life is one of the best ways to improve childrens mental health, a key priority in the Mayor's manifesto. But I do not believe Childrens Centres can achieve this extension of their service if their funding is cut by 550k this year 2017/18. They would be spread too thinly to be able to manage this transition and to offer family support at primary school level as well. But given at least a year (or more) with support and facilitation for this co-location model to develop, we could be sure of bringing more money into Childrens Centres from the NHS/ Public health. Childrens centres would help meet Public health outcomes and therefore should receive more money from the NHS/ public health budgets at least in rent, with colocation. We can also look at more money being paid by neighbouring authorities who use Childrens centre services in Bristol and opportunities to deliver childrens services across the CUBA authorities. We should also review whether Public Health should move from Neighbourhoods to People and have the necessary Public Health funding move across to support Childrens centres. Many councillors, including myself, feel that our directorates are still too silo'd and with childrens and public health the two directorates should be working more seamlessly, or ideally move public health into the directorate that deals with the rest of health, education and childrens services (People). This seems the obvious place for it. There is also a case for moving Neighbourhoods money that has to this point gone to Neighbourhood Partnerships, towards Childrens Centres, especially where they are not funded by schools, and this money, if held in a central pot, could be directed to the areas that need it most, rather than spread out equally over poor and wealthy areas alike, where the wealthy areas spend it on 'nice to haves' but poorer areas are having to lose essential services! There does not seem any logic in closing Childrens Centres as places will be required for a rising child population needing early education places. I believe we should maintain their investment but encourage them to extend their services and model of family support to improve outcomes as children get older and move through their school life. The costs will be saved in the long run, which can be demonstrated with best use of evidence and statistics in cost avoidance. I have some concerns about the relationship between Early Help and Childrens Centres which I would like clarification on. It centres around how Early Help will be funded. If there is no council funding available, will schools be expected to commission services from Early help, or will money be taken out of the Childrens Centre budget for Early help? If so, it could jeopardise the running of Childrens Centres in their current form. This might counteract

the good work that could be done , as mentioned above, by co-locating and joining health with education in Childrens centres.

We have two statutory frameworks which can potentially be brought together, under the Childrens centre model, the Healthy Child programme and the Early Years Foundation Stage.

By aligning Health and Early Years services, we would make best use of our combined resources, and save money in 3 main ways:

- 1) By delivering services that are valued by families, and accessed by disadvantaged families because they are accessible, non-stigmatising, respectful and trusted.
- 2) We would avoid gaps and duplication of services
- 3) By identifying children and families in need at an early stage, strategies can be put in place to prevent the high financial and emotional costs of later intervention.

With Early help more focused on targeted interventions to 'troubled families' and in safeguarding issues, I am concerned that they would shift the emphasis from Childrens Centres as a universal and positive early intervention service to one 'targetted' mainly to troubled and deprived families, thereby carrying a stigma and making Childrens Centres a less trusted service.

4. Councillor Brenda Massey

Can I support Gill's comments on Day Centres in particular? Having seen the Lanercost Road one in action, I know that they are providing a range of activities there, and when it was re-opened it was very interesting to see the skills that the people attending the Centre were being encouraged to learn. As an example, all of the items offered for lunch that day for the visitors had been prepared and cooked by the users, and were of a really high quality. They disappeared very quickly!

5. Article by Councillor Mark Weston, published on November 2nd 2016

<http://www.bristol247.com/channel/opinion/your-say/politics/mayors-urban-parishes-threaten-potential-paupery>

By now, readers may be aware that Bristol City Council has begun a major public consultation on its draft Corporate Strategy for the next five years. This contains various proposals on how the authority intends to close a £92m budget gap in its finances.

This document raises a number of interesting ideas but one in particular has caught my attention, and against which I am firmly opposed, concerning a "conversation about the possibility of people paying more council tax, on the understanding that a portion of this will directly benefit their own local neighbourhood, through for example setting up an Urban Parish".

Now, I appreciate that one of the advantages of such bodies is that these miniature councils may enable the preservation of a local service or public amenity (which might otherwise be lost due to lack of funding) thanks to their ability to raise additional council tax on residents within their borders and unlike with the city council the tax increases are not capped.

At the moment the council is limited in how much it can put up council tax to two per cent with an additional two per cent rise if this is earmarked for social care. Parish councils face no such cap and can increase their rate by an unlimited amount. Last year alone, more than 60 parishes more than doubled their share of the local council tax bill.

Whilst this might be superficially appealing to council officials - if only because it maintains their spending power - in my view, the disadvantages of such a measure greatly outweigh the case for such a reform in our city.

Firstly, this revenue-raising tool is effectively a form of double taxation because cash-strapped councils will inevitably devolve responsibility for some services onto a parish (but not the resources to pay for them). This will result in households essentially paying more in council tax only to receive less in return.

Secondly, I believe that this will actually further inequality on our city. Wealthy areas will be able to levy a fairly small precept and maintain standards, however poorer areas would have to levy some fairly eye popping increases in order to be able to afford the same provision. Alternatively, the council might decide to provide more subsidy for poorer communities and withdraw almost entirely from seemingly well off areas – if so this would again be unfair and merely compound the issue in argument one of double taxation.

Thirdly, as mentioned before, unlike council tax, where any proposed increases are currently capped by government at four per cent (including two per cent social care uplift) before requiring approval by referendum, this restriction does not apply to a parish precept. This is palpably unfair and a potential hostage to fortune for future eye-watering, inflation-busting rises which taxpayers have to pay.

Fourthly, how will these parishes be resourced? There is already a healthy scepticism about creating further tiers of local government. Another level of bureaucracy, paid for by the taxpayer with the ability to charge us more taxes – sounds delicious!

Fifthly, we have no idea where the boundaries will be. Will they match the neighbourhood partnerships? Will they cut across communities? How many will there be? These are pretty basic questions and yet the consultation has no answers.

In another part of the mayor's outline consultation document, we are told that the authority is looking to "reshape [its] approach to civic engagement and local empowerment and reform of the Neighbourhood Partnerships".

Here, there is no doubt that changes to the way councillors interact with communities is overdue. The 14 partnerships have not evolved as hoped or promised and are very costly to run. So, it may well be that some or all of these could be replaced by the mayor's urban parishes. However, for all the reasons given above, I do not believe this is an appropriate or acceptable way forward.

Historically, previous consultations on plans to raise extra money from citizens have not gone down well in Bristol – remembering here Labour's ill-fated referendum on the council tax in 2001. Voters were asked which of four options they preferred: no rise, two per cent, four per cent or a whopping six per cent rise. More than half of residents voted for a freeze instead of any increase at all.

I suspect once people are made more aware of the implications of introducing such additional political tiers, this latest effort will suffer the same fate and be roundly rejected. Any conversation on paying more tax is likely to be nasty, brutish and short.

6. Councillor Ruth Pickersgill

I would like to express significant concerns at the proposal to change the way Community Links Centres for people with learning difficulties, dementia and/or physical impairments are run. The consultation mentions closing 'one or no more' centres, combining with other services or relocating drop in services.

These services support some of the most vulnerable of our citizens. All who use the three drop-ins have learning difficulties ,many also have dementia or mental health issues. These are examples of good practice and should be protected. They use a person centred approach and support people to stay safe and be included in the community. As other public sector services are closed, and the Government cuts benefits and penalises disabled people through benefit cuts and bureaucratic employment systems, these centres support people to deal with whatever comes up in their lives and enables them

to live independently. This might be help with bills and budgeting, support into work (staff are also trained as job coaches), help with personal relationships and safeguarding and independent living skills. They enable around 100 people each day to continue to live independently, while so much of their other support is reduced. Proposals to close any are not acceptable, (there is only one in North, South and Central) and to relocate would be unhelpful as they are successful as they link in with other community activities on site (e.g. at the Park in Knowle) and provide opportunities for inclusion that are not available to many of the service users otherwise. This is an example of a small investment preventing people moving into needing high level support and high cost services.

The days centres are all that is left of what was an expensive range of support across the city 20 years ago. They are attended by people with the most complex needs (dementia, learning difficulties etc) who would be unable to go anywhere without the transport and specialist escorts provided. They enable people to stay well and access a vast range of community activities, and use person centred planning to support their well being and are an example of 'social prescribing for the most vulnerable.

I am particularly concerned that there are no cuts to the services in the Central area (as this has been suggested). They are really appreciated by the service users and are culturally sensitive and inclusive (over 30% of service users are BAME and the staff group are diverse). It would be wholly inappropriate to expect them to travel to centres at Knowle West or Lockleaze, as part of their role is establishing inclusive local community activities.

Disabled people have borne the brunt of the Government's austerity measures and there is plenty of research to show they have been disproportionately affected by the cuts. This means, that even more than before, they need the sort of flexible support Community Links provides. To contract it out is unlikely to save money, as they are based in relatively cheap community venues with low staffing levels and any organisation would have to maintain staffing levels and the costs of salaries and staff training etc would be unlikely to be cheaper, and yet the expertise we currently have in the workforce would be lost.

It is essential that there are not closures or drastic cuts to these services and Easton ward needs to continue to host a drop in and day centre service as those living in the central area are already disadvantaged and there are very few alternative services available, and none that have the level of expertise required to support this to live independently.

7. Charlotte Leslie, MP

Neighbourhoods

- Urban Parishes: Will adding an additional layer of bureaucracy help reduce costs and improve services? Whilst I recognise the Councils' financial constraints may regrettably necessitate Council tax increases, Urban Parishes may simply provide for a further regressive tax increase via the back door.
- Bringing Council funded services together which currently offer advice to people separately is a good idea. But has thought been given to bringing third sector organisations like Citizens Advice and Avon and Bristol Law Centre in to create a coordinated effort and ensure services do not overlap unnecessarily?

Place

- I support proposals looking at creating mixed use council owned buildings to allow people to access services in the same place. However, the council could also look at generating additional revenue by allowing private sector enterprises to rent such spaces. For example, in the case of libraries, this could involve opening some of the floor space up as coffee shops or book stores, increasing library footfall and generating revenue at the same time.

- Given that the Council spends 19 per cent of its expenditure budget on staffing costs, has BCC looked at the possibility of sharing back room staff with other councils? Councillor Gollop has some very interesting ideas in this area which could be given consideration.
- I very much welcome plans to extend MetroWest and to create a new business case for the new stations and for a Henbury loop over the next year. I would however implore the council to also conduct a wider 'Economic Case' for the loop, which would take into account all the economic benefits that improved connectivity would bring. Lack of fare collection on local branch lines should also be recognised and factored into the business case. Failing to do so may simply cost more in report financing whilst returning the same unfortunate and counter-intuitive answer as before.
- I was pleased to read that the Council is working in close partnership with bus operators to secure firm commitments to delivering an integrated ticketing system. I would however urge the Council to go further and insure that local bus and MetroBus services encompass contactless ticketing. This is essential if people are ever to be persuaded to leave their cars at home.
- Whilst I of course support the drive to improve Bristol's public and private housing stock and efforts to reduce fuel poverty, the proposal to achieve this through 'Warm Up Bristol' has not worked well to date. I have received many complaints from constituents about this program and I am also aware that this issue has taken up a substantial amount of Councillors casework time too. A better form of delivery must be achieved. Could some of the £4m underspend from the scheme also be used to fix problems caused to contractors operating under the scheme?
- Parking at Blaise Estate should not be charged. This will force more cars onto residential streets and discourage people from visiting Blaise museum, reducing the viability of the site.
- Although I welcome the drive to build 2,000 more homes by 2020, Bristol could lead the way in pushing to ensure Hybrid Homes which reduce energy wastage, bills and fuel poverty. This should be particularly important when constructing the proposed 800 new affordable homes where inhabitants' incomes are likely to be low.

People

- The proposal to hold a 'Mental Health Summit' to establish a 'Strategy and Action Plan' is long overdue and I would like to play an active role in bringing together other regional MPs, the CCG, BCC, and the PCC to help ensure this happens.
- I was also pleased to see early intervention in mental health was also mentioned, especially for children and young people.
- I welcome the review into the location of neighbourhood air pollution monitors and the drive to improve air quality. I hope that Avonmouth will be a top priority in this regard and also that evidence of the impact of the 20 mph speed zones on air quality in the city will be measured.
- I support greater local health powers to increase local control of health and care spending. The higher the level integration between the NHS, public health and care services the better.
- I note that BCC wishes to develop a "Healthy Weight Strategy to galvanise action to reduce obesity through increased levels of physical activity". If this includes supporting initiatives like helping to get a Community Gym in Avonmouth off the ground it should be welcomed.
- I was also pleased to see that BCC will be working in partnership with Sport England to encourage physical activity
- I was concerned to read that the Citizen Service Points in Southmead and Rodingleaze will be closed and replaced with a centralised service at 100 Temple Street. It can be very difficult and expensive for constituents in these areas to travel into town. Has BCC looked into the possibility of maintaining a service in the new Lawrence Weston hub and Greenway Centre respectively to help reduce costs?
- Reduction in Early Help Services, including funding for Children's Centres, should also be avoided. These are vitally important for supporting vulnerable families.

I would be very grateful if these thoughts could be given due consideration.

8. Karin Smyth, MP

I am writing to you following the publication of the Bristol City Council Corporate Strategy and the ongoing associated consultation. I welcome the opportunity to comment on these plans, I appreciate the honesty and transparency with which you have approached the very severe financial issues facing the Council. I hope that many residents of Bristol have taken the opportunities which you have made available, both online and in person, to comment on your detailed proposals.

You and your colleagues are facing some extremely difficult decisions in the coming months, seeking to cut £92 million in spending as a result of the inherited budgetary shortfall, increases in demand for services, and the huge cuts in government funding since 2010. As you are aware I am a member of the House of Commons Public Accounts Committee, and I quote below a section from its report on Financial Sustainability of Local Authorities, published in January 2015:

Over the period 2010–11 to 2015–16, central government will have reduced its funding for local authorities by 37% in real terms. This equates to a reduction of 25% in “spending power”, a measure of local authorities’ total income for services, taking into account not only government funding but also local council tax receipts.

We are seeing a huge level of government-imposed cuts, and you will know that I have challenged Tory councillors and Bristol’s Tory MP, Charlotte Leslie, to use any influence they have to press Theresa May to provide more money, I trust you will be doing the same. Sadly they have, to date, remained silent.

There can be no doubt that responsibility for the scale of cuts forced upon our city lies squarely with the Tory government in Westminster.

However, as the city’s elected local representatives it is of course our collective responsibility to ensure Bristol emerges from the implementation of these cuts in a way which most closely aligns with our Labour values.

As you will know my constituents have higher rates of ill health and disability than other parts of the city, more of my constituents receive Tax Credits, Personal Independence Payment and Employment and Support Allowance than elsewhere. Almost half of the most deprived neighbourhoods in the city are in Bristol South, two of these in the Hartcliffe area are ranked in the 100 most deprived in all of England.

This means my constituents have already been hit hard by national government decisions, including the Welfare Reform Act 2012 and the recent Welfare Reform & Work Act 2016. They also have a far greater reliance on services provided through Bristol City Council, including social services, housing and other support.

There is also a high reliance amongst my constituents on public transport, especially buses, and I know there are real fears that potential cuts to subsidised and community bus services will lead to genuine difficulties in accessing health facilities and employment.

What my constituents need now is to understand what services they can expect from the Council in the coming years as you look to make these savings by 2022. Last week’s Government announcement on social care will bring further pressure and will not reduce the anxiety felt by many families over the level of care they will receive in the future. Whilst I greatly appreciate the work that has been undertaken so far, and that to date some significant savings have been identified for the entire period of the Corporate Strategy, it is my understanding that they do not currently meet the shortfall in first year of the medium term financial plan.

My constituents need clarity from you, so that together we can all have confidence in our city's future. They need to know as soon as possible from where the remaining millions will be found, therefore I would be most grateful if you could share your latest thoughts on this with me.

I want to offer you my full support as you endeavour to protect the most vulnerable people in Bristol, many of whom live in the Bristol South constituency.

9. Green Councillor Group

We are writing in response to the consultation on the Corporate Strategy 2017-2022. Our response is split into two sections:

1. the funding crisis facing local government and the need for national opposition;
2. specific responses to the proposed savings outlined in the Corporate Strategy 2017-2022;

We have responded in two sections because, while we know there is a very real need to input into the current proposals put forward in the Corporate Strategy, we also believe cuts of this scale are going to cause untold harm to Bristol's essential public services.

We have shared our specific feedback on the Corporate Strategy proposals as well as some of our wider suggestions for changes to local government financing and the need for an end to the austerity agenda. We believe Bristol should be playing a leading role in putting forward these alternatives; thereby developing a joint campaign to oppose local government cuts by working with other cities, networks, unions and progressive parties.

We welcome your recent statement criticising the government funding announcement, but we also need further bold action and leadership. We therefore call on you to consider carefully the suggestions we have made and take all possible measures to oppose local government cuts, which will cause devastation for the services that the people of Bristol rely upon.

The funding crisis facing local government and the need for national opposition:

We are currently facing an assault on Local Government funding which will prevent Bristol City Council from providing all but the most basic services for the people of Bristol. This is a crisis for all of us who rely on the services that the Council provides.

The proposed cuts outlined in the Corporate Strategy 2017-2022 will impact on the local traffic schemes that help to keep our children safe as they walk to school, slash invaluable funding for those about to be made homeless and reduce youth services that our young people need. To balance its books, the Council will be forced to cut services that older people and those with disabilities rely on – from day service provision to carer bus passes. Cuts will affect how the Council maintains our parks, our libraries and our streets, and will reduce the 'social glue' that binds our city together.

But it doesn't have to be like this. These cruel cuts to our services are a choice being made by National Government – to dismantle our public services instead of focusing on raising money by closing tax loopholes, reforming our finance system, bringing "good growth" to our economy or increasing tax for the top 1%. As Greens we do not believe that the public sector, and those people who rely on the services it provides, should be punished for the mistakes made by politicians and the financial sector which led to the financial crisis. Local government services and social care are being abandoned while National Government remains committed to the ever spiralling costs of replacing Trident, building a new nuclear power station at Hinkley Point, or building HS2, which have a combined cost of way over £100bn.

Bristol City Council has already suffered savage cuts – we have seen over £170 million of cuts over the last 6 years. Despite this, the Council still faces a budget gap of £90 million plus over the next five years. The proposals put forward in the Corporate Plan 2017-2022 paint a grim picture of how the funding cuts will affect services in Bristol. This will be exacerbated by the funding crisis being faced by the NHS, education, social care and local policing. We do not see how it will be possible to implement further

funding reductions on this scale without dismantling many of the services that Bristol relies upon – trying to do so is increasingly a case of ‘rearranging the deckchairs on the Titanic’.

Austerity is a downward spiral – as you cut the state you reduce job quality and tax revenue leading to less money available for investment, which in turn cuts the state further. Cuts on this scale are also likely to affect the future of Bristol and whether it will remain a vibrant, thriving city that businesses will want to be based in by 2020. For businesses to thrive, Bristol needs good infrastructure as well as skilled, productive employees who live securely in homes they can afford and good public transport networks to get to work.

The attack on the services that many of our most deprived communities rely upon is unjust and must be stopped, and we are calling on our city leaders and all those who oppose the cuts to say enough is enough. The 10 Core Cities outside London are home to almost 19 million people and contribute more than a quarter of the combined wealth of England, Wales and Scotland – that’s a strong voice if these city leaders choose to work together and use it. It’s an even stronger voice if cities join with an alliance of progressive political parties and networks to unite in opposing further cuts. The benefits of this approach can be seen in a recent report by Local Government Association

ii. The current chosen path is not inevitable, and it must not go unchallenged. We believe Bristol should be taking a lead in exploring and calling for alternatives to local government cuts including:

Unallocated business rates should be used to help ease the adult social care crisis – The £2.4bn of unallocated business rates collected from local government should be used to provide real additional funding to address the social care crisis, as supported by UNISON

iii. We must call on the Government to stop playing games with people’s lives and use these unallocated business rates in the communities in which the rates were collected.

Cities should not have to bear the brunt of cuts – Bristol is not alone in facing hard times, but the pain is also not being evenly shared across the country with many Conservative authorities tending to suffer less brutal spending cuts. Figures from the Institute of Fiscal Studies show that in the West of England, 70% of spending reductions have been borne by Bristol City Council, three times more than by neighbouring authorities. Whilst Conservative shires like Hampshire and Surrey have seen cuts of just 1%, and the City of London has even seen a slight increase, England’s major provincial cities have seen an average cut of 28%^{iv}. The Core Cities – which include Bristol – have seen £1.4bn worth of annual spending removed from their budgets. Without effective opposition this Government will continue to impose damaging cuts, as recent news on school funding demonstrates.

Bristol should receive its fair share of infrastructure spending – Infrastructure spending is also not fairly distributed across the country, with London and the South East receiving the lion’s share. For example, the South West receives just £219 per head of transport infrastructure spending in comparison with £1,869 per head in London^v. As a large and growing city, Bristol badly needs investment in infrastructure if it is to continue to thrive in the coming years, so we call on the Mayor to make it a priority to lobby National Government for Bristol to get its fair share of infrastructure investment.

Public appeal for those on higher rate tax to help fund libraries and other services – The Autumn Statement saw a tax cut for top earners, reducing the number of people who now fall in the 40% tax bracket. At a time when our frontline services are being devastated, we believe cutting taxes to top earners is immoral. While local government cannot change National Government policy, we could start a public appeal here in Bristol asking those on higher rate taxes who are getting their taxes cut to voluntarily continue to pay this into a specific fund for libraries and other services that the whole city relies upon.

Working with the Local Government Association (LGA) – The LGA has already outlined many detailed suggestions for ways in which funding to local government needs to be changed in their submission to the Autumn Statement. These include ensuring reforms to business rates effectively benefit local authorities, such as allowing councils to use additional business rates to address the £5.82bn funding gap before any additional responsibilities are considered. Important savings could also be made locally, for example if local authorities could retain 100% of Right to Buy receipts or the 2p levy on fuel was

allowed to be used to maintain local as well as national roads. We would like Bristol to play a leading role working with the LGA to call for sensible changes to local government financing to be changed. Specific responses to the proposed savings outlined in the Corporate Strategy 2017-2022: In addition to outlining our opposition to the national austerity agenda and our hope that the Mayor of Bristol will take a leading role in opposing it the Green Group we have highlighted below our response to some of the specific proposals outlined in the Corporate Strategy 2017-2022. This includes feedback, concerns, suggestions and other alternatives that we wish to be considered.

General comments

Funding for objectives – There are many creative suggestions put forward in the objectives for each section in the Corporate Strategy, including some detail on how these would be achieved and which key performance indicators would be used to measure success. We would, however, like to know how much each of these objectives will cost, how they will be funded and how they fit into the wider budget savings.

- Business efficiency savings – We note that almost 60% of the Corporate Strategy's proposed savings are for 2017/18 and that 60-75% of those first year savings are defined as 'business efficiencies'. The corporate plan does not include much detail on exactly what these business efficiencies will be. We request a full breakdown of the proposals for these business efficiencies, including to what extent these will include job losses and how these differ from the second phase of the 'Single Change Programme' that was being developed under the previous Mayor. We would also like to know how this change process will be managed, what the involvement of democratically elected representatives will be and how this process will be properly resourced and coordinated to ensure joined-up thinking.
- High predictions for income from business rates and council tax – The Corporate Strategy uses Council Tax predictions based on an annual rise in council tax of 3.95% every year. The overall income predicted from Council Tax is higher than the previous Mayor's predictions, as it is based on a 40% higher prediction of new homes being built. We sincerely hope that the equivalent of 900 extra band B homes will be built every year as predicted, but would like to know what contingency plan is in place if for any reason this is not achieved. There is also considerable difference between National Government predictions for Bristol's Business Rates income and those predicted in the Corporate Strategy. Last year, Bristol's Business Rates income grew by approximately £2m, which is far lower than the year-on-year growth predicted in the Corporate Strategy. Given the impact of Brexit and the changes to small business rates, what is the contingency plan if these predictions turn out to be too optimistic?
- Continue to protect the Council Tax Reduction Scheme – We are pleased that there are no current plans outlined in the Corporate Strategy that put the Council Tax Reduction Scheme at risk. The scheme helps households on low income pay their Council Tax, something which is essential given that our current Council Tax system is so regressive, meaning that poorer residents in the city proportionally pay more of their income than the richest. Green councillors have been active in successfully campaigning for the Council Tax Reduction Scheme to be protected over a number of years, and wish to emphasise that this must be a continued priority in the years to come. This is especially relevant given
- that the Corporate Strategy predicts that overall (with the inclusion of the adult social care precept) Council Tax in Bristol will rise by 3.95% every year between now and 2022.

Cuts to services for disabled and older people

- Review dementia care home provision – It is predicted that in Bristol the number of people living with dementia will increase by a third over the next 30 years, something that will exacerbate the existing social care crisis. While it is important that dementia services are reviewed, it is also essential that the Council continues to provide a good service for the growing number of people suffering from dementia. Those who cannot afford to pay for dementia care must continue to receive the services they need. As the number of people living with dementia increases, and social care and NHS services become more stretched it is hard to see how it will be possible for the Council to spend less money on dementia care over the coming years, while continuing to provide the services that those with dementia need.

- Removing carer bus passes – Companion Bus Passes provide carers who assist elderly or disabled people who cannot travel alone with free bus travel. Removing these bus passes means that carers would have to pay for their bus passes. This is something we oppose and would like to see removed from the proposals as it will make it harder for disabled and older people to get about, increasing isolation in our communities. It also denies carers – who are often on a low income – access to cheaper travel.
- Day care services for adults – The Corporate Plan includes proposals to combine or close Bristol Community Links Centres. When combined with potential withdrawal of transport, this could lead to older and disabled people having to travel further for services at the same time as there is less transport provision to get there. We request more information on whether the Council has talked to those who would be affected to find out whether such a change would impact on their ability to access these services.
- Withdraw reimbursement for concessionary travel – The council currently reimburses community transport operators who provide free travel for people who are eligible for concessionary bus passes – this includes people of pensionable age and people with disabilities. The Corporate Plan proposes removing this funding which we are concerned may severely impact some people who rely on this service. We would like to know whether the Council has looked at reviewing the criteria to ensure that this can be continued for those who need it most, rather than removing it entirely.
- Disabled bays – We are deeply concerned at the proposals to charge £200 for introducing disabled parking bays outside disabled people's homes, especially when combined with other cuts to disability transport budgets.
- Cuts to services for children and young people
- Recommission Bristol Youth Links – Bristol Youth Links provides a wide range of services for 13-19 year olds (and up to 25 with a learning disability) including advice on drugs, housing, sexuality, work and education. The proposed savings are extremely broad – between £900,000 and £1,700,000, and while there may be a need to review how youth services are provided, we would be concerned if this meant further cuts to youth services across Bristol. We would like more detail on what these proposed savings could consist of and how this could affect services provided to young people across Bristol.
- Review Early help services – It may make sense in some cases to combine some services for birth-5 , 5-11 and 11-19 into the same building, but we would call for this to be looked at on a case-by-case basis and in consultation with service users, to ensure that frontline accessibility is not compromised.
- Cuts to other social services
- Local Crisis and Prevention Fund – We are extremely concerned by proposed cuts to the Local Crisis and Prevention Fund. This fund provides vital one-off financial support for citizens who are on the edge, to help them pay for food or a utility bill or buy furniture after leaving temporary accommodation. People can only ever apply once, and we know from talking to people who have applied that it can be the difference between tipping them into homelessness or not. Cutting this service is not just wrong, it is also economically illiterate. It costs the Council far less to pay a small one off grant to prevent people from falling into crisis than it does to help them once a crisis has escalated.
- Library cuts – We are concerned about proposed cuts to the libraries, which are a much loved resource across Bristol. We would like to know how the Mayor's proposals for library cuts differ from that of his predecessor and exactly what they entail.
- Housing, homelessness, planning and green spaces
- Homelessness – Homelessness has more than doubled in the last year and the Council's budget for preventing homelessness has already seen a 20% reduction between 2011 and 2015. While we welcome recent announcements on moves to prevent homelessness, we have concerns about proposed budget cuts to temporary accommodation and other services for the homeless at a time of growing need. Those on the streets must have access to a safe place to sleep and help accessing appropriate services, as well as affordable housing and jobs for the longer term.
- Pest control – There will always be a need for pest control services in Bristol, and we do not see why this has to be run by a private for-profit company to be effective. We would question why a council-run pest control department can't continue to offer these services in a reputable way across the city,

both in public health priority cases where the Council provides the service for free, and in smaller/domestic cases, where the Council's services could be hired for a fee, raising much needed revenue.

- Parks – Green spaces are crucial for both physical and mental wellbeing, and highly valued by local communities. Parks are the green lungs of the city, places to exercise and relax, places for families, carbon-sinks which also help to cool the city, a home for wildlife and a key part of the city's ecology. Parks are a part of what Bristol is. The future wellbeing of the city relies on them and they are part of a resilient future. We wish to know how the Council plans to work with local communities to ensure that these much loved facilities are well maintained.
- Planning enforcement – Proposed cuts to planning enforcement is very worrying. Planning enforcement within the Council is already extremely stretched, and it is hard to see how any further cuts to this service could be made without the Council becoming entirely toothless in enforcing planning conditions. Planning enforcement is important if we want our city to continue to be a pleasant and exciting place to work, live and play in the future, and a place where businesses will want to relocate to.
- Expand discretionary licencing – We support the proposal to extend landlord licencing to ensure landlords provide minimum standards in their rented properties.

Transport

- Parking charges at Oldbury estate, Blaise Caste and Ashton Court – We support an introduction and an increase in fees for parking at key tourist points across the city, especially as this will generate desperately needed income at a time when the Council is struggling to pay for frontline services.
- Cuts to 'lollipop people' – Safe routes to school are crucial if parents are to feel safe encouraging their children to walk to school. Last year, we saw Labour, Tory, and Liberal Democrat parties vote down a Green amendment to help fund safer routes to schools. The Corporate Strategy proposals suggest replacing lollipop people at school crossings with 'alternative methods' but does not explain what these methods are. We call for further information on what these alternative methods would be and how they will ensure the safety of our children when walking to and from school.
- Reduction of subsidised bus routes – The council subsidises certain bus routes where the private company cannot make a profit but the route provides an important transport link for local people, particularly those least able to get about easily. While there may be a need for some of these routes to be reviewed, the halving of this subsidy will lead to the end of routes that provide a lifeline for people who need to get to local shops, healthcare facilities or other parts of the city.
- Stop funding the freight consolidation centre – Air pollution leads to 300 premature deaths in Bristol every year, with many more people suffering from wider health complications. This is why taking action to reduce the air pollution in our city must be a priority. A freight consolidation centre should help to keep the number of delivery vehicles in our city down by providing a single place for delivery. If this scheme is not being used enough, we would call on the Council to review why not and explore other options such as making it mandatory for shops and firms with high levels of deliveries rather than abandoning it altogether. We would also like to know why the Council does not use this service for its own deliveries.
- Local participation, community and energy
- Neighbourhood Partnerships – Neighbourhood Partnerships have varying degrees of effectiveness and local community input across the city. At their most successful, Neighbourhood Partnerships can enable local communities to actively participate in improving their neighbourhoods. Volunteers can provide a large multiplier of officer time and effort, small grants and local traffic schemes are instrumental in enabling change at a local level. The future of a resilient Bristol will depend on community engagement and active participation. The benefits of wellbeing grants, for example, on projects such as the excellent 'Playing Out' can act as a catalyst for increasing community cohesion, increasing pride in an area and encouraging people to both work with and cooperate with each other. While not all Neighbourhood Partnerships currently work effectively, those enacting any changes should work with the local community to improve the way in which these partnerships work, not merely strip them of their funding as is currently feared will be the case.
- Remove funding for local traffic schemes – There is a real need for local traffic schemes, for example to improve road safety around schools. The more local community involvement there can be in

designing and implementing these schemes the more effective they will be. In some cases funding for local traffic schemes has led to excellent new traffic schemes that are based on good evidence and sound design and are highly valued by the local community. In other cases there have been challenges with implementing local traffic schemes, but this is due to problems with financing the implementation or not enough money being available for a successful scheme, not because local people don't badly want

- better local traffic schemes. We are concerned that just removing these grants would not only make it much harder to improve local traffic problems, but also spell an end to an important community-led approach.
- Police Community Support Officers – Police Community Support Officers have made a significant contribution to community policing in the last few years. They are perhaps the nearest we have to 'bobbies on the beat' and make a significant contribution over and above the direct roles they have.
- Energy infrastructure company – While we understand there may be some logic in setting up an energy infrastructure/service company, we need clarification on the relationship between this and the Bristol Energy Company. This should include information on how the two would be set up to ensure they work closely together and share costs. To be effective there is also a need for a continued commitment to capital funding, so that the Council can continue to apply for grants to retrofit houses that rely on match-funding. Without investment it is not possible to provide energy and therefore cost savings for our tenants and users across the city, or for the city to meet its carbon reduction commitments.
- Raising revenue and taxes
- Local tax in-house enforcement team – We would welcome more information on exactly what this team would do, and would hope the focus would be on working to reduce the number of cases that end up going to court and helping to identify problems early.
- Reduce third party payments – The consultation suggests further consideration of the Council's third party payments to deliver services including sports contracts, trees, waste and Voluntary and Community Sector grants. While reviewing our contracts at regular intervals is prudent, we would like to ensure that the Council is cautious if pushing for reductions in contracts that may have negative impacts in the longer term. The Council's Social Value Policy and toolkit must also continue to be central to all contracts. A balance between cost and quality is essential to ensure that the Council provides good quality services for the residents of Bristol, as well as the added benefits of the social and environmental outcomes we need. This change could have a significant impact on how services are delivered, so we request more detail on how this proposal will remain consistent with the Social Value Policy and what the likely impacts are.
- Use of Council assets – Bristol City Council has many assets, and we would welcome further analysis on whether these could be used more effectively or more imaginatively to raise revenue. Ideas to be explored could include loans of valuable art to wealthy individuals or businesses, potential sponsorship of trees, statues and other public benefits or looking at temporary conversion of any unused Council buildings.
- Workplace parking – We support the introduction of a workplace parking levy and would like to suggest that this is included in the Corporate Plan. This would both help fund sustainable transport improvements and act as a disincentive to private motor car use, which contributes to air pollution, climate change and congestion across the city. In Nottingham over £9 million was generated last year through their workplace parking levy, and other councils such as Cambridge and Oxford are considering introducing similar schemes.

Culture

- Reduce funding to Key Arts Providers – A key commitment within the corporate plan is for Bristol to be a 'leading cultural city making culture...accessible to all'. We know that arts funding is often used in areas of deprivation like Barton Hill to work with the community and provide education and training. We would like to know how any cuts to this service will be made without affecting local arts schemes that help to make culture more accessible across the city. We are also aware that arts projects generate a significant return – each pound spent brings a return of many more, and the cultural sector of the city is a significant local employer and generator of wealth for the city as a whole.

- Review museum opening hours –Museums are important for bringing tourists into Bristol. Their funding includes earned income (from shop, café, donations, etc.) and grant income as well as local government funding. Any review should look at all funding streams to our museums and how they can be maximised, not merely focus on opening hours. It is important to be conscious of the tipping point where reduction of museum opening times would actually reduce both earned income (due to lower footfall) and grant funding (due to falling beneath a minimum hours criterion).

iWealth contribution of the Core Cities: <https://www.corecities.com/about-us>

iiLocal Government Association submission to the Autumn Statement:

<http://www.local.gov.uk/documents/10180/7991192/LGA+submission+to+the+Autumn+Statement+2016.pdf/ae76f5e3-7a8a-49a1-aeb0-67c4fc61fef>

iii UNISON call for unallocated business rates to be used for Social Care:

<https://www.unison.org.uk/news/press-release/2016/11/the-chancellor-should-use-2-4bn-in-unallocated-business-rates-to-ease-the-social-care-funding-crisis-says-unison/>

iv <https://www.ifs.org.uk/publications/8780>

v Unfair distribution of transport funding: <http://www.ippr.org/news-and-media/press-releases/transport-secretary-urged-to-close-1-600-per-person-london-north-spending-gap>

vi Dementia care in Bristol <https://www.bristolccg.nhs.uk/your-health-local-services/help-and-support/dementia>

vii Increase in homelessness in Bristol and cuts to homeless

services: <http://www.emmausbristol.org.uk/homelessness/homeless-in-bristol/>

10. Lockleaze Labour Party Branch

The huge cuts that Bristol City Council are discussing would devastate many services, harming everyone and especially the most vulnerable. Services are already severely under-funded and over-stretched after years of being slashed – which has already led to the closure of many of the most vital ones.

These harsh cuts are being imposed as a result of drastic reductions in central government funding – which is causing similar issues all over the country. Bristol City Council should speak out loudly in opposition to this slashing of budgets, working with unions and service users to highlighting its disastrous effects and campaign against it. In doing so Bristol City should work with other Labour Councils and unions nationally to oppose government austerity and ensure that all councils receive enough funding to meet local needs.

The council has sought to present many of the proposed changes in a positive light, but however they are implemented such huge budget reductions will be incredibly harmful. The only way to protect our much-needed services is to be vocal in exposing the destructive affects of these attacks to them.

Corporate Strategy Appendix C:

Notes taken at events

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Public Event 1 – The Station, 10th November 2016

Location: The Station , Silver Street	Date:10.11.16
<p>Number in attendance: 40 citizens plus 5 senior managers including approximately 8 young people associated with the Station Chair Pat Hart. Mayor Marvin Rees (MR). Slide presentation given by Interim Director of Finance Annabelle Scholes (AS)</p>	
<p>Note taker: Lindsay Hay</p>	
<p>Questions / points raised:</p> <ul style="list-style-type: none"> • What is the largest area of expenditure for the Council?- AS Adult social care and need for care will continue to grow • Can we afford the Arena? Why has 80% of CIL been allocated to the arena instead of more local projects – Bara McCrorie The money set aside for investing in the Arena could not have been used for community projects .m the Arena will generate income from rent and business rates. MR The Arena is part of the initiative to attract inward investment. To complete with other cities such as Cardiff and other core cities. Bristol need like other cities to stand on its own 2 feet on the global stage attract jobs and health improvements through investing in sports facilities. MR is part of a global mayoral parliament and is proactively promoting the City globally. Won't rely on trickle down approach though. Measures in place to ensure all benefit form a thriving City and new investment e.g. construction contracts will have the employment of local contractors a requirement. Investing in infrastructure such as housing will attract new business. • Will the Basement Centre (a facility for young people at the station) be closed due to proposed cuts? MR- recognises the importance of arts and culture and the support places like the basement can bring. But need to prioritise funding and this forms part of the city wide conversation. What can others provide e.g. constructive conversation with voluntary sector and business to house homeless people over the winter? Citizen response- a lot of resources have gone to mainstream youth services providers and smaller community based work under resourced Cllr Asher Craig- a consultation about youth provision will begin soon John Redman- Creative youth links with 8 others have made a lottery bid. No cuts planned until 2018/19 to allow time to plan and find other resources. • Traffic calming measures and high parking costs are making getting into the centre more difficult and is affecting trade. MR- setting up a congestion task group in place by the end of November and starting work by January a high priority. Also looking at air pollution. • Savings could be made by cutting the salaries of highly paid officers- MR. the press have exaggerated what savings can be made and how much senior people are paid. Councillors turned down a pay increase. Need to attract the best people. the Council manages budgets of over £1b a year • Can consideration be given to more flexible library services? Low use more mobile libraries and buildings as hubs. Cllr Craig in agreement • What is the future Neighbourhood partnerships (NPs)? How will investment be made in local decision making a lot of volunteer time is given to NPs. Approximately 60% of the meeting attendees are involved in NPs. What is their future? Councillor Craig - keen to hear what is working well and what could work better. Some NPs work better than others. Some could become development trusts. Likes the idea of community hubs. She will be speaking to NPs over the coming months. Citizens feedback- ward boundaries not necessarily the right ones for devolved government/one size won't fit all/ urban parishes could maybe work across local authority boundaries /more engagement needed/ scope for sharing resources between local authorities. 	

Urban parishes represent another layer of bureaucracy. All thought it was worth reviewing NPs

- **Fight the cuts rather than implement them-** Bristol should join with other local authorities to resist the government's austerity approach. Discomfort about making decisions without specialist knowledge. Being asked to fight amongst ourselves. **Cllr Craig Cheney** explained if legal budget no set running of the council would be handed over to the finance Director. Annabelle Scholes – Council can only borrow for capital investment and reserves are finite **MR-** important decisions shouldn't be left to 'experts' He is working with other core cities and London to make the case to government that these cities represent half of the national economy. Making them work well is vital for the health of the national economy. Other citizens said it was good to be asked
- **Sale of land and Council assets** - how will the sale of open spaces be decided? **MR** Building houses is a priority. BCC has frozen sale of land that could be used for Housing. Wants to avoid selling land for speculative purposes. Building a constructive dialogue with developers one Housing association has committed to building 500 homes by 2020. Alison Comley- housing policy needs to be rewritten because central government has changed the rules on building council homes. Also important to invest in adaptations to avoid higher need for residential care
- **Ideas for generating income/ doing things differently**
 - Understand the voluntary sector won't be able to bring in the same levels of additional funding either
 - Important to call individuals to action
 - Is research being done on how to achieve efficiencies in social services and mental health services e.g. what is being done in other countries?

Additional questions and comments were collected on the night. All but 3 citizens thought it had been useful event.

Lindsay Hay
21.11.16

Information collected from attendees prior to event:

Which part of Bristol's five year plan would you most like to see discussed at this event?

- Children and youth services
- Adult social care & Childrens services
- Where the cuts will be made and what other options were considered and rejected
- housing youth sector
- None
- High rise buildings and the Mayor's unfortunate ideas
- Community organisations support. Youth delivery
- Health street cleaning
- Basically, having read all the consultation papers it's pretty clear that it's not possible. The report only identifies £27m worth of savings when we need £92m. It's pretty clear from the attempts to cut services in previous years that this scale of cuts simply isn't realistic. The services the council is legally obliged to deliver cannot be supported by its budget. How does Marvin intend to avoid the council being drowned in lawsuits and judicial reviews when the cuts, inevitably, really hurt people?
- Housing
- Housing, and addressing the homelessness crisis. The cut of 2/3rd of bed spaces by George Ferguson is playing out across the streets of the city in an unacceptable way
- Voluntary Sector/Social Care Housing and homelessness

- Plans for council housing
- Mental health and Education
- Education, Proposal to increase council tax, and transport/RPZ/ getting Bristol moving
- Central area
- business investment
- For someone looking to start a business in Bristol in the next 5 years, will the budget cuts effect the attractiveness of the city for other business and/or inward investment in general?
- I'm really concerned about Basement G[?] that it might get shut down. Basement is a youth music project that empowers [?] people

Do you have any suggestions or ideas for how you think the Budget gap could be solved?

- Current BCC services are delivered from a series of silos, such as People and Place. It is certain cost savings can be achieved by searching horizontally across the silos as much as by line-by-line vertical budget evaluations to eliminate duplication or redundant provision. Despite the volatile public reaction, the actual usage of council libraries is low and a complete centralisation of library services is reasonable, with mobile services replacing fixed local libraries. Alternatively, library spaces can be used as hubs from which a number of Council services can be delivered, or housed. Redundancies are already being discussed, although the cost benefits can be skewed by on-going pension costs. CAT processes can accomplish some savings, although I would imagine the costs of the processes themselves can offset savings. Long-term and permanent savings are obviously key, rather than one-off cuts which achieve only single-year benefits. Raising council tax by the maximum allowable amount is also reasonable.
- No spending on Old Vic, St Georges Hall or Colston Hall until books are balanced. No funds for Playing Out, Make Sunday Special
- Is the Parish Council option as per Swindon an option?
- Not really. The government has put councils around the country in an impossible position, as well as the NHS. This is a problem for the government to resolve, it simply cannot be solved by councils.
- Storm Whitehall? Seriously I have no idea.
- Don't do totally unnecessary consultations that you know the answer to – e.g. 20MPH. Make driving and parking fines hefty and enforce them so you get the dosh.
- Go through the housing asset register, and look for all the petrol stations, night clubs, churches and other "anomalous" buildings that the city's Landlord Services owns, and sell them at face value, and bring the money into the housing revenue account to address the city's Housing Revenue Account going into deficit. Housing is a massively important asset for the city and MUST BE RETAINED in ownership by the city. Doing so may require an 80 / 20 strategy similarly to the one Nicky Debbage used to write the original 30 year housing business plan - that 80% of the housing stock if viable, almost indefinitely. BUT, 20 of it, mostly prefabs and non traditionally constructed properties are just liabilities with almost limitless future repair obligations that should be got rid of, to prevent future major asset repair costs.
- Combining our back room services with other authorities, consider selling some of the unseen artefacts stores in our museums and art galleries. Should we cancel the arena if we cannot afford it?
- Review the cost base, mirror what big banks are doing now
- I need to be more aware
- Investment in business development in Bristol
- Reduce some of the high wages being paid.
- Yes, reduce the pay of the many very highly paid city employees (no one should be paid over about £90,000/yr for 40hr week). Cut down on assistance for immigrant- notice they seem to be getting preferential help and housing.

Would you ever consider volunteering to help support a local service?

Yes: 4
Possibly: 6
No: 3
I do already: 4

Public Event 2 – Henbury, 14th November 2016

Location: Henbury	Date: 14 th November 2016
Number in attendance: 72 people	
Note taker: Hayley Ash	
<p>Questions / points raised:</p> <p>Started 10 mins late due to the parking issue. Pat told of the huge gap in funding and the desire to find out what the public felt to be the most important.</p> <p>MR wants the narrative of Bristol to be about growth not just cuts. We all face financial challenge, but 6 Billion spent by partnerships spent per year. Could we together explore how we can have City leadership. Challenge – nobody will spend a night on the street All young people will get work experience Breakfast clubs for all schools</p> <p>Question “it appears that there was a balanced budget, however after the election a massive gap. Was there a massive spending spree?” MR – wanted to have a clear view of how much we had before making commitment. Found that some of the savings from that past had not been locked in and did not happen. LGA will scrutinise the finances.</p> <p>Craig – about half of gap = unfound savings. The rest social care costs.</p> <p>Ann [?] – business change – has view of the amount of savings needed each year and 3 years ago consulted, however some of the savings there were thought to be deliverable did not happen. E.g. spending more money on some things – 2 areas Children – faster growing populations than planned, therefore significant more needed. Adult social care – aging population, living longer with complex needs. More people needing help Now need to remodel the way we deliver this to make these services more sustainable.</p> <p>Question “what guarantees that it does not happen again and get worse?” MR now S151 officer, financial review, what practices to we need to put in place to ensure that it does not happen again.</p>	

Cabinet and SLT need to look at financials at the start of all proposals. Inc impact on partners and the environment. But we don't want to talk just about cuts. Target operating model, building a way of working that does not cost us so much money.

S151 is the finance director in law.

There is not a council in the country that has not made all the savings that they had planned for due to the similar pressures we face (social care)

Question "if its necessary to make budget cuts, will the cuts be made on library numbers or social needs?"

MR - need to take all into account, however perhaps the voluntary sector could step up. E.g. ST George on library just down the rd. from the community centre, why can they come together to be sustainable?

Social capital and resilience, local ability, not always about the building but the service.

Di Robinson - libraries conversation 2015. Which asked these questions. The results did not produce a decision. Now we have a core offer, but with difference to suit different needs e.g. IT in places where people need to apply for jobs, talks in others that want to hear authors speak. Everything we do as a council must address access to those who can't access. Requested that areas where there is ability to take things up for themselves should.

Question –“ cuts coming from bottom up – lollypop people, parks, libraries – should the cuts be top downwards, e.g. cost of Chief exe (£200K) chief officers, managers, Mayor.

MR –. We need experience and expertise managers to work and to help us navigate the work that needs doing, and we (the council politicians) did not agree a pay raise for themselves this year

Pat – should we be paying the market rate? MR understands that these salaries might seem large, however to recruit people that can make the savings we need, the change in deliver needs a level of expertise.

MR – we don't want disconnected cuts, need core design principals which can make savings and this might reduce

Barra Mac Ruairi - Exec leadership with significant salary, moved from Sheffield to serve the city, 7 days per week genuinely doing his very best. Works with 100mill contracts, miles of rds., planning, 38 refurbished schools, significant job, over 1000 staff. Need qualified people to deliver this kind of work. He chose to work in public, but could work in the private sector. We have trouble recruiting as the private sector take our staff. We don't work 37 hours per week, but putt in as much for the city as we can.

Question "is there a future for Neighbourhood Partnerships, as I don't think their work is marketed to enough people. Miss sold by the council – residents putting in 35 hours a week work well and deliver for their local area" Pat asked for a vote, who know about NPs about 90% felt NPs a good thing.

MR some NPs flourish, (EALW) others have not we need to find out what works in different areas. As a health worker, found great forums – not planning to get rid of NPs, but want to see how they can be made better. Are there other models.

Comment "only thing wrong = councillors don't always listen to what the partnership want, e.g. Bearpit."

MR we want decision making process that puts local people near to the decisions. Should we look at other models e.g. parish councillors. Mobilising VSCs, income generations.

MR we can't disempower councillors as they also represent people that are not at the meeting.

Fishponds – only 5 people come to the meetings, so it would be wrong for them to veto the councillors.

Question –“ when could we collect power and distribute at a cost saving. Bristol Energy set up,

however only saw it on a comparison website. Not marketed properly, nobody knows about it. Use the council tax letters to inform more people". MR Bristol tariff has social aims. People in Bristol by 54mill too much in energy costs.

Question– about Seamills unofficial park and ride – “needs a political decision. Local residents don’t want people parking to commute. Where ever there is a transport link”. MR congestion task group set up to look at this.

Question– “care providers have had no increase in funding now more cuts – is this breaching the care act – MR I will welcome ideas about how we can address this situation.

Statement “system stretched and costings are absolutely the bear minimum. The care system needs more money but is 2% enough, we need more, impact on NHS”

MR Liverpool asking for a referendum to increase council tax to fund social care.

MR crisis interventions, care leavers, isolated older people. 15 mins contact is the norm , however we need to fund early interventions, e.g. mental health for young people before they become too ill. 2020 we will be reliant on business rates. We need to spend money on things that bring business into the area, cultural offer also needs investment as brings in tourism and additional funding for the council..

Question.-“ housing crisis, power of mutual home ownership to allow the community to build its own homes, at an affordable rate. Can Bristol commit to supporting self-build/commissioning community groups home ownership cooperatives (CLT) to empower them to build the types of homes they need.? MR I thought we had committed to this – dealing payment for the land costs.

Issue of sustainability of community groups and what support they need to deliver this.

MR social support needed.

Question Allotment association – “we want to support the council BUT need support and its real hard to communicate with council officers sometimes 3 months (parks). The impact delays things on the nature reserve. They can enact the management plan”. MR – will chase this up.

Question –“ solutions, assets land develop housing want your support

Social proscribing, preventing people from needing social care. Will MR help by ensuing PCT and CCG to support prevention”. MR – yes this is what we want to support reduce demand on future services

Craig – the new operating model should enable this kind of things.

Question – “avoiding losing money (fight cribs causeway growth) Barra Mac Ruairi – it goes against our plan and affects the heart of our city offer.

Question– “don’t take the crossing control away its very dangerous is it a definite risk . MR consultation. Challenge, if you want to priorities something, then you also need to tell me to deprioritise. Limited budget.

Suggestion “Stop breakfast clubs away and fund lolly pop ladies” – MR 21% of children live in food poverty.

need to find other funding streams e.g. schools

Geoff Gollop. It’s easy to make comments on people on high salaries, however it’s a billion pound business, we need to pay for the best to ensure that we get the best. He suggested that three local authorities in the local area all have similar jobs – can’t we work together to share. Also why not high paid managers from other orgs (e.g. NHS). MR can explore this.

Pat – does everyone agree that you have to lose one thing to gain another (80%)

Information collected from attendees prior to event:

Which part of Bristol's five year plan would you most like to see discussed at this event?

- Libraries
- Future of the Neighbourhood Partnership
- Housing and mental health treatment provision Education.
- Housing sustainable housing energy
- Social care and transport
- What services are planned to remain delivered by BCC direct labour? Is it planned that employment like parks and gardens will be transferred to volunteers
- The future role of Neighbourhood Partnerships (x2)
- The role of localism - Neighbourhood Partnerships Maintaining the environment
- Trees Maintaining the environment
- Neighbourhood Partnerships
- Accounts comparisons with other local authorities charging a lower Council Tax e.g. Wandsworth
- Travel Passes
- how we will do things differently
- Funding from govt
- Staff performance management
- Interested in all of it. Not happy about parking charges, lots of it. Education. Elderly. All of it. I want to find out what's going on. General questions.
- Ensuring all areas of the City continue to receive services from the local authority
- Use of public transport by commuters requiring provision of off street parking for cars where they access it
- Housing (x2)
- Parks and green spaces
- What specific things have led to the budget deficit? A central government funds cut? A steady (or sudden) increase in costs - exactly what has gotten more expensive? A clear loss of revenue (joblessness or pay drop) leading to less council tax income? Discovered accounting discrepancies? What is the cause?
- Management of contracts
- Homeless people, Bristol poet laureate, food banks
- Reduction in number of councillors Libraries
- Plans for libraries and Parks & what plans you have. Also what is an urban parish & how much will it cost to run?
- Local services
- All of it.
- Provision of services for elderly & disabled
- Transport Strategy, littering issues and waste management.

Do you have any suggestions or ideas for how you think the Budget gap could be solved?

- Avoid false economies e.g. reducing library opening hours would reduce opportunities for jobseekers to use the free and secure (Netloan) library computers to find work - this would inevitably mean many will then take longer to find work and so will increase Housing Benefit costs and reduce revenue from Council Tax.
- Sensible discussion/proposal to central government
- First, we need to know what sum has to be committed to the Council's statutory spend. Only then can we appreciate the size of the gap that needs to be addressed by whatever means are available to the Council.

- Advertise Bristol Energy with the Council tax and make that a money spinner (x2)
- Create more development trusts with assets to bring local ownership and responsibility for prioritising and funding services each community feels is important
- Accounts comparisons with other local authorities charging a lower Council Tax e.g. Wandsworth
- I would be quite happy to pay £1.00 say, when using my bus pass as it is so useful and enables me to travel on long distances i.e. Clevedon etc.
- Less layers of Bristol City Council management. More action and less bureaucracy.
- Scrap the racist Barnett formula
- Efficiency
- No, that's why I pay employees of the council to do it. Seems to be a lot of frontline workers going. How many of the top management are being asked to leave?
- Yes - push back to central government
- Careful look at the housing benefit
- Too many layers of management in the majority of council services (x2)
- Sharing management resources with neighbouring authorities and the health service
- Abolish neighbourhood partnerships for a start-they're undemocratic and a waste of money.
- Drop poet laureate, rethink requirement for metro bus & arena
- Too many highly paid Managers and not enough ordinary Officers at City Hall - get rid of a few and combine a few posts - maybe with other local authorities
- Improvements in communication within the Council to address the root causes of the deficit.
- A human interface into digitally provisioned ones, but if something is primarily a 'send paperwork back and forth' task then this should be an online service only. This includes internal tasks. Preparation of budget reports from accounting spreadsheets should be outsourced to workers overseas where the GBP goes a lot further - and the output reviewed by the CIMA qualified accountant in the UK. Any secretarial task like meetings and booking management should be outsourced - not to a local UK firm which is unlikely to be cheaper without a drop in quality - but abroad. People want to talk to someone in their first language - let them. e.g. Bristol has a large Somali community who may wish to make enquires in Somali - they should be getting advice through an overseas call centre staffed by Somali speakers in say... Ethiopia [Somalian internet quality may not be sufficient to support a call centre, happy to be wrong though]. REALLY double down on outsourcing were possible and ignore complaints to keep council jobs local. Your primary customers are the people of Bristol not the employees of the city. Get a proper outplacement firm to find companies who want people who are very good at interfacing with government bureaucracy, done properly they *will* get new jobs - probably at higher pay
- Reduction in number of councillors
- Are there any properties which could be sold off or rented out which currently aren't rented? Council shouldn't be subsidising private bus companies- how much would it take to have a Bristol bus company to run all buses so profitable routes cover unprofitable ones? Or can this be built into contract with First bus? Need to ask government for extra funds to cover rising care costs- this should be covered by government health budget not stretching local services budgets.
- Amalgamating Bristol's authority with others nearby and sharing high salary senior roles between the 4 authorities.
- Facilitate the establishment and sustenance of mutual home ownership co-operatives, e.g. along lines of Birmingham Co-operative Housing Services, for a large number of self-build / resident-tenant led design groups using simple proven low-cost hi-quality PassiveHouse-capable system build approaches, e.g. Beattie Passive (Norfolk), ModCell (St. Bernard's Rd, Shire), LoCal Homes (BCHS, Birmingham. Refs: <http://www.beattiepassive.com/>, <http://beattiepassiveprojects.com/solihull/>, <http://www.modcell.com/>, <http://localhomes.co.uk/>, <http://www.cds.coop/about-us/mutual-home-ownership>, <http://bchs.coop/>,
- Use an otherwise hugely wasted resource - Young/prison offenders - in providing necessary labour and give them a chance to learn new skills to give them hope and give them a sense of community again. Can target work like attending to parks (and learning horticulture), recycling bin duties,

painting and decorating large council infrastructure like bridges or walls, etc. Consider crowd funding to help close specific council budget gaps - many people, especially those directly affected, involved or concerned in areas of community care or such services would likely give a few pounds towards keeping worthwhile causes like libraries and family support services running. It could be as easy as packaging up certain areas of care in the community and asking Bristolians to give what they can to financially support those services. People could be redirected from giving to charities that have less impact on our everyday lives (like the cat charity for example) and putting instead towards much more valid help. Consider a different approach to council tax - less tax for those volunteering to assist with council services, more tax for those that prefer just to pay.

- Yes, bring in some businessmen to take an objective view where savings may be achieved.
- Enforce littering fines and misbehaviour. Close some libraries where services are not used (eg Westbury On Trym)
- Raise taxes - both centrally and locally to fund essential services properly

Would you ever consider volunteering to help support a local service?

Yes: 7

Possibly: 2

No: 3

I do already: 21

Public Event – Speedwell, 16th November 2016

Location: Brunel Academy, Speedwell	Date:16.11.16
<p>Number in attendance: 34 citizens plus 6 senior managers. Chair Pat Hart. Mayor Marvin Rees (MR). Slide presentation given by Interim Director of Finance Annabelle Scholes</p>	
<p>Note taker: Lindsay Hay</p>	
<p>Questions / points raised:</p> <ul style="list-style-type: none"> • Neighbourhood partnerships (NPs) - a lot of volunteer time is given to NPs. Approximately 60% of the meeting attendees are involved in NPs. What is their future? MR- keen to hear what is working well and what could work better. Currently no fixed template. Some NPs work better than others. Some could become charities like Bedminster is considering. Urban parishes (explained by interim CEO) could be an option for some. Could build structures around existing social assets. Citizens feedback- ward boundaries not necessarily the right ones for devolved government/one size won't fit all/ urban parishes could maybe work across local authority boundaries /more engagement needed/ scope for sharing resources between local authorities. Urban parishes represent another layer of bureaucracy. All thought it was worth reviewing NPs • Community assets- funding for Meadowvale Community association's building should be considered. Nothing else locally. Impacts social cohesion. MR is worth considering investing in social capital. Can lead to savings later on. Staff for e.g. pitching for support for community schemes to produce cleaner streets • Community Crossing patrols- some school have very dangerous crossing and drop off area e.g. Air Balloon Road primary. Others not needed. MR- wants to consider not delivering certain things rather than reducing resources in smaller amounts across the board. Considering who else could fund crossing patrols? Businesses? Academies? Police? Citizen's feedback- what about using the £700k raised by schools traded services. Mike Hennessey (People) said this isn't an actual surplus although accounts seem to show it as such/ schools and parents can do more themselves support walking buses, cycling to school etc. is there a team at the Council looking for private sponsorship for certain services? • Fight the cuts rather than implement them- Bristol should join with other local authorities to resist the government's austerity approach. Discomfort about making decisions without specialist knowledge. Being asked to fight amongst ourselves. Cllr Craig Cheney explained if legal budget no set running of the council would be handed over to the finance Director. Annabelle Scholes – Council can only borrow for capital investment and reserves are finite MR- important decisions shouldn't be left to 'experts' He is working with other core cities and London to make the case to government that these cities represent half of the national economy. Making them work well is vital for the health of the national economy. Other citizens said it was good to be asked • Development of a park and ride in East Bristol- would ease congestion and lack of parking. Senior Officer East Bristol isn't economically viable. Looking at other locations • Sale of land - how will the sale of open spaces be decided? MR Building house is a priority. BCC has set up a Housing company to help do this and frozen sale of land that could be used for Housing. Building a constructive dialogue with developers Also supporting private tenants' rights/ voice • Ideas for generating income/ doing things differently <ul style="list-style-type: none"> ➢ Increase tourism/ link with UNESCO ➢ Parking services to come out to areas currently poorly serviced would generate increased fine income and tackle dangerous/ inconsiderate parking 	

- Stop paying for a park and ride no one is using (Long Ashton) MR- already have
- Get people in Council tax areas or overpaid Housing benefit to do community service
- Set up structure to harness volunteer time. Huge under used resource
- Additional bus routes crossing areas currently all routes go to the centre. Hits the most vulnerable

Additional questions and comments were collected on the night. All but 3 citizens thought it had been useful event.

Lindsay Hay
18.11.16

Information collected from attendees prior to event:

Which part of Bristol's five year plan would you most like to see discussed at this event?

- Care for the elderly and Housing
- Executive/managerial pay, councillor pay
- Care service provision
- Housing services for vulnerable people
- Transport
- New Business Model for Trading with Schools. The "Alternative" methods for providing patrols for school crossings
- Protection of Social Care programmes and local issues such as Lollipop services for example
- traffic 20mph education Health Service
- Your time out mechanism just lost my notes which means I have wasted valuable time. Just like the council does!!...Now listen before you cut other services to maintain and defend frontline and vital services to protect the vulnerable (in most cases) consider how to engage the community to take over with compliance from the council some local amenities which are important but not so vital
- All aspects are interesting
- New Business Model for Trading with Schools. The "Alternative" methods for providing patrols for school crossings
- What services it thinks can be delivered through volunteers and third sector?

Do you have any suggestions or ideas for how you think the Budget gap could be solved?

- People taking a more active role in volunteering time-in skills or other ways to support key services. For instance for those that our elderly or vulnerable, how a local network can assist in friendship or making steps towards a better quality of life/independence (within the person's ability).
- Role of the council as an organisation that subsidises cultural and community groups should be looked into. The council's original function should be maintained over these. I would like to see the council offer greater accountability even if this costs more money this will eventually bring about more savings as all accounts face greater levels of scrutiny. Needs to be a "roots and ground examination". Mayor's role and time in office should be clearer.
- Establish a local Bristol lottery to generate Council income
- cut out wastage
- Highways budget management
- Fund School Crossing Patrols from profit of Trading with Schools (x2)
- New government?

- Yes talk to communities via the NP's to curry support for the community to step as never before to maintain and protect their local amenities whilst contributing to the protection of the frontline. If now Mr Mayor is not the time to engage there will never be a better one short of a wartime footing.
- More community based consultation and decision making over spending and budget planning.
- In discussions with my council group and my constituents on local programmes
- The Council needs to give serious consideration to setting up parish councils. The ability of the Council to raise revenue funds is capped. Perishing the whole city would give communities a greater voice and the ability to raise funding for discretionary areas such as toilets, parks, youth services etc.

Would you ever consider volunteering to help support a local service?

Yes: 5

No: 2

I do already: 5

Public Event 4 – Hengrove, 17th November 2016

Location: John Williams Academy	Date: 17.11.16
Number in attendance: 35 citizens plus 6 senior managers /exec members Chair Pat Hart. Mayor Marvin Rees (MR). Slide presentation given by Interim Director of Finance Annabelle Scholes	
Note taker: Penny Germon	
Questions / points raised:	
<ul style="list-style-type: none"> • Education is very important – people need to be a lot smarter about how they do things. People leaving school without being able to read and write, people going to the Dr's surgery when they could go to the pharmacy. RSVP is a group of over 55's who are volunteering in all kinds of ways – they have skills and are willing. Mayor responded by saying someone at a previous consultation meeting had suggested a 'call to action'. We need to understand together what is the role of the local authority? What do we do directly? What do we commission? What's the role of the voluntary sector? Someone at the Henbury meeting had wanted to offer their skills – how can we make the most of volunteers? • Chair – we have lots of questions about cuts. Question to the audience have you got ideas about how we can make savings or suggestions about how we're going to make things better? • Suggestion – Bristol should link up with other 'core cities' (10 biggest cities in England) and send a united message to the Government that the current funding situation can't go on. As Mayor you should keep your promises and say 'I refuse to do this'. Mayor responded by saying the core cities would need to be a really tight united front. If one city is a moaning city the Gov will go elsewhere – to cities who don't moan. We manage our relationship with central government carefully. We are mobilising resources. • Chair to Mayor – It seems its always the most vulnerable who are targeted for cuts. Mayor - Moral arguments don't always win the case. We have to be real and grown up. My loyalty 	

is to Bristol.

Chair to Mayor – Is there any light in the tunnel regarding the cuts. Is it likely the Gov will offer anything?

Mayor – I wouldn't bet my house on it! Gov may help with capital funding for city infrastructure.

Chair – some people have been promoting the idea of an illegal budget.

Cllr Cheney – If we do that we will be taken over by commissioners and lose our role.

Reference was made to instances in history where there have been legal challenges, for example, Clay Cross.

- Understand you can't set an illegal budget but even if you deliver everything that's in the strategy it won't deliver all the savings that are needed and we are storing up real problems. We are one of 10 core cities representing one third of third electorate. If they moved together it would have real impact.
- Mayor – there is a Core Cities gathering in November I will take the message. The autumn statement also presents an opportunity for us to make our case but in the short to medium term we have to deliver. Liverpool City Council are consulting on 10% increase in council tax.
- Big business should contribute more through larger taxes.
- Everyone over 17 should contribute to fire and police services
- Q from the chair – who would be willing to pay more than 1.9% - show of hands. About equal numbers said they would or they weren't sure a smaller number of people said they would not. If we did pay more we would want to be confident that ALL the money raised was spent on the agreed priorities and not the other things. If we agreed social care was important all the money should be spent on this.
- Bristol has the highest number of one parent families. Council Tax system is not based on ability to pay. Many one parent families, for example, would have to pay more leading to more poverty and impact on children.
- The priority needs to be on tackling inequality. It will make us more sustainable as a city.
- The hot potato is the council tax banding and how it was done. How can we make sure the well-off are the people that pay more?
- Chair to the Mayor – What can you do to make sure the poor don't suffer?
Mayor – how can we make decisions together? Schools, Police, Universities, Health Service?
As we make our decisions it's important we don't make them alone but we make collective decisions about the city. We have to be much more coordinated. For example, we (BCC) invest in PCSO's – we need a conversation with the police to make sure they do what's needed.
- Interim Chief Exec, Stephen Hughes - Council tax bands were set in 1991. There hasn't been a re-evaluation since then because half will gain and half will lose – it's a zero sum game. This is all controlled by central Government.
- People may live in expensive homes but do not have high incomes. For example many older people may have lived in the same property for a long, long time. The value of the house will have gone up significantly but it is not a reflection of the ability to pay. Asset rich but cash poor. You could have a household where there are four adults all earning good wages – they would pay the same as someone living alone. The council tax system does not account for this. It is not fit for purpose and is completely unfair.
- In Brislington you can't park. There are so many cars. I am new to the area but in other cities they all have parking schemes. Could you do more about parking and permits?
Mayor – we said we would not introduce any more parking schemes unless it was specifically requested. We are also reviewing some.
There are brutal cuts being proposed – could we not raise money through parking permits? It would also help the environment which is also a concern.
Barra Mac Ruairi, Strategic Director Place – We can raise revenue through parking permits but the money would go into highways and transport. It cannot be used as a general income stream.
- Chair – we are going to close the meeting soon. We have had lots of questions and they are all similar in that they are all expressing concern about particular groups of people and the impact on

them. There is a great deal of concern. To the Mayor – what safe-guards can you put in place rather than putting the question back to the people?

Mayor – sometimes it's about what's the least worst option.

Chair – doesn't the council have statutory responsibilities?

Mayor – Yes making sure we align around these responsibilities is crucial.

Information collected from attendees prior to event:

Which part of Bristol's five year plan would you most like to see discussed at this event?

- Health and Social Care
- Social care, and transport
- The effect this will have on our communities (x2)
- The Increase in Council Tax and its Guaranteed Uses.
- People
- Knowle, Hengrove and Whitchurch
- Well-being, Volunteering, education,
- Reduction in Lollipop People
- All
- Neighbourhoods, people, homes, health and wellbeing
- Nothing in particular but the overall impact on the poorest and most vulnerable citizens. I would like to ask the mayor if he is confident that the consultation has been designed to be accessible and reach all citizens so that they understand what is happening and have their say?
- People Place and Homes
- The purpose of my attending is to find out the implications across the board

Do you have any suggestions or ideas for how you think the Budget gap could be solved?

- Doing away with events like make Sunday Special. Only having one Councillor for each ward (x2)
- Not really except the raising of the Council Tax (x2)
- Business rates to be increased by proportion - what I mean here the bigger the company the rise to be more increased.
- It would be a false economy to cut services that promote independence (e.g. meals-on-wheels) because the costs of the consequences otherwise would be much higher (carehome costs etc).
- Everyone over 18 should contribute towards council tax or at least police and fire service
- Mentoring, Volunteers, neighbourhood forum, working groups with interested parties, good partnerships
- Lower or abolish allowances paid for 70 people
- Stop giving large payouts to people who fail at their jobs!
- Join forces with other core cities to make the case to government to rethink short term savings which shore up huge costs further down the line.
- Campaigning to the government to stop these cuts by highlighting the unfairness and inequality that will result.
- Explore community house building on local authority sites that are too small for large commercial construction companies to be interested in building homes on. Creating income for BCC and solving housing shortages with community input. Models exist in Lawrence Weston.
- My guess is that ideas to remedy the dire situation are pretty much exhausted

Would you ever consider volunteering to help support a local service?

Yes: 7

Possibly: 1
No: 2
I do already: 4

Voluntary Community Sector Event, 1st December 2016

Location: City Hall	Date: 1 st December 2016
Number in attendance: 35 from VCS (via VOSCUR)	
<p>Summary of key messages</p> <p>A number of common themes emerged from the table discussions to support better future outcomes between the Council and VCS priorities. These were:</p> <ul style="list-style-type: none"> • The need for a good overarching strategy that can help us co-ordinate and move forward together, underpinned by clear, simple communications and systems. • Collectively supporting a culture change that enables and empowers people, through effective collaboration that sees people as assets, enables shared knowledge across all sectors and a supports responsive, agile and flexible approach. <p>Collective key priorities from each table</p> <ul style="list-style-type: none"> • Facilitating culture change and trust to enable open adult discussions across partners • Cut bureaucracy and work in a simpler and clearer and non-prescriptive way to free up people's limited resources so they can be focused on the right things. (Enabling Council) • Capitalising upon knowledge and skills across all sectors (VCS/ Business/ Public sector), including peer support and better leveraging of finance to deliver improved outcomes. • Collaboration • Change mindset – challenge communities involved • Empowering people • Working with business sector to help them contribute something more than business rates and employment • Using commissioning/procurement to require larger bidders to involve smaller orgs = maximise social value • More communication and transparency: <ul style="list-style-type: none"> ○ Single message from the council ○ Getting the message out to the public ○ Better sharing of learning, e.g. from procurement exercises • Empower people and organisations to find solutions, e.g.: <ul style="list-style-type: none"> ○ To co-locate or collaborate (among vol. orgs or with the council) ○ Creating a shares intelligence, that is accessible and relevant • Create a clear strategy that co-ordinates activity and moves us forward • Good business planning <ul style="list-style-type: none"> ○ Despite their social aims, VCS need rock solid business support and development, just the same as the private sector. Also; blended funded streams, LA grants, social investment. • Enabling collaboration <ul style="list-style-type: none"> ○ Understanding what good collaboration looks like, not forcing small organisations to become a single organisation unnecessarily • Delivery of early intervention <ul style="list-style-type: none"> ○ Understanding that the VCS plays a vital role in supporting work in the statutory sector, including avoiding the need for more statutory response. • Communications <ul style="list-style-type: none"> ○ the Council needs to take a lead on this, enabling and leading better information flows, sharing knowledge • Income generation 	

- let's see people as assets not liabilities
- Responsiveness, agility and flexibility
 - as well as listening to communities and the VCSE sector, we need to also act on what they say. Not just on their needs/asks but opportunities too.

Main report

Following a series of presentations from both the Council and Voluntary and Community sector there were some initial **questions raised**. Questions and responses below

- ***Does the council have a citywide fundraising strategy?***
 - A targeted approach is key
 - But LA hands are tied, aside from EU funds that are dwindling
 - LA cannot fundraise the way voluntary sector can
 - Council will support the fundraising process
 - City needs a clear vision, to take a judgement on priorities
 - We also need to consider revenue-raising options
 - Important to bring together LA, NHS, Police, Business – get on the front foot
- ***There is an absence of investment in the council-owned buildings that many VCS organisations occupy. We are told there is no money, but then we see large sums being dished out centrally to larger orgs. How do you justify that and what is your strategic plan for the property portfolio?***
 - We need to support the high profile organisations, but have struggled with some of the decisions around this.
 - We made it clear when funds were allocated that we expected to see work was inclusive and steps taken to ensure benefits in all parts of the city
 - We are looking at what we can do to rationalise properties
 - We should consider asset transfer to community and voluntary organisations with possibility of a dowry to help with maintenance where possible – Note - This is something to be discussed, not in action yet
- ***There is often a 'jigsaw puzzle of funding from different sources. Having BCC funding as one of the pieces (even if modest) can often help 'unlock' other funds and increase overall funds***
 - Example given of St George's Partnership where an initial investment was made to help leverage other funds – overall fundraising result was positive
 - External providers are coming to terms with the fact the world is not where it used to be, they need to get aligned
 - Debate needs to shift from 'save our libraries' to 'how can we share services under one roof?'
- ***A lot of work goes into attracting people to live and work in the city. What steps are being taken to ensure they don't only head to Clifton, Redland or similar? And that all parts of the city benefit?***
 - We are a city with a financial burden and that includes the large student numbers – 45,000+ - Due to fact no council tax can be charged we are effectively losing out on millions
 - Not just student population effecting dynamics – childhood population increasing
 - Business is key too and it's not just about property and council tax
 - As a city we must become self-funding, attracting business is key to this
- ***There has been quite a bit of talk about this 'shift' in the way people think about their role in the city, challenging previous perceptions of the council perhaps. What is the council's strategy for winning hearts and minds?***
 - Reference made to upcoming presentation on Three Tier plus model: Help to help yourself, help when you need it, help to live your life and proactive help, underpinned by right skills, right people

and safeguarding.

- Discussion around the Clean Streets campaign and the fact there is a 4 year strategy for how that campaign can work – but not an easy challenge
- Something that will take a city-wide effort, including work with VCS, faith groups, business etc

Following this each table held facilitated group discussions focused around the following areas of questioning:

- **Why** are we (as VCSE/Public sector organisations) providing our services?
- **What** are we trying to achieve?
- **How** are we currently doing this?
 - What capacity is there?
 - Are we focused on the right things? (addressing needs/managing (down) demands)
 - How can we build capacity?
 - What is the potential for efficiency savings in your organisation?
 - What is the potential for collaboration or sharing resources with others?
 - What is the potential for generating an income from your service?
 - What are the barriers to achieving any of these?
 - How could the Council and Voscur support co-production?
 - What else do we need to think about?

Feedback

Table 1, Facilitator – Deborah

3 key priorities

- Facilitating culture change and trust to enable open adult discussions across partners
- Cut bureaucracy and work in a simpler and clearer and non-prescriptive way to free up people's limited resources so they can be focused on the right things. (Enabling Council)
- Capitalising upon knowledge and skills across all sectors (VCS/ Business/ Public sector), including peer support and better leveraging of finance to deliver improved outcomes.

Key points from discussion

Why providing services and what trying to achieve?

- Supporting vulnerable groups
- Ensuring inequalities in our city don't get worse, rather seek to address and improve them

How are we currently doing this?

- Working together across diverse city

Current barriers

- Council needs to not work top down and needs to 'let go' more. Enabling role important.
- Current prospectus application/infrastructure grant application too lengthy prescriptive. Disproportionate and more complex than many other grant applications and takes unnecessary time to complete, esp for smaller VCS orgs. Needs to be simplified.

Building capacity

- **Collaborative leadership**
 - Trust very important
 - Need to target services in the right way
 - E.g. around community assets and functional services

- Needs a change of mindset. A focus on what trying to collectively achieve – bringing people together
 - Enabling through peer support too.
 - Recognise the existing knowledge and skills in VCS sector; but need to be able to build resilience/capacity across sector.
 - Leadership for sector needs to be clearer (including at the Council) – with more equal voice.
 - Analysis of what done and opportunities
 - Discussion around whether jointly need to force people to work together where relevant – e.g. around community buildings
 - Dowrie with assets could be very helpful to unlock opportunities
- **Prevention and early intervention**
 - Capacity, time and culture important
 - Skills sets – brokering conversations, pro-bono support from different orgs.
 - **Commissioning/Funding models**
 - If solution is large contracts, need support to tender for that.
 - VCS sector needs support and time to build consortium bids and partnership building to respond to larger contract opportunities
 - Commissioning knowledge amongst Council managers needs to be improved, where Managers now doing it for themselves, lack of knowledge undoes good practice and progress made with central commissioning and procurement team.
 - Encourage/build new ways of funding models; e.g. the new local investment group – Bristol and Bath Regional Capital
 - Also need to be able to unlock match funding with other sponsors.
 - A commissioning and procurement group could help with elements of above
 - **Business sector support**
 - Financial and service provision advice
 - Build into good networks and models – e.g. Social Enterprise U.K.

Table 2 – Facilitator – Ruth

Key points from discussion (*points in bold top 3 priorities*)

- Energy
- **Collaboration:**
 - Communication
 - Encourage within building
- Build relationships time take
- Be more open
- **Change mindset – challenge communities involved**
- Campaigning
- Proactive
- Volunteering?
 - A different word? Sell?
 - More positive aspects
 - Personal achievement
 - Networks – local activity
 - Rather be part of sorting out
- ‘Council thing’ Neighbourhood partnership
- Organisations – share expertise
- Know own area – leads to partnership working
 - Community navigators

Empowering people

- Network meetings?
 - Council, Voscur, Neighbourhood groups
- Mobilise
- Open outward looking
- Ask people
 - Specific small tasks
- Invite events
- Community navigators – work with other non VCS orgs
- Neighbourliness
- Business skills – plans
- Fundraising advice
- Premises – leases – protection for community
- Marketing
- Support
- Secondments from businesses
 - Skills
 - Benefits to them
- Unsung volunteers
-

Table 3 – Facilitator – Mark

Key Priorities

- 1) Working with business sector to help them contribute something more than business rates and employment
- 2) Using commissioning/procurement to require larger bidders to involve smaller orgs = maximise social value

Role of business in the life of the city

- Do they see themselves as part of it?
- Businesses' contribution to the city is not just about incoming business rates or employment – they could contribute more.
 - Suggestion: make a more ambitious ask of the business sector. Examples:
 - BCC push back to businesses to offer more than 1 or 2 days of volunteering – good corporate partnerships take time; VCSE organisations need more longer-term and meaningful intervention
 - Some things needed by Bristol's VCSE organisations that business could contribute: skills; advisors; board members; support to be more entrepreneurial; support to maximise the potential of Community Asset Transfer properties.
 - Suggestion: make a new Business-VCSE Sector Compact that set out the city vision for such partnership working.
 - Suggestion: that BCC does brokerage with big businesses for support to VCSE sector to decrease costs. Example: Tesco, Eastville offers free meeting room/

Social Value

- Social Value represents potential but that is yet to be seen. We think it could be a tool to ensure that
- Suggestion: use Social Value to require bidders (including business sector) to work well with the VCSE sector (other those that delivery the most useful Social Value).
 - Suggestion: there needs to be a shift to 'what social value can help us achieve?' away from the current thinking 'we need to meet the social value act's requirements'.
 - Suggestion: VCSE needs to be better at 'selling' or offering its Social Value to bidders – to achieve charitable aims + help bidders win contracts + help city achieve Social Value.

The inclusion of VCSE providers in the delivery of public service contracts will serve the community (by maximising the effectiveness of public funds) and strengthen links between VCSE organisations and

contract holders (predominantly business sector). In turn, that will mean VCSE organisations are more sustainable and less reliant on grant funding.

Buildings Strategy

- What is it?
- Is there a strategic approach?
- A dowry for capital improvements is a good idea and will help some VCSE organisations manage assets
- Is the strategy just to push out properties for community organisations to manage?

Corporate Strategy

- Is it really a strategy? More like a plan to manage a cuts programme.
- Be realistic – if it's the case that there won't be as many youth centres, say that out loud and we can work out how best to spread them across the city. we can work out which buildings aren't needed, sell them and put the money into future provision

Large and small

- Larger providers win more contracts than smaller organisations – because contracts are large and smaller organisations have limited capacity/familiarity with commissioning/procurement processes
- BCC could do more to encourage bidders/contract-holders to work well with smaller organisations
- Could there be an onus (requirement) on larger organisations to support smaller organisations?
 - Suggestion: this could be done through commissioning/procurement in requirements to sub-contract, offer buddying, offer free space. Include a mechanism (social value?) that recognises that the involvement/support to a small community organisations is valuable.
 - Suggestion: this could be a requirement in Community Asset Transfer processes.
- There would also be a requirement for smaller organisations to be proactive and make relationships happen – it can't just be down to the big players
- VCSE organisations could merge, share buildings or work better together e.g. sharing back-office functions

VCS Grants Prospectus

- Are too many organisations expecting a golden goose to lay its egg (aka expecting funding because they've always had it? Or, expecting to be rescued with funding if prospectus application is unsuccessful?)

Table 4 – Facilitators - Sarah/Katie

Three priorities:

1 – More communication and transparency:

- Single message from the council
- Getting the message out to the public
- Better sharing of learning, eg from procurement exercises

2 – Empower people and organisations to find solutions, eg:

- To co-locate or collaborate (among vol. orgs or with the council)
- Creating a shares intelligence, that is accessible and relevant

3 – Create a clear strategy that co-ordinates activity and moves us forward

Key points from discussion

Discussed shaping the voluntary section –what does that actually mean?

Concerns there is a disconnect between the voluntary section and BCC

How will engagement work?

Potential enablers:

- Co-ordinated approach
- Single message from the council (differing message from individuals or different sections)
- Make it clearer what part VSC can play
- Establish a strategy or strategic themes. Visible strategy on how we can work together (as a genuine partnership) plus more share good examples (eg Swindon, co-location of support services)
- For voluntary orgs up to a fifth of budget can go on property, LA often offer worse properties and sell something on open market that could be more suitable. More co-ordinated approach
- More co-location eg in community centres
- Co-design, commitments of time and money
- Agreeing a shared language for key messages

VSC sector should lead producing strategy/strategic themes, identifying key messages. Potential to work through other structures, eg Neighbourhood Partnership

Table 5 – Facilitator - Helen

Three key priorities;

- 1) Good business planning (Despite their social aims, VCS need rock solid business support and development, just the same as the private sector. Also; blended funded streams, LA grants, social investment).
- 2) Enabling collaboration (Understanding what good collaboration looks like, not forcing small organisations to become a single organisation unnecessarily)
- 3) Delivery of early intervention (Understanding that the VCS plays a vital role in supporting work in the statutory sector, including avoiding the need for more statutory response).

Early intervention

- Group is supportive of this approach, as it saves money, is better for individuals, is more sustainable than just responding to 'acute' needs, however, it does require a different workforce, with different skills (e.g. coaching skills to work with people in an empowering way, to help them play a role in solving their own problems).

Pump priming innovative solutions

- Discussion around how the council should use funds to pump-prime innovative solutions (e.g. use social impact bonds. Essex County Council has used these successfully, Council's Chief Finance Officer Denise has experience there – Action – Denise to connect with Charlie White).

Asset transfer

- The Council needs to recognise that the challenges of running an asset will be passed along with it. More than a dowry, there needs to be support to develop an appropriate business plan to show a long-term sustainable future.
- Important to simplify the Governance arrangements
- Commercial elements to running the asset are vital to an ongoing success; e.g. the paid-for services finance the free services.

Collaboration

- Challenge: are there too many competing individual organisations in the VCSE? Could solve this with mature collaborations (e.g. retaining individual identity, but sharing back office costs). The risk of mergers is that you kill off those grass root advantages like reach.
- Question, despite not contributing financially, is it still useful for the council to be part of a collaboration (e.g. to provide advice, links with others, sharing best practice etc).
- Successful collaborations flush out their disagreements at the outset (joint venture agreements),

VOSCUR could provide support at the early stages of collaboration to help groups agree their high level aims.

Commissioning

- Challenges of grants being made to collaborative bids... the larger, flashier, national level organisations win the bids (and don't always divvy up the funding to smaller organisations as promised) or, grassroots organisations just lose out on getting the contracts.
- Solution: More council support to enable small charities to bid together / recognition built into the application process that smaller charities don't employ large fundraising teams / recognition of the social value in locally-based grassroots organisations.

Table 6 – Facilitator - David

Top 3 priorities

1. **Communications** - the Council needs to take a lead on this, enabling and leading better information flows, sharing knowledge
2. **Income generation** - let's see people as assets not liabilities
3. **Responsiveness, agility and flexibility** - as well as listening to communities and the VCSE sector, we need to also act on what they say. Not just on their needs/asks but opportunities too.

General notes:

- The Council needs to be a city enabler, but also to understand that not all services can be provided by the VCSE sector and especially not all by volunteers.
- The VCSE sector understands the changing circumstances - but what is the council doing to set the tone as an enabler? How is the council changing - it needs to become more evidence-led, and to lead more proactively on communications.
- A sense of leadership is missing - there is consultation fatigue, we don't need more listening to know where is most deprived. Let's be more loud about what we are actually going to do, and what is already out there. Comms needs to be better and better funded to get the word out - this would also help to limit duplication. There are valuable approaches that cost nothing- eg. word of mouth is your best comms tool.
- There is a poverty of information about the services out there - information needs to be inclusive.
- BCC needs to be clearer about its role - what else is changing apart from less money.
- A less siloed approach is key - for example at the moment public health and the VCSE sector don't work together closely enough. At BCC too - eg. in People and Neighbourhoods - these cover the same citizens.
- Volunteer management is key and support around that would help - this needs not just to be a box ticking exercise.
- A strategic and evidence-led approach to cutting services is needed - not just based on who shouts loudest - a good test of this is whether Redland Library is still funded in a year's time!
- Strongly support the conversion of libraries to community hubs
- The Corporate Strategy implies people are liabilities not assets; talking too much about demand and not enough about opportunities
- How will the council grow inward investment, business rates and generate income? Not enough in Corporate Strategy. Let's also exploit the opportunities presented by tourism and the city's students - who are desperate for well coordinated volunteering opportunities.
- Equality around the city is key - we need to ensure people in all parts of the city are engaged.
- BCC needs to help all VCSE organisations to work better together - this is an ongoing, long-term process,
- A focus on community-led or Urban Parish approaches risks exaggerating inequalities - some communities are much more asset and social capital rich than others. Not all areas 'feel' the impact of the council equally. Let's get communities working together - eg. Hartcliffe and Clifton teaming up.
- BCC should explore and communicate best practice from other cities - Core Cities but also

internationally (Mexico City and La Paz have done innovative work)- this challenge is not unique.
-We need a targeted approach to building communities - look at the example of Hillfields.

Equalities Event, 18th November 2016

Location: City Hall	Date: 18th November 2016
Number in attendance: 50	
<p>Q: The Council is both a provider and a commissioner, but in a time of very limited budgets, the council needs to rely more on its role as enabler. How can the council best enable other agencies and organisations in the city to work together to tackle inequality?</p>	
<p>Information exchange / coordination</p>	
<p>Alan Dyte, BPAC: You're looking to the communities to help you with ideas and take on some of the roles you would have done, so communities need to know what needs to be done. We need to all sing from the same hymn sheet, we need a common task to do. There isn't a fluid exchange of information around the city - every group working here does well but doesn't know what other groups are doing. They all need to work together.</p>	
<p>Mineira (sp?), Wellspring Healthy Living Centre: Some organisations are ready, but there are real issues on volsec funding. But it's also about more than resources. Most of us have less money and won't have the support they used to from the council - it's about public, private, volsec working together collaboratively. This is a very different way of working and there needs to be capacity building to allow that to happen.</p>	
<p>Harriet Lupton, Action on Hearing Loss, HISS - There needs to be a central council facilitated knowledge exchange on what groups are working in the city and to link them together, a searchable database - someone with IT skills, Bristol knowhow, one place to go for organisations providing services. I'm not thinking about funding but coordination, advertising need and services, volunteers etc. That should be the council role, not necessarily giving pots of money - and it should be an ongoing role.</p>	
<p>Working with business / identifying new sources of funding and resources</p>	
<p>Annie Oliver, SPAN: In terms of business support, could there be a scheme for businesses to choose what they fund. Could Merchant Venturers or other business communities be approached?</p>	
<p>Cheryl Morgan, LGBT Bristol: When you move from council to business as a source of funding, there are differences. In the LGBT community, business provides a lot of funding, but they are focussed primarily on gay men, and to a certain extent lesbians - and primarily the younger party crowd. Business will only fund work that benefits their customer base - this makes it difficult to do all the work needed on less commercially popular parts. Neighbourly is a marketplace for volsec orgs looking for money or skills from businesses. Can the Council get together with them, and approve or badge volsec projects - giving extra incentive to business. It's a marketing exercise, we need to give them a reason to back us.</p>	
<p>Richard, Logos House - Salvation Army: In terms of money, time, volunteers, buildings - can faith groups be utilised. They may not always be appropriate but sometimes have resources that should be used.</p>	
<p>Stephen Dolby, West of England Centre for Inclusive Learning: A lot of charities have run out of money - and are trying to do more for less when they are already out of cash. Some are working with only 2 months of funding left. It is going to be difficult. So what are we doing about budget problems? We need to work on business development and how to get funding in - thinking like a corporate.</p>	
<p>Alice Cranston, Inclusive Play Project: Corporate sponsorship - can the council support volsec to do</p>	

corporate fundraising. Funders usually won't replace previously statutory funding. That can be a massive barrier - can the council support groups about who they can approach on this.

Community hubs / opening up premises

Anne James, BCC: The Council are looking at community hubs in disadvantaged communities to provide early intervention work. How can communities of interest ensure geographically based hubs meet their needs?

Kay Libby, BCC: Given resource restrictions for the budget, we're looking at how we can work better across sectors and share resources. Eg. with library services - we have buildings across the city that could be used, sharing buildings instead of dedicated ones. Community and children's centres too - using these more creatively together.

Paul Hudson, St Mungos: When B&NES cut their health budget dramatically - we were commissioned to set up peer support groups - and we were able to train people to build up their skills and deliver peer support and pass on that learning - but premises was a major problem. Training is easy to pass on, but premises aren't.

Helena Thompson, Talking Money: If children's' centres had a coordinated approach, eg .one late night a week each, advertised for volsec booking, to keep the cost down. There are great spaces in the city that are closed after 3.30pm and at weekends.

David Melling, Centre for Deaf and Hard of Hearing Bristol: When Somerset set up community hubs, they weren't accessible to people with hearing loss or visual impairments, or wheelchair users. Mobile hubs were more effective at this. Community hubs need to be accessible, and that includes sometime being available in the day ,not just evening.

City Office

Valerie Emmott, UWE Bristol: What is the council doing with the City Office? Are we missing a trick if we're not tying up volsec to organisations with more resources.

Mona(?), Bristol Somali Forum: As far as I'm aware the Somali community has not been involved. We can take information further out there.

Mayor of Bristol: There will be 6-monthly City Gatherings - we can ensure people are invited to these.

What would/do you value most from the Council?

Valerie Emmott, UWE Bristol: Work supporting the Equalities Forums, and also events such as Black History Month, LGBT History Month etc. We hope the Council can continue to market these.

Ruby Lloyd-Shogbesan, Full Circle Youth Project St Pauls: The Community Asset Transfer Scheme is very important.

Mineira (sp?), Wellspring Healthy Living Centre: Information on who's doing what, who has what role. Voscur's services are not clear, what are they providing. Then we can look at overlaps and gaps.

Alan Dyte, BPAC: More information put out by Neighbourhood Partnerships - they do a lot but nobody is aware of it.

What would be your single top priority for the Corporate Strategy:

Mona(?), Bristol Somali Forum: Not cutting off dedicated services - eg. 1-1 support for disabled children.

Christine, Bristol Music Trust: Education and early intervention for young people.

Cheryl Morgan, LGBT Bristol: For the Council not to support events which support hate against minority groups - as they do currently.

Richard, Logos House - Salvation Army: The overlap between street homelessness and mental health problems - and also the need to tap into faith community resources.

Paul Hudson, St Mungos - Local communities have huge resources - how do we tap into that and enable them to support themselves.

Helena Thompson, Talking Money: At Talking Money we leverage in 94% of our money from sources other than the Council. We also employ 35 people, bringing money back into the community. But the Council monitoring for a small amount of money is intensive and we don't think it is effective - streamline this please.

Charlene Lawrence, Voscur: Making clear what services we offer and that people are aware of them.

Jessica Wilde, Unseen: We need a clearer question of, as a charity, what you need from us? Are there examples of good practice in working with Councils - what steps could we take that would benefit you.

Alan Dyte, BPAC: We don't know what we're all doing and where - disabled people need services but don't know how to find them. The council doesn't do enough to advertise and signpost.

Annie Oliver, SPAN: Providing holistic, partnership-based support to vulnerable people. This will deliver health and criminal justice savings, stopping people getting into a revolving door.

Stephen Dolby, West of England Centre for Inclusive Learning: We want all the orgs to work together - focussed on the person not their specific issue.

Mineira (sp?), Wellspring Healthy Living Centre: The council is a commissioner and enabler, but so too are others, for example the health service, who have lots more money. We need those other organisations to collaborate at that level, and for those to work with volsec and equalities communities too.

David Melling, Centre for Deaf: Making sure equality means equality. Some groups are left out if they 'don't fit', including the hearing impaired community. Make sure information is accessible.

Ruby Lloyd-Shogbesan, Full Circle Youth Project St Pauls: The Mayor himself attended our service as a young person - look at our legacy, and SROI, reporting and monitoring. Shared training opportunities. BME engagement should also be centralised.

Alice Cranston, Inclusive Play Project: If the council is moving to enable volsec, they should enable groups to replace their funding. Equalities will go out the window without that money - we need a way to bridge that.

Barry, BCC: What can the volsec do instead of the council? There needs to be a reality check within the Council - that volsec does not necessarily mean cheaper, and we need to be aware of the economics and not just assume the volsec can do work for free.

Table 1 Question – What are your views on the proposed budget? If there is a budget proposal which you do not like, what other budget proposal would you recommend should go in its place to create the overall saving?

Introductions – people introduced themselves around the room

Query about Local Crisis and Prevention Fund – is Discretionary Housing Payment included in the proposals? – It was noted that it was not intended to be included, but this will be clarified. *(In response to this query - DHP is a separate fund from the LCPF and is directly funded by the government. Therefore the budget proposals re LCPF do not include DHP. However, we are expecting the DHP pot to reduce this year and it was always the government's intention that it would decrease over time but we will not know until January/February time what the new amount is.)*

How many responses to Corporate Plan consultation? – Approximately 550 responses so far (as of 22nd November).

There was not much in the proposals relating to, or allowing comment on, Executive pay – what about recent payoffs for senior staff? What savings could be made by reducing/removing senior management? It was noted that removing the top three tiers of management would result in a saving of around £3m. Reducing just the top tier would produce savings of approximately £1m. It would be possible to do away with the Chief Executive, but the Council would still require some senior management structure. It was also noted that the budget proposals did not go into detail about the internal restructure going on within the Council. The Council itself is currently looking to save £29 million by re-organising how it operates.

Housing developers have not delivered on affordable housing – need to be held to account when they do not deliver on affordable housing in their developments, i.e. Council has to follow its own rules more closely in dealing with developers. It was suggested that planning permission could be taken away from developers who do not deliver – but it was also pointed out that this approach would not deliver any houses. There was some discussion on the possibility of compulsory purchase on land where the developer had not fulfilled their commitments to affordable housing. It was noted that this would not necessarily be possible and would often result in long protracted legal cases which may ultimately find in favour of the developer. The proposed Housing Company would be less reliant on developers to deliver affordable housing using the Council's own land. It was noted that there are some 500 Council houses currently standing empty while housing maintenance budget was being cut.

The future of Social care was highlighted– linked to zero hours contracts and minimum wage issues raised by the Mayor. It was suggested that the Council look to a not for profit organisation to deliver such services. The Unions have not been that comfortable in the past with co-operatives but perhaps the issue needs to be considered again. It was noted that much of home care services are currently externalised rather than –in-house.

Concerns were raised over Sheltered Housing providers not having enough money for activities, leading to potential social isolation for residents. It was noted that in light of budget reductions at both national and local government levels, the state will not be able to continue to support many such services, and there would be a need to see what could be done to activate the local community to help out more.

It was noted that there were a number of barriers to individuals helping out more – how many members of the community would have accessible vehicles to take people out for example. Also many cuts were being made to community transport services (dial a ride, carer support for transport etc.). The Department of Work and Pensions are also putting people off volunteering due to the burdensome regulations they have in place for people to be constantly active in seeking paid employment. It was agreed that there needs to be a discussion with the DWP about their approach, in order for them to grant more recognition to time given over to volunteering.

The government and local government are putting more emphasis on the voluntary and community sector at the same time the VCS budgets are being cut. It was suggested that for a number of people there needs to be some incentive to volunteering, even if only lunch vouchers were provided.

There was some discussion over capacity/opportunities for volunteering. It was asked whether any work been done to map the voluntary and community sector and its capacity to deliver some of these services? What is known about the capacity within the city for people to volunteer?

There was some discussion over the budget and what aspects the Council directly controls. There are large sections of the budget where local government administers funding on behalf of central government but has no direct control over that money (housing benefit for example).

It was noted that protecting services for women should be a priority – if targeting domestic violence. It was suggested that gender mainstreaming has not been considered overall in the proposals being put forward. Indeed, there needs to be a proper equalities impact assessment undertaken across the range of proposals. This was agreed. It was noted that the proposals had been pulled together in a matter of weeks and some aspects of the proposals were more developed than others in terms of their equalities impact – the proposals at present are still draft.

It was noted that there was often a disproportionate emphasis on the arts section of voluntary and community sector. There was a need to look at the VCS more broadly to examine how potential cuts to VCS are apportioned.

It was suggested that the Council consider such options as a Hotel/Tourism tax to raise additional funds. It was noted that while local hotels were open to the levy of an additional charge, the national chain hotels were against any form of additional taxation.

There was some discussion of the proposal to 'Review Early Help Services (including family support)'. Any proposed cuts will take away from the emphasis on prevention. It is through the work on intervention and prevention services that can prevent children subsequently going into care. The early intervention team were good at preventing issues arising that may prove to be more costly to deal with later.

An LGBT Bristol representative also highlighted the importance of early intervention, noting a 2013 study by the University of Bristol on the Social Return on Investment provided by LGBT Bristol, a charity which challenges homophobia and transphobia in Bristol and the wider community. It was noted that there was a great deal of concern within LGBT communities about cutting funding to smaller charities. All of the forums continue to apply for funding outside Bristol, but is often not enough. Also work with statutory agencies to support LGBT communities.

It was recognised that early intervention is key to prevent potentially more costly crisis further down the line – but the benefit is not always immediate and the Council still has to deal with the crisis. Where would the cuts be if additional investment was made in early intervention services?

It was noted that there was a need to put capacity into VCS organisations in order to produce more volunteers – people who have the capacity to deliver some of these services. The Council's Chief Executive was open to discussion for how the VCS can contribute and how can the Council develop these services along with the VCS. It was recognised that any such discussions needed to focus on actual propositions.

It was queried whether landlord licensing was a citywide initiative. The Council is working within its powers, as a starting point it is currently focusing on parts of the city with the most private rented properties.

It was suggested that it would be better to undertake budget consultation before specific measures were

drawn up. It was also suggested that an equalities impact assessment was undertaken before proposals are drafted, rather than afterwards. It was noted that this was part of an ongoing conversation (the proposals are still draft) and that the timescale to produce this information is very short. The proposals also have to take account the 300 or so commitments given in the Mayor's manifesto. Some of the proposals have looked in detail at the equalities impact, others less so. Due to the time constraints, it was felt that it was important to get the draft proposals out in the public domain in order to promote discussion. This is the starting point for a delivering the mayoral pledges within a deliverable budget.

It was noted that Bristol is a divided city- very wealthy in parts, but deprived in others. Poorer people are hit disproportionately by proposed cuts. What scope is there for example to get big businesses and wealthy landlords to contribute more? It was noted that in terms of Business rates, the Council does not set the rate for business rates, that is decided by central government. Nor does the Council have the power to raise VAT or income tax.

It was noted that one of the reasons that poorer people were hit harder by Council cuts than others was that the Council tended to provide more services to poorer people. A few services, such as bin collection, were universal, but in general wealthier people tended to use fewer Council services.

There was some discussion about Council tax discount. It was noted that Council tax discount for disabled people is income related. It was also noted that poorer people do not always get the educational opportunities they need and need more advice/support. It was noted that there were budget proposals relating to Information Advice and Guidance (IAG) services - bringing all such services together as one approach, doing it more efficiently and helping people get better information online as the first port of call. It was noted that poorer people tended to have less access to the internet, which was why services such as libraries were so important. Nobody benefits if people are excluded from their community.

It was felt that Local Crisis and Prevention Fund was very important, and that that it should not be cut. Similar concerns were raised over 'Recommissioning Homelessness Support Services and services for Adults and Families'. It was noted that the end of a shorthold tenancy common cause of homelessness, and that cuts to homelessness service provision should be resisted.

Concerns were also expressed over cuts to transport, particularly community transport. People losing access to motability vehicles when they are already disadvantaged by public transport, impacts on their personalisation plans for social care. The proposals related to transport did not seem to be integrated at all when seen in light of the personalisation agenda advocated in relation to adult social care.

In terms of parking charges it was noted that the current approach in RPZs should be turned on its head – ie. people who were not parking outside of their own home should be charged instead – this would still generate revenue for the Council. It was also suggested that people should have to pay to come into the city – a congestion charge.

Time was running out so people were thanked for their contributions. It was noted that Neighbourhood Partnerships are also holding consultation events on budget issues so additional feedback can also be submitted through them.

Trickle Down economics does not work. We need to connect people to people, people who have jobs and people to opportunities. How can agencies and organisations in the city work together to ensure everyone benefits from economic development?

General conversation (including the Mayor for part)

There is a generally held idea that as a city becomes wealthier, that wealth benefits all citizens, but in fact it creates a more unequal society

Equality Trust – spirit level – where there is economic inequality it is bad for everyone. Needs to be a fair

wage city with all employers otherwise we will never achieve equality

Economy – traditional sections of wage earners. In fact unpaid caring/domestic work – considerable amount of women who will struggle with poverty in old age

Living wage – Bristol is the 7th worse in terms of output for BME communities and levels of deprivation. The city is doing incredibly well, but too many people are being left behind. Elements- how do you connect opportunities (who you know, experiences etc.); quality of education; job market; poor communities; barriers due to background. What are the challenges for everyone? Economic growth is great, but need to address challenges within it.

Investment – investment in the future. There is a need for more emphasis on roads and buildings.

Education – the investment currently is in schools and needs to be teachers.

Need to consider social infrastructure e.g. Childcare. Poor start starts from very early age and children who have good quality pre-school do a lot better in school than those who don't. It is a forgotten area and is unaffordable for many even with subsidy – not free! Providers were able to make it work by charging for wrap around care/additional hours at a higher cost which subsidised the 'free' provision. All investment and new jobs are going to white men –not women, BME, disabled etc. Mayor – should childcare be on a similar line to transport – part of the infrastructure with the idea of getting every child off to the best start – Marmot idea.

Disability –we have to have similar ways of working across all groups eg issues that apply to BME also apply to disabled people, so need one strategy not different approaches because seen as different. Need to tackle discrimination at source e.g., not being employed due to disability.

St Mungo's have found there are a number of people and businesses who are happy to help their clients through business mentoring, courier services, painting etc. There is a focus on all the things we don't have and in fact we need to think of all the creative solutions there are. Can't rely on council to fund everything and depressing as that is it is the way it is, instead use the big businesses that exist who want to help. What can we get from that source rather than the council. St Mungo's have a very good fundraising team, but they are inundated with offers. There is a need for us (VCS) to work together, but how can we all work together to gain money/resources into the sector.

Work in education – understand the deprivation and destruction of our children. Losing money to train the teachers, giving them something that the government has taken away. Operated on an isolated basis. Short term funding. Inequality with our children, not being given confidence, not giving education of the world around them. What are the areas that can be focussed on to help those that are caught in never ending cycle? Delivering the right teachings and delivering the right economics. In St Pauls and inner city areas – different businesses, but all separate. Need to get together locally and citywide.

Social value – adding this to all contracts BCC awards and possibilities with all companies we have and can set up. How much power does it have e.g. When we get control of business rates – can we charge higher rates that don't have adequate BME representation within the company? Or only work with living wage employers? **Mayor to look into this question.**

Can we do more in a very creative way to do things in a joint way? - childcare infrastructure fund – investor puts in money to develop this. Women's commission are planning to lobby for this. Not missed the boat with Bristol owned companies. Need a vehicle for this to happen – what would this be and how would it work? Could start with temple key investment

When we talk about infrastructure we must talk about older people – caring for older people is a national issue looming on the horizon. Not same infrastructure of women who stay at home to look after children, then are available to look after parents. This has all gone. In Venezuela – paid social care that would enable a whole class of women to work who previously had lived at home.

Need to start thinking about what we want our VCS to look like in 15 years' time – public services etc. to look at what VCS would be. Need to take a Pro-active view on what society would look like. This should have been started about a year ago. The role of the VCS – Businesses are willing to invest, but lack of mechanisms in place to allow this to happen. VCS is currently reliant on public sector. This needs to be something flexible that works with business and moves services forward.

Careful to define what you meant by a volunteers. There are issues with involuntary volunteer eg. carers, or people who chose to volunteer. There are issues with people and business categorizing deserving and undeserving need.

Youth issues – need to support austerity. How can you help different organisations in their process? Go to different business where youth go. For examples organising carnival – asking businesses to support this as Carnival activates loads of business. Support structure to connect businesses and people. For example each business could pay a small fee in investment in carnival for example. Address equality in a people to people way. Doesn't agree with raising taxes, but austerity is a challenge.

Mayor this conversation is about cuts, but we still need to focus on certain things in the city. Trying to identify the issues, what are the actual barriers? E.g. No homeless people on the street, breakfast clubs in primary schools.

Transport/housing – there is a tremendous amount of road work in the city for example loads of issues in St Paul, congestion etc. yet in St Andrews there is nothing. Too many road closures and works happening on the roads. Mayor – there are two key drivers for unemployment – structure of jobs and physical distance/dislocation – ability to get there. Need to start talking about transport as a system – people and opportunity around Bristol. Lack of quality public transport creates issues., so is setting up a focus group to look at transport in the city.

Unemployment - distribution of the jobs are also an issue particularly with women. Disparate pay gap is dependent on where you leave. This applies not just in Bristol, but North somerset as well where the gender pay gap is huge. Also tied in with caring responsibility which is why breakfast clubs and after schools clubs so important. Mayor- there are two pieces of work on gender and race pay.

Abandoned buildings – Issues with the amount of abandoned buildings and access to them. Lots of young people are squatting. Get criminalised because they have no-where to go and play which is a reflection on our society. This includes access to drugs and anti-social behaviour. It feels like people who try to help don't speak to young people in a way they will understand e.g. find a job or I will cut your benefits – confusing and demoralising. Bristol schools – aren't the best at secondary although primary is good. Investment is important. Abandoned buildings – BCC are asking people from the community to go in . St mungo's using guardianships. Asking for more powers for compulsory purchase orders where bought by developers.

Landlords – has a small elite selection of a handful of landlords. Monopoly. If you owned 300 props the % of tax should be higher and inflates the more they own.

Summary of key points:

1. Employers should be fair wages employers and the organisation should be working to the good of all people. This includes access to employment.
2. Wider understanding of what economy means and how individuals can contribute to that e.g. If people have more we can ask more of them?
3. Businesses/very large Corporations –e.g. Temple quarter/arena. How can we support women/or local people (BME) to get the jobs in these?
4. Abandoned buildings – could be addressed. Already lots of work happening
5. Business mapping – there is money in Bristol. Knowing where to find it, who to badger for this etc.

etc. Where is the money and how to access it? mobilise fundraising can ask for donations, but others might do guild sharing

6. Apprenticeships – very much more difficult to access and benefits people who can navigate this easily. This applies with all employment and needs an element of investment. Changing the business environment. (Brexit has had an impact on this). Business rates – could use aggressive taxation.
7. Affordable childcare - Lack of affordable childcare is harming businesses, so they want government to pay for free childcare, but it needs to be provided by businesses themselves. Child carers rely on subsidising of payment of extra care (wrap around) hours which they insist people buy. This will make it unaffordable if they have to provide 30 hours at that rate and the payment for hours is not high enough to enable providers to function.
8. Weighting for business – applications from geographical areas, BME led departments and if not happened there would be consequences. However need to make it work for them as they are citizens too.....some of them are small businesses.
9. Getting communities to develop their own economy. Enterprise and opportunities.
10. SMEs – Matrix as they might need different solutions.
11. Education and early years – 11% of our children go to private schools. Divide started and much more – worse with free schools/academies.
12. Competitive scheme or initiative that benefits the communities to be more socially responsible. Feed their ego and force them to really think about equalities
13. Voluntary or compulsory 'fund' for social responsibility that operates on a citywide basis. Doesn't have to be £ focussed could be time or providing work experience.
14. There is currently no money/fund available for providing access to work funding for work experience unless that is guaranteed to lead to a job. Means disabled people don't have the same opportunities for work experience
15. Setting up a social enterprise e.g. Replicate Petrol station in Gloucester (or service station) that employs local people, disabled people.
16. MR to work on designing inclusivity and diversity. Sense of community is a word, but can this be created by design.

Business Event, 15th December 2016

Number in attendance: 23 business attendees and BCC staff and cabinet members

Solutions-focussed Discussion

- Stephen Hughes: These events and consultation process are not just about the consultation paper, but about what is the nature of the future relationship between business and the city.
- Discretionary services are very valued – so how can we do these together?

Q: Should councils, and businesses concentrate on what they do best, for example should Bristol being setting up an energy company? There are already some socially conscious energy companies, give the level of risk in setting this up should BCC being doing this?

- Marvin Rees: Councils need to rethink what they do and what their purpose is, boundaries between the sectors are blurring (e.g. businesses growing involvement with education, and business skills in the voluntary sector). In the current climate we need to consider how we can generate income and be more entrepreneurial.

Q: Request for clarity regarding the reduction in public sector grant and the impact on business rates and city income levels.

- Stephen Hughes: There is a lot of rhetoric around business rates that doesn't match reality. Although we collect them, there are top ups and tariffs (redistribution by Government) that means under business rates devolution the figures are the same in terms of what receive locally.
- In 2020 when there is 100% devolution of business rates and a review of needs at the same time, we hope we can keep additional business rates locally (as happens through the Enterprise zone deal).
- In essence there may be some flexibility around the edges but HM Treasury still has the controls.

Q: What incentive is there for LAs to encourage growth? At present (up to 2020) we can keep any additional business rates generated.

- Cllr Holland: There are areas where we can keep a proportion of business rates – the enterprise zones. We need business to support us on this. Government have granted permission to raise Council Tax to cover social care, however the extra income generated only covers a small proportion of the growing social care bill.

Q: Small business owners are expecting business rates to increase. There is agreement we need to work together but this concept needs boundaries. Suggested boundary is a commitment not to increase business rates which can seriously impact small businesses. Is there a formula used to anticipate how many small businesses would go out of business at different increase levels?

- Stephen Hughes: As we do not control the rateable value of business premises or the multiple indicator, LAs cannot actually influence business rate levels. If changes are wanted should use business sector representatives to have conversations with Government – every Government so far has put rates up by the maximum allowable. There is a taper so small businesses pay less, and rate relief.
- Lively debate around hardship payments and write-offs – noting that if the council gives hardship relief, equivalent savings will need to come from elsewhere.

Q: Why are we having this conversation, the business community does not bring its problems to the City Council?

- This is an attempt to deal with the reality of the financial situation, and properly engage with and involve business and the whole city.

Q: We need realism; Government is broke, Local Government is broke, we need to create a democracy that is more effective. Suggests possibilities:

- Single tier LA
- Shared services
- Look at spend
- Get back to basics
- Stop expanding

Response: We do work in partnership with neighbouring LAs and have looked to share some services where possible, it can be difficult getting consensus as we face different issues and the scale of the problem is different in Bristol.

- Floor: This is a great opportunity to work in partnership. It's a shame there are not more businesses here to show willingness to engage. Businesses often do not understand the scale of issues faced by the Council and don't always trust the LA. Hopefully events like this start to change this.

Table discussions

Q: What are your priorities for the city?

- Transport investment is essential – especially in South Bristol. Good, regular, and reasonably priced public transport is needed.
 - o The council could raise funds through charging a levy to businesses that provide parking
- Businesses in the city centre must be prioritised over out-of-town developments (such as Cribbs Causeway)
- Clear, open, honest engagement with the city

- Quality of life is key – we must remain a great place to live and work
- Vibrancy and diversity of businesses – especially independents
- A simpler system for tax collection
- A clean and safe environment
- Maximise the opportunities presented by a properly integrated transport authority, the new Combined Authority and Metro Mayor
- Value of investing in employability for young people in particular – adds value
- Set up SME's, apprenticeships, start-up support around city.
- Capital investment by Council would help, but recognise barriers to this; therefore work in partnership across city e.g. people/orgs working on improving/building property to benefit business growth etc. (e.g. Bristol Together)

Q: What challenges or barriers are your business and Bristol facing?

- Transport – in and out of Bristol, but also across the city. Congestion and a lack of good quality, affordable public transport is a major barrier to employment and business success.
 - o Cycling safety – cycling has a huge potential to reduce congestion and improve health but many are still put off by not feeling safe
- There is a huge need for genuinely affordable housing – and not just housing that meets a definition of affordable because it is eg. 80% of market rate. Viability assessments result in too few affordable homes in new developments.
- Labour market: many people are not employment ready, there is a need for upskilling and to raise aspirations, how to connect those not actively seeking work to the opportunities available
- We need to think about how we enhance our city offer to make it more attractive (we have a beautiful city, but need to make more of it in face of competition)
 - o Affordable business rates
 - o Attractive, clean environment (civic pride)
 - o Independent shopping zones (local business initiatives)
 - o Diverse – with more to do than just shop
 - o Cardiff cited as good example of this.
- Too many shop units and residential properties are empty – we need to use property more effectively in the city – be creative with pop-ups, combining with developing skills, start-up support etc.

Q: What can Bristol's businesses do to help support the City Council?

- Sharing knowledge and tech expertise
- Street scene – business will be prepared to invest in local street environments where this will increase footfall – for example with Christmas lights
- Use of third party providers – can we make more/better/more efficient use of these?
- Council engagement with business on culture and sponsorship – can we do this better – look at the success of SS Great Britain in leveraging private sector money. Bristol businesses advertise the attractiveness of Bristol as a place to live – it is fair to ask for their support in maintaining this through eg. investment in culture.
- Bristol bears the financial brunt of the cultural offer in the region, should for example major employers in S. Glos whose employees live and work in Bristol contribute to Bristol's cultural services. Their employees are attracted to the area in part because of Bristol's vibrancy.
- Secondments into/with local business, to gain a full understanding of the opportunities to share.
- Work experience, mentoring, apprenticeships
- Build networks and relationships within and across sectors – e.g. businesses and schools, provide role models.
- Give business the opportunity to do what they do best:
 - o Entrepreneurial approach
 - o Make best use of knowledge and expertise within city. E.g. charitable business HR groups work with on recruitment etc.
 - o Supporting people (in particular young people) through working in partnership

- Utilising young people's ideas through apprenticeships, national citizen service etc to realise new and growing business
- Make business responsible for providing work experience to help people earn an income (reduces welfare spend)

Q: How should the city work to support inclusive growth?

- Improvements in communication – community groups need to be aware of the opportunities out there
- Nurture the mixture of business types and sizes (which also increases resilience)
- Promote positive attitudes and advertise the opportunities available in the city – e.g. one business representative mentioned having met young people from Lawrence Weston who have never been to Bristol City Centre
- Important to recognise in policy the difference in prosperity across the city – in particular North versus South, whilst recognising that many areas in the North are less prosperous too
- Don't let big business dictate their needs to the city – the independence of the city is important
 - Wapping Wharf development cited as good example
 - Council procurement/commissioning to help support this
- Examine LA spend, where we achieve VFM /what works best
- Website 'Fiver' as a model of how to support/commission smaller work packages that give opportunities to SMEs

Summing up

Key issues:

- Transport
- Business Rates
- Housing – affordability of rents and house prices
- Communication –getting a clear message that there are opportunities to more actively network, plus opportunities to consult on specific issues.

Suggestion: BCC could present at one of the Business West breakfasts to continue more focussed discussions on these topics.

Additional feedback from suggestion box:

- Get businesses to provide work experience (pro-rata to their size of employees) – would reduce benefit costs in the long term.
- Look at the services you are paying for when you are funding programmes that are delivering the same (agency fee costs)
- All food for meetings to be banned (catering) when under 5 hours
- Turn the heating down in the Council chamber – save energy

Easton & Lawrence Hill Neighbourhood Forum, 12 December 2016

Location: City Academy, Easton and Lawrence Hill	Date: 12 th December, 6:30-8:30pm
Number of attendees: 22	
<p>Corporate Strategy Consultation meeting Neighbourhood Forums are organised by Up Our Street</p> <p>Setting the scene Ruth Pickersgill, Councillor for Easton Ward introduced the background to the corporate strategy</p>	

consultation. Asher Craig (Cabinet member for Neighbourhoods) and Janet Ditte (Bristol City Council Finance Officer) went through the financial situation faced by BCC and the options being considered and pursued by the council.

Discussions at tables

The meeting divided into different subject areas to discuss the council's proposals in more depth. Notes and ideas recorded:

Transport

- Do BCC have any ability to run profitable bus services so that money can be used to subsidise other routes, as mentioned by the Mayor in his election pledges.
- It was raised that more information about which bus routes are subsidised and which might be at risk would be useful.
- Bus pass holders may be willing to pay a small fee (for example 50p) for journeys, reducing the burden of subsidising bus travel for older people.
- Do all people 60+ require a bus pass? Many are still working and quite well off.
- There was a discussion about outsourcing of key services due to lack of skills within BCC. For example quantity surveyors and highways engineers – more people with these skills could be contracted out to create income for the Council, as in the private sector. Using more in house staff would reduce costs of contracting out services.
- Freight consolidation. An idea was suggested to look at incentives for city centre businesses to receive deliveries at night. This happens at Avonmeads to great effect, reduces vehicle movements during busy hours
- Lollipop people – an observation was made that not many people let children travel alone to school so may be less needed. Zebra crossings cost more to start with but less ongoing costs.

Strategy and Governance

- Concerned about the future of NP's, we need to work with the process to improve it.
- Can't deliver the agreed strategy on half the money.
- Cutting preventative care is short sighted.
- ICT can play a role, people able to more online won't need 1:1 support.
- Community hubs – basic info/ citizen points.
- Volunteers for parks, play areas and trails. Commercialisation of the parks.
- Coordinated day of action across all core cities to raise profile of impact of cuts on communities – all women went on strike in Sweden for a day. 2
- Universities to pay / contribute to the city for the student accommodation, universities have a lot of money but students pay no council tax.
- Consultations need to have accessible language, no jargon and technical terms. More background needed before options are proposed. Not understood what the broader impacts of the proposals are.

Our Home

Housing situation in Bristol put into perspective.

- 26,500 council homes
- 500 council homes are empty
- 9,500 families are on the waiting list
- 30% private stock
- 74 rough sleepers
- 520 families in emergency accommodation

Proposals:

- More assertive CPO strategy.
- Expedite process to move people out of emergency housing, a local case involved BCC paying £100 per

day to an emergency landlord.

- Leverage against student accommodation developments.
- More affordable housing.
- Rent capping for social equality.
- In-housing enforcement.
- Establish compulsory training courses for landlords which they pay to attend.
- Ethical lettings agency.
- Mansion tax.
- More stringent checks on single occupancy properties, and greater awareness about illegal subletting.

Black South West Network Event, 4th January 2017

Location: City Hall	Date: 4th January 2017, 10.15 am - 12.30 pm
Number of attendees: 26, plus facilitators (6)	
<p>Notes:</p> <p style="text-align: center;">Black South West Network BAME Consultation event Bristol City Council Corporate Strategy – A BAME/ Race Equality perspective</p> <p>Following the launch of Bristol City Council's draft Corporate Strategy consultation seeking people's views on a draft five-year plan for the city, Black South West Network working with Cllr Asher Craig & Bristol City Council (BCC) Policy Team, decided to host a Race Equality focused consultation meeting to explore challenges and opportunities for the BAME community that can be fed into the strategy.</p> <p>There were three areas of focus for the workshop:</p> <p style="margin-left: 20px;">1. Bold Ideas, 'Big decisions, tough choices'</p> <p>Participants were invited to express their position on how BCC can run services differently in the city in the face of the large savings they need to make, which included looking at the cuts proposed in the 'Big decisions, tough choices' proposal, and evaluation what impact could be faced by the BME communities, and which of the proposals were positively impacting chances of the BME communities.</p> <p>Notes and findings – see Appendix A.</p> <p style="margin-left: 20px;">2. Spending Cuts, First Workshop Session</p> <p>Considering the amount of participants, the workshop was designed for 4 groups of 8 to 12 individuals to work with a facilitator on one of the areas of the spending cuts. The areas summarized for this workshop</p>	

were as follows:

1. Families in Crisis and Housing
2. Voice and Participation
3. Young People and the Arts
4. Transport and Access

In order to effectively discuss each of these areas and the proposals attached to them, the group were asked 3 questions:

Question 1 - What do you think will be the key impacts upon the BAME community of these proposals?

Question 2 – Do you have any suggested changes to these proposals?

Question 3 – Would you change any of the allocated capital spending to reduce the spending cuts discussed, if so which ones, by how much, and why?

Notes and Findings:

Families in Crisis and Housing – Group 1, Facilitated by Matt

Families and individuals experiencing crisis and in need of IAG support (CF8) - the BAME community is currently over-represented in this group in relation to the population of Bristol. Therefore, and change to IAG services will disproportionately impact on BAME communities. The proposal is to create a single, city-wide approach to IAG services, reducing the allocation by £800k.

This approach tends to create a universal service designed to meet universal needs, rather than a service that will meet the specific needs of certain communities, such as the BAME community. The proposal also includes the roll-out of an online service, which is also problematic for the BAME community, given limited access to the internet, English language skills for some. A universal service will exacerbate an existing problem in support services and IAG, which is a lack of diversity within the delivery staff – with the exception of a few service providers e.g., Nilaari, Somali Resource Centre, Black Carers Association, the majority of services are provided by White British led organisations, and staff.

The result of an inappropriate service will be that fewer individuals and families from the BAME community will access the service, there by not receiving relevant information, advice and guidance. This lack of information on the support they could receive, whether this be in the form of financial support, benefits advice, poverty alleviation advice, or sign-posting to other services, will lead to the worsening of their crisis situation.

This could lead to an increase in other negative outcomes, such as homelessness, mental health issues, drug dependency, criminality, and ill health, which is not only detrimental to the individual, their family, and the BAME community, but also to specialist service providers who will experience an increased demand for their service as the crises develop.

Reducing the Local Crisis and Prevention Fund (RS10) – it is not clear the extent to which the BAME community utilise this service, which means it is difficult to assess direct impact of this cut. However, given that BAME individuals and families are disproportionately represented in the figures regarding living in poverty and homelessness, the cut is likely to have a disproportionate impact on them. Furthermore, if individuals and families are not accessing the universal IAG service, they may not be aware that they could apply for this funding, if there is any available, which compounds the problem further for the BAME community. It is likely that this cut will lead to an increase in the numbers of BAME individuals and families experiencing crisis, homelessness, and the attendant issues associated with experiencing crisis without

support – mental health issues, drug dependency, criminality, etc.

Recommissioning homelessness support for adults and families (CF2) - the proposal indicates cuts to better align supply with demand, however, it was felt that supply does not currently meet demand, and that the other cuts discussed will actually increase homelessness and consequently, demand. Given this, that BAME communities are disproportionately represented in the figures on homelessness, and the compound impact of the other proposals increasing homelessness in the BAME community, the logic of this cut was deemed to be inherently flawed.

Reduced use of temporary accommodation (CF4) – It is unclear how BCC plan to deliver earlier intervention for families experiencing crisis and thereby reduce the need for temporary accommodation, particularly given the problems associated with the other proposals discussed here. If the use of temporary accommodation is reduced whilst situations of crisis are increasing for BAME individuals and families, there will be a further increase in the numbers of BAME individuals and families experiencing homelessness.

Further Comments

Major concerns were expressed regarding the inter-related nature of the issues that individuals and families experiencing crisis have:

The stress caused by prolonged crisis can cause mental health issues, if undiagnosed, individuals won't get the necessary support under the Mental Health Act. Drug dependency can result for people experiencing crisis and mental health issues, which often leads to criminality and custodial sentences.

Whilst in prison, people either continue to use drugs, or begin to due to high levels of stress and the ease of availability. There is little support for people leaving prison with drug additions, and no 'half-way house' type accommodation available. This means that ex-offenders tend to be housed in hostels where many of the other residents are drug users. This often leads to ex-offenders continuing to use, or relapsing into use, and subsequently leading them back into criminality.

Young homeless people, and young people leaving care at 18 with nowhere to live are also often housed in hostels where drug and alcohol use is prevalent. This creates a significantly increased risk of these young people using, particularly if experiencing stress and crisis about the homelessness.

There needs to be an integrated prevention and early intervention service that combines housing support with mental health service, drug dependency services, ex-offender resettlement and support services, and care leavers services to seek to break these multiple cycles of crisis.

BCC Capital Programme

The workshop looked at the proposed areas of expenditure with a view to recommending changes that could be redirected so as to support the issues identified from the proposed spending cuts. The savings identified below should be used to build suitable accommodation units for those classified as homeless, those living in temporary accommodation, ex-offenders, and young care leavers, with a proportion of the funding used to provide support services to the tenants. These units should NOT be hostel type accommodation but smaller units integrated into settled communities across Bristol to support people's sustainable development and break the cycles of crisis mentioned above.

Questions were raised about the Affordable Housing Enabling Budget and the Affordable Housing Enabling Budget (Get Bristol Building) regarding whether any of this housing programme would include not just 'affordable housing' but also accommodation units for those classified as homeless, those living in temporary accommodation, ex-offenders, and young care leavers?

It is understood that there is an alternative proposal for the East Bristol Pool that will cost £1 million, rather than £4.5 million. (£3.5 million saved)

Questions were asked about the level of investment into the Energy Company and whether the £7.6 million could be reduced. More info is required to suggest an amount, but even a reduction of £1 million will help. (£1 million saved)

The environmental improvements and Legible City project expenditure was deemed an unnecessary luxury and should be cut. (£1.3 million saved)

Questions were asked about the £700 k investment in the Bottleyard Studios and whether this was essential? Could this money be reallocated to this proposal?

The Smart ticketing project was thought to be good but not a priority and that the funding should be cut by 50% (£2.25 million saved)

Questions were asked about the Energy Programme Workstream 2 and whether £14 million for this was absolutely necessary? The group asked for more information with which to take a view on this.

The group felt that Bristol City Council's continued investment in Colston Hall should cease entirely and the £8.4 million contribution to its refurbishment halted. (£8.4 million saved)

Total savings £16.45 million (minimum) to go towards the provision of supported accommodation for target groups. This accommodation and associated services should be designed such that BAME communities can benefit from them proportionally to their representation within the target groups, which is disproportionate to the communities percentage of the population of Bristol.

Voice and Participation – Group 2, Facilitated by Sado & Vernon

This group discussed proposals **CF7** (Reshape our approach to civic engagement and local empowerment and reform Neighbourhood Partnerships) , **RS3** (Removal of devolved NP Capitol allocation), and **RS9** (Reduce the number of council run libraries)

Neighbourhood Partnerships

The voice and participation group focused mainly on reshaping our approach to civic engagement and local empowerment and reform neighbourhood partnerships (Ref: CF7)

Cllr Craig was able to give some valuable context to this particular issue by highlighting the intention to review and reform Neighbourhood Partnerships and support BAME communities being better able to influence and engage in local community priorities and outcomes.

Much discussion from the group provided the following 3 broad areas of agreement on why new approaches should be taken:

- **Neighbourhood Partnerships are not inclusive:** most of the decision-making processes within partnerships tended to be dominated by a few individuals-mainly middle-aged/older white males. As a result, priorities for many local areas do not adequately represent the needs of the broader constituency of people in localities.
- **Neighbourhood Partnerships underutilise social capital:** neighbourhood partnerships need to take stock of the social capital already present in each locality and the new emerging structures need to better harness the knowledge skills and expertise of a broad range of a broader representation of local interests. It was felt there is significant underutilised potential 1) for better civic engagement of young entrepreneurial minded individuals with energy and ideas to be help drive the agendas forward and , 2) better ways of tapping into the competencies already present in communities but not currently being engaged.

- **Neighbourhood partnerships are not sustainable:** the majority of spend in this area is allocated to “administrative” functions via the Council where limited spend is actually committed to delivering (ratio of around 80% admin to 20% delivery). With the pressure on the council to find £92 million in cuts over the next five years the shift from being a deliverer to an enabler needs to be reflected in the “future” structures” as there will be less council monies available for this area of activity going forward.

Question two

Overall the group felt that **community capacity building** needed to be an important feature of structures superseding the current neighbourhood partnerships. This will enable more involvement and engagement of the BAME communities. Going forward, greater consideration should be given to leveraging the benefit of **asset transfers** being included in the resourcing considerations & utilisation of existing BME organisations such as BSWN/ Nilaari etc

An event to be delivered at City Hall on 4th February 2017 was highlighted as a good place to consider good practice around the country for other local authority areas and the models they are employing as alternatives to Bristol’s current neighbourhood partnership structures. BME community needs to advocate for a new community led model that’s relevant & current to offer an effective model of engagement to get diverse voices in decision making processes

Question three

Brief discussions around capital spend highlighted the difficulty for the group in determining which areas of spend were “actually” already committed to the point where agreements, partnerships, and current arrangements make it difficult to make any significant changes (especially to those larger areas of capital spend commitment such as the arena complex, the Colston Hall, and the “aggregate” spend commitment to several energy saving initiatives listed”

Pragmatically, the group felt it would be more valuable to have a better understanding of the potential for this capital spend to generate a return on investment which could then be reinvested to address needs in Bristol.

In addition, some felt that the committed capital spend areas should be assessed on their ability to attract other alternative funding sources to underwrite the investment. However, it was also highlighted within the group that once investments go into the hands of the private sector it may be difficult to have control over significant revenue generated (which may mean accrued profits may not significantly benefit the residents of Bristol).

Young People and the Arts – Group 3, Facilitated by Cherene

CF13 (Early Help Review)

This sort of support service is vital for families living in areas of socio-economic disadvantage. BME families experience additional disadvantage due to systemic racism in society, so these services are even more important to them. The closure of centres supporting BME families will have numerous compound effects, particularly when the cuts to other services above – transport, emergency accommodation, IAG, Youth Links, etc – are considered.

Additionally, this reads like the development of universal service model, which, as previously mentioned re IAG, invariably leads to inappropriate services for BME communities. This will lead to a further compounding effect of the cuts.

- this should not impact on disadvantaged communities

- what type of buildings e.g multipurpose use and its impact
- new buildings need to be built with a multipurpose in mind
- how can underused hubs be used better/differently
- utilising staffing of different services
- baselining and monitoring of services under threat

Impact of cost savings on wider services:

- a collective overview should be done on all services together to calculate true impact
- prioritising where there's a gap in services
- passing on services there others providing already e.g health visitors
- once cuts are made we'll need to know exactly where the gaps are

CF11 (Bristol Youth Links)

This will have a major impact on the BME communities of Bristol. Services for young BME people were dramatically hit when Youth Links was first introduced; a further reduction in services will only worsen the situation for them. With youth unemployment, low educational attainment, victimisation and criminalisation of BME young people, and their representation in the criminal justice system already at worryingly high rates, and there already being very few support services for BME young people available, a £900k cut will disproportionately impact upon them.

How do we balance the cuts against a growing youth population?

- which aspects can be monetised e.g rife mag?
- which communities are being underserved by these organisations?
- what role do universities have to play in supporting?
- becoming more enterprising/resilient

RS15 (Reduce funding to Bristol Music Trust)

There is a question here about the degree to which BME communities access and utilise Colston Hall, and the degree to which it successfully engages with the BME community through its outreach work... The answers to these will condition the impact of the cuts, as far as the BME communities are concerned.

There is a wider issue about access to the cultural capital of Bristol and how reduced funding may impact negatively on that, but this questions is far wider than simply funding for places like Colston Hall and relates to other issues such as transport and poverty, but also cultural relevancy and sensitivity – the very name of Colston Hall being a point at hand for much of the BME community of Bristol.

- yes it's a credible institution but money should/could be redistributed to smaller organisations
- they can take the hit and should be an enabler
- any funding given should have stringent inclusion conditions

RS16 (50% reduction to Key Arts Providers (KAP))

With the attendant reduction of funding to Youth Links, this could have a major impact on BME young people who seek some form of release through art and music. Critical to understanding this impact will be

information regarding who will lose funding, and who wont...

- invest spend on culture compared to other cities
- impact on city's reputation
- impact on activity
- Business playing a bigger part
- reduce the size of the cut - mitigation - or phase it out
- bigger cuts for the bigger organisations
- create and use to stamp on cross industry and historic approach to delivering e.g harbourside and St.Paul's carnival working together
- bedroom tax aligned to cultural sector
- chasing money for events from other places

CF17 (Economy - Reduce Funding to Destination Bristol)

- indirectly support carnival and Ujima
- expectation of return from spend
- they need a stronger link in the BME community and should use more BME talent

Transport and Access – Group 4, Facilitated by Deborah

This group focused their discussion on the following proposed revenue savings:

- RS2 - Supported bus service reduction
- RS4 - Remove companion concessionary rates
- RS5 – Withdrawal of School crossing patrols

In relation to the questions:

- Q1 - What do you think will be the key impacts upon the BAME community of these proposals?
- Q2 – Do you have any suggested changes to these proposals?

Points raised as follows;

- If the Council and City want to promote social mobility, integration and access, these proposals will reduce that and increase the gap between rich and poor.
- These proposals go wider than transport, they impact on wellbeing too.
- There is a risk too that these proposed cuts will impact more significantly on members of the BME community (higher bus usage? – but check Bristol data), especially those living in outlying areas, particularly where predominantly white communities (Southmead, Lawrence Weston, Avonmouth, Whitchurch, Hengrove etc).
- These proposals will have a major impact, but don't offer much in the way significant savings (therefore impact more than they offer back)
- There is also the need to look at the cumulative impact particularly between RS2 and RS4.
- Interest to know what First bus have said on these proposals, especially Carer's transport. Carer's are often offered free access to services/events, this should extend (or remain) for travel
 - Council needs a more muscular approach to this issue, needs to put responsibility to travel/bus companies. They need to offer more support through corporate social responsibility and support subsidies themselves by offsetting against profits elsewhere (balance).
 - Impacts on other smaller travel companies too.

In terms of other ideas to support transport and access in the City:

- Continue to look across different providers to work together for better use of transport, so all relevant fleet vehicles can be optimised – more efficient and effective, making savings.
- Further explore lift projects, shared walking routes, cycling and city cycle hubs in neighbourhoods etc:
 - Is there something culturally we could address here? Think about how we encourage, promote, build confidence/tackle feelings of safety, to use public transport/cycling, walking, car share etc.
 - Work more with different workplaces and communities to promote further.
 - Interest in new options such as the 'Slide' service.
- Promote train routes/promote community shuttle hub points/alternative routes A-B.
- Encourage greater bus use through encouraging faster routes to City centre as well as balancing with slower services that go through different neighbourhoods (Henbury etc).
- Cost of public transport often still too high.
- On **school crossing patrols**:
 - Suggest looking to schools to manage themselves, utilising parents, teachers, local communities to help cover patrols on a volunteer basis, also look to local business support to help.
 - Do more to tackle traffic management around schools to reduce risks
 - Approach David Prowse, the original and Bristol based Green cross code man to help promote road safety in the City. Even get everyone to dress up in Star Wars outfits.

On **Question 3 on Capital spend** the group looked at the following:

- Smart ticketing
- Rail stations improvement programme

Responses were:

- On **smart ticketing**
 - Why are the Council paying for this? The travel providers should be paying.
 - Given technology already moving fast on this issue can we not explore use of apps on mobile phones or using debit cards as London already does instead?
 - Need to compare value and how done more elsewhere, taking account of points above.
 - Query whether bus companies pay Council to run services in the City?
- On **rail station improvement**
 - Consider £1.6m wouldn't offer much benefit, compared to value capital/other spend can add to other services through supporting vulnerable groups (e.g carer's rates on buses).

3. The Future, Second Workshop Session

In order to gauge how we might work together in the next 5 years to address the persistent economic, health, and educational inequalities experienced by people from BAME communities to ensure that everyone benefits from Bristol's success, the attendees were asked this question as the second part of the workshop:

How should the BAME community/sector respond to the new environment, given the proposed funding cuts, and Bristol City Council's new way of working – as an 'enabler', rather than as a service provider?

Notes and Findings:

Group 1, Facilitated by Matt

Undertake a mapping exercise of the community/sector to identify available skills of individuals working in the sector, irrespective of who they work for – example of the different skills around the table was given – and to identify the BAME led VCS and private sector organisations in Bristol.

Use this map to identify the gaps in service provision delivered by BAME led organisations.

Use this map to identify potential collaborations for both delivering services and creating consortia to increase the likelihood of BAME led organisations being commissioned/taking advantage of market opportunities.

Undertake work to understand why there is a historical and current lack of collaboration between BAME led organisations both in terms of service delivery and the exchange of knowledge and good practice. (NB: It is important that BCC support these pieces of work)
Hold more workshops with the BAME community

Group 2, Facilitated by Sado & Vernon

There were several key things that the BAME communities/sector should consider in response to the changing environment with the backdrop of propose funding cuts as follows:

Healthy self-interest: For BAME communities to be more involved in finding and delivering solutions in difficult funding environment, there needs to be clarity in areas of common purpose which reflect sufficient “benefits” for local people to volunteer their time, talent and effort to sustain positive responses to challenges such as the current funding environment and well in the medium to long-term.

Greater networking and community engagement: a big opportunity for the BAME agenda to be embedded in developing proposals and delivering activities would be provided by increasing levels of engagement and participation of various sections of the be a BAME communities of Bristol.

Timescales for real change: it was recognised that is old habits of poor engagement by BAME communities needed to be overcome and that this would not happen as a short term knee-jerk reaction to propose cuts from the council, but rather the process which was about medium to long-term change.

Change more than just community development: using models of community development to achieve greater engagements and networking is nothing new, however it was felt the BAME communities should respond to the changing environment by leveraging a greater emphasis on entrepreneurial skills associated with asset management and ownership, social enterprise and community capacity building.

Community asset stock take: a schedule of all community assets should be undertaken to understand the “worth” of the capital currently locked up assets which should be transferred into community ownership with the correct capacity building support to enable proper management of these resources.

Group 3, Facilitated by Cherene

- Need for a list of BME community assets - we have no idea what and where they are (especially inner city)
- Better collaboration, individual and organisational - community networks, empowering, sharing of information, mentoring
- Reiteration of the same message - partnership, collaboration, long term commitment
- Need a different way of think and condition people to have ambitions to make change, and develop communities and people to generate income
- Less containment and restrained - freedom to voice and influence

Group 4, Facilitated by Deborah

- Strengthen BAME voice and influence through continuing to work through and with good existing

organisations.

- Communities look at supporting local services where it makes sense, but with right support to initiate.
- Better utilise student community: they have the time, energy and interest in the city (including BAME student groups). However, need to find a better way to enable this. (example given of Bath Student company – look at this as a poss example)
 - Work more closely with Universities more generally/strategically to support integration and network building.
 - Utilise faith networks, Fresher fairs, work with Council to support promotion/messaging.
- Do things across the year, not just focused on one month such as Black History month.
- Generally broaden and develop City networks
- Utilise cultural societies more.

Black South West Network Event Appendix A - Corporate Strategy

Bold Ideas

Persistent economic, health, and educational inequalities

Bristol is a city of contrasts and there are persistent economic, health, and educational inequalities between different parts of the city. We want to ensure that everyone benefits from Bristol's success.

Please place a tick in the relevant box

Questions	Yes	No	Don't know
<p>Do you agree with the following ideas for dealing with this challenge?</p> <p>The council will lead the way in building a fairer city by:</p>			
<p>• Adding 'social value' to all the contracts it awards, for example by requiring contractors to provide a quality work experience placement for a young person.</p>	Y (18)		
<p>• Increase fairness in our employment practices and contracts.</p>	Y (15)		
<p>• Working through the Mayor's Women's Commission and Manifesto Leadership Group to develop a change programme to eliminate the gender, social deprivation and race pay gap.</p>	Y (15)		
<p>• Encourage private landlords to endorse and adopt</p>	Y (15)		

the ACORN Ethical Letting Charter.			
Through the auspices of the City Office we will:			
<ul style="list-style-type: none"> Establish a partnership with business that will encourage all Bristol businesses to pay their employees the Living Wage 	Y (15)		
Page 513 <ul style="list-style-type: none"> We will encourage organisations in the city not to use zero hours contracts 	Y (15)		
<p>Do you have any comments or suggestions on dealing with the challenge of persistent economic, health and educational inequalities?</p> <ul style="list-style-type: none"> Apprenticeships need to be a core offer within further education for young people to work with small, medium and large organisations across the city. 			

Corporate Strategy Bold Ideas

Housing and increased homelessness

We have a chronic shortage of housing and increased homelessness. In addition to addressing an urgent need for more homes in the city, new housing contributes to economic growth, and can help increase the amount of council tax available to cover key services.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
<ul style="list-style-type: none"> We are planning a business case for a new local housing company owned by the council, which will be another way of building new homes. 	Y (9)		Y (5)
<ul style="list-style-type: none"> We'll focus on preventing street homelessness in a new way – by involving multiple agencies and groups in a joint approach. 	Y (14)		
<ul style="list-style-type: none"> There's always a tension between the need for homes and keeping what makes Bristol special in terms of green space and aesthetics. We will need to discuss having higher density housing including taller buildings in some places. 	Y (6)	Y (2)	Y (4)
<p>Do you have any comments or suggestions on dealing with the challenge of housing and homelessness?</p> <ul style="list-style-type: none"> Who are stakeholders of this housing company? <ul style="list-style-type: none"> BME rep? Details? Concern for balance between green spaces and homes 			

Corporate Strategy Bold Ideas

Congestion

Congestion is one of the single biggest issues in terms of transport and health.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
<ul style="list-style-type: none"> The Mayor has just announced a Task Group to examine the issue of the city's congestion and transport flow. Part of the consultation on this Corporate plan will ask people what options they think the Congestion Task Group should consider. All options are on the table. 	Y (18)	Y (1)	
What options do you think the task group should consider? <ul style="list-style-type: none"> Need another review/needs assessment (2 responses) Building houses = congestion increase 			

Corporate Strategy Bold Ideas

Rising demand for services

A rising demand for services is one of the main things creating a huge financial challenge over the next five years.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this			

challenge?			
<ul style="list-style-type: none"> We want to have a conversation about the possibility of people paying more Council Tax, on the understanding that a portion of this will directly benefit their own local neighbourhood, through for example setting up an Urban Parish. An Urban Parish can help residents have a more direct impact on decision-making 	Y (12)		Y (5)
<p>Do you have any comments or suggestions on dealing with the challenge of a rising demand for services?</p> <ul style="list-style-type: none"> How will the money be distributed? Concern about gap between rich and poor and disadvantage to poor households 			

Corporate Strategy Bold Ideas

Our growing population

Our growing population is putting pressure on all sorts of things – from school places to health and social care costs.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
<ul style="list-style-type: none"> We are prioritising the basic infrastructure that we most need, like schools. This may require us to reprioritise our other building or infrastructure projects. 	Y (17)		Y (3)
<p>Do you have any comments or suggestions on dealing with the challenge of our growing population?</p>			

- Vague – need more info (3 responses)

Corporate Strategy Bold Ideas
Council and community buildings

People have high expectations and often care greatly about associating a specific service with a specific building, such as 'My Library'. We can't afford gold-level services or to keep all our assets.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
We need to protect the services that people value, but sometimes the buildings they are based in are costly to run. Rather than lose the services, we would like to look at mixed uses in some council owned buildings, so that more services are based in the same place. This would be more convenient for people and has the potential to save services, but does mean we must move away from a preference on dedicating buildings like libraries and community centres for single services. This may mean more community hubs with mixed uses and more access to convenient online services, rather than retaining all our library and Citizen Service buildings	Y (16)		Y (1)
Do you have any comments or suggestions on the use of council or community buildings?			

- Council already has several places in use – what would change?
- Concern about disabled, elderly isolation (libraries) and accessibility in general.

Corporate Strategy Bold Ideas

Economic growth has plateaued

2015

Our region is one of the most economically productive but economic growth has plateaued. We need more powers and more ability to do economic development which benefits everyone.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
<ul style="list-style-type: none"> • We are seeking more local control by asking the government to transfer specific powers and funding to a regional body which we'd be part of. This is known as devolution. 	Y (15)		
Do you have any comments or suggestions on dealing with the challenge of Bristol's economic growth having plateaued?			
<ul style="list-style-type: none"> • More BME Representation • Involve students • Gloucester road – more visibility, subsidised rental? 			

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Corporate Strategy Bold Ideas

Sharing more responsibility and functions with local people

We are redefining what a local council looks like and what can be expected from it. This will mean being leaner, more focused and sharing more responsibility and functions with local people, either as volunteers or more informally through doing more for others in their local neighbourhood, community groups and others.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
Page 519 • Everyone in the city has the ability to help in some way, whether that is through responsible recycling, offering to drive an elderly neighbour to an important appointment, volunteering or promptly paying their council tax.	Y (11)		
• With less money available for our services, it is vital that everyone who lives in Bristol thinks about the actions they can take to help the council target scarce resources to the most vulnerable and those in greatest need. Without the support of citizens and local institutions, we will have to make further reductions to services.	Y (9)		
Do you have any comments or suggestions on dealing with the challenge of sharing more responsibility and functions with local people?			
<ul style="list-style-type: none"> • Community champions? • How will impact of increased participation be measured? 			

- Similar to Big Society concept – was unsuccessful – how is this different?

Corporate Strategy Bold Ideas

Your views on Council Tax

We anticipate a Council Tax increase of 1.95% per year. We are also planning to continue applying a 2% Adult Social Care Levy. Together this adds up to around £1.10 per week to the average B and D bill.

Questions	Yes	No	Don't know
What is your view on this increase in Council Tax?			
<ul style="list-style-type: none"> • The increase should be higher. <ul style="list-style-type: none"> • <i>Consequence:</i> each 1% raises £2 million per year but any increase of 2% or more requires us holding a public referendum and the public accepting the increase. A referendum would cost around £0.6 million to run. 	Y (3)		
Page 521 <ul style="list-style-type: none"> • This increase is about right. <ul style="list-style-type: none"> ○ <i>Consequence:</i> the council can deliver the level of service proposed. 	Y (9)		
<ul style="list-style-type: none"> • The increase should be lower. <ul style="list-style-type: none"> ○ <i>Consequence:</i> the budget gap would increase, resulting in a need for more savings. 			
<ul style="list-style-type: none"> • If the tax you pay was spent on your specific locality, would you be willing to pay more Council Tax; for example to the urban equivalent of a parish council? 	Y (6)		
Additional comments <ul style="list-style-type: none"> • Transparent money spent locally • Yes, especially for deprived areas less tax. 			

Your views on our Business Plans

Our Future – Education and Skills

Consider our objectives and actions for all these plans and let us know what you think. You can choose the plans that interest you the most to comment on and pick two from the list (your priority one and priority two).

What we want for Bristol

We have an ambitious vision for Bristol as a Learning City where:

- **All individuals and communities are proud to learn throughout their lives**
- **Every organisation has a committed, skilled and diverse workforce and**
- **The city's success is shared by all.**

To make this real we'll need:

- **Greater awareness about the value of learning**
- **Increased participation in learning for all ages**
- **Improved achievement and life chances for everyone.**

Questions	Priority one	Priority two
In your view, which of these are most important for the city? Tick two from the list		
<ul style="list-style-type: none"> • Use our leadership and influence with key partners to improve educational outcomes for children, young people and adults, championing the cause of those who don't currently enjoy such good outcomes. This includes disadvantaged learners, ethnic minority groups, children in care and those with Special Educational Needs or Disabilities. 	13 responses (most responses priority one)	1 response
<ul style="list-style-type: none"> • Through our Learning City Partnership, work together on new 	1	0

ways to collectively lead on Education & Skills.		
<ul style="list-style-type: none"> Improve policies and practice across the sector for Inclusion, Equalities and Safeguarding, making Bristol fully compliant with the Children's & Family Act for students with Special Educational Needs and Disabilities. 	0	3
<ul style="list-style-type: none"> Deliver good quality work experience and apprenticeships for every young person. 	1	4
<ul style="list-style-type: none"> Generate decent jobs, skills and apprenticeships, ensuring opportunities for enterprises to thrive in all parts of the city. Promote targeted skills training and create a Bristol Apprenticeship kite mark which guarantees quality apprenticeships that can be trusted. 	3	5 (most responses priority two)
<ul style="list-style-type: none"> Create a sustainable model for 'trading with schools'. This will sustain high quality services and support education in partnership with our schools. 	0	1
<ul style="list-style-type: none"> Focus council funded services for education and skills on core statutory duties to provide a strong local authority role aligned to new national expectations. 	0	0
<ul style="list-style-type: none"> Make sure we have enough high-quality places to provide education and skills training by putting in place our Integrated Education & Capital Strategy. Provide a real choice for 16 year olds when it comes to their education, training and employment opportunities. 	1	2
<ul style="list-style-type: none"> Work with schools to maximise the funding available to support the most disadvantaged families and to increase access to breakfast or out of school clubs (i.e. the Pupil Premium). 	0	4
<ul style="list-style-type: none"> Secure a sustainable business model for Trading with Schools. 	0	0

If you have any comments on this plan or your own ideas for this area, please place here:

Our Health and Wellbeing

What we want for Bristol:

We will work with the Health and Wellbeing Board to make it a leader of population health to ensure that:

- Bristol is a city where health and wellbeing are improving and health inequalities are reducing, through focussing on prevention and early intervention and the causes of ill health.
- Good health and wellbeing shape all aspects of life in the city, and that it is as important to look after mental health as it is to ensure physical wellbeing.
- Bristol is a caring city where getting older is a positive prospect and where barriers to a healthy and satisfying life are broken down.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
Page 525 • Tackling health inequalities with a refreshed Health and Wellbeing Strategy, Public Health Vision and Priorities, Joint Strategic Needs Assessment and Director of Public Health Annual Report 2016.	9 responses (most responses priority one)	4 responses
• Improving mental health and wellbeing.	3	11 (most responses priority two)
• Tackling alcohol misuse through a refreshed Health and Wellbeing Strategy.	1	1
• Tackling unhealthy weight through promoting healthy eating and increasing levels of physical activity.	4	1
• Reducing harm from tobacco.	2	0
If you have any comments on this plan or your own ideas for this area, please place here:		
• Utilise more BAME organisations for outreach		

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Homes

What we want for Bristol:

We believe that decent affordable homes are the foundation of a successful city. To do this:

- People must be able to afford to live here and live well.
- Housing should provide a springboard to achieving a high quality of life.
- We create the opportunity for all to thrive in mixed communities of their choice.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
Page 526 Deliver More Homes – we'll be building 2,000 homes by 2020 – 800 of which are affordable.	6 responses	6 responses (most responses priority two)
Make the Best Use of Stock and Improve Standards.	4	5
<ul style="list-style-type: none"> • Early Intervention and Prevent Homelessness 	13 (most responses priority one)	4
If you have any comments on this plan or your own ideas for this area, please place here: <ul style="list-style-type: none"> • What does early intervention really mean? • What do affordable homes in Bristol look like? 		

Our Transport

What we want for Bristol:

Delivering an integrated, accessible and sustainable public transport system is essential to our city's future. We will address the importance of getting Bristol moving, from protecting pedestrians to planning integrated travel to join up our city. We want an affordable, low carbon, accessible, clean, efficient and reliable transport network to achieve a more competitive economy and better connected, more active and healthy communities.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
<ul style="list-style-type: none"> To be working as part of an integrated transport authority to coordinate public transport services across the area and develop major transport investment projects. 	1	4
Page 527 • To have delivered on our promise to review residents' parking schemes and 20mph speed limits with local councillors and be able to respond to community priorities for highway improvements.	0	2
• To see MetroBus services fully operational as part of the wider public transport network, the first phase of MetroWest open to passengers and the second phase well on course to delivery with clear plans to extend and improve local rail services across the city region.	0	1
<ul style="list-style-type: none"> To have a fully integrated ticketing and journey planning system in place across all public transport, which improves bus journey times and reliability and enhances cross-city connectivity. 	10 (most responses priority one)	1
<ul style="list-style-type: none"> To secure the best available technology and innovation for 	0	2

Bristol so that all buses and, over time, other vehicles, are not polluting the city or adding to global warming.		
<ul style="list-style-type: none"> To produce a comprehensive Bristol Transport Plan with a particular focus on the steps required to deliver against the key objective of tackling congestion 	2	7 (most responses priority two)
If you have any comments on this plan or your own ideas for this area, please place here:		

Neighbourhoods

Page 28

What we want for Bristol

Our neighbourhoods will be great places for people of all ages to live, work, learn and play. We will work with Bristol citizens and city partners to create connected neighbourhoods that are clean, green, healthy, safe and inclusive. Places where citizens are active and engaged in any decisions made about their communities.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
<ul style="list-style-type: none"> To re-shape the voice and influence of communities in civic engagement and self-directed action by reforming Neighbourhood Partnerships to ensure that meaningful local decision-making is supported. 	5	2

<ul style="list-style-type: none"> Have a zero-tolerance approach to gender-based violence, abuse, harassment and exploitation 	7 (most responses priority one)	1
<ul style="list-style-type: none"> To support the Mayoral Clean Streets Campaign working with Bristol Waste Company, community organisations and schools to promote behaviour change. 	2	3
<ul style="list-style-type: none"> Develop new models of community asset management and leadership of key neighbourhood assets, including libraries, customer service points, community buildings, parks and green spaces. 	0	5 (shared highest priority two)
<ul style="list-style-type: none"> Open a new Recycling centre on Hartcliffe Way. 	0	0
<ul style="list-style-type: none"> Increase recycling, setting a target of 55% for all waste by 2020 and increasing provision of recycling facilities across the whole city. 	4	5 (shared highest priority two)
Page 529 You have any comments on this plan or your own ideas for this area, please place here:		

People

What we want for Bristol:

Together we will work across the life course with the citizens of Bristol and our partners to make the best use of resources to deliver the greatest impact by:

- Getting involved early to reduce risks later – early intervention reduces the impact of problems later on.
- Promoting independence – supporting people to live as independently as possible in their community.

- Safeguarding the most vulnerable – fulfilling the statutory responsibility of the city to protect vulnerable children and safeguard adults.
- Leading and championing learning and skills – keeping Bristol working and learning.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
• Safeguarding those who need it most.	5	1
• Early Intervention: using the extensive knowledge, data and intelligence across the city to predict and prevent. Finding local solutions and acting quickly to stop problems from becoming worse.	1	0
• Changing behaviours of workforce and changing the expectations of citizens, in order to embed our approach: the three-tier model.	0	1
• Becoming all age friendly: whether WHO Age Friendly, Dementia Friendly, or Unicef Child Friendly, Bristol will be a city that is welcoming (City of Sanctuary) and a great place for people of all ages to live.	3	1
• Being ambitious for the future: champion for children, offering the best start in life, Learning City, growing the future generation of city leaders, demanding the best for the children in our care.	4	2
• Working in partnership, driving innovation and creativity; exploiting digital technology.	2	1
• Addressing inequality: doing all we can to make sure families do not live in poverty in a city of wealth and opportunity;	7 (most responses priority one)	2

ensuring nobody is left behind because of the circumstances of their birth.		
<ul style="list-style-type: none"> Creating resilience: supporting individuals to help themselves to find solutions to difficulties and adversities, helping families stay together and building resilient communities that harness local expertise, resources and passion to create great places to live. 	3	4 (most responses priority two)
<ul style="list-style-type: none"> Making cost savings whilst holding our ambition to improving outcomes and keeping “people” at the heart of what we do. 	0	1
<ul style="list-style-type: none"> Ensuring we have different conversations with stakeholders, families, service users, based on our three-tiered approach. 	0	0
If you have any comments on this plan or your own ideas for this area, please place here:		

Place

What we want for Bristol:

Bristol needs to maintain and grow its strong economy but it has to be the right kind of economy where everyone benefits from its success.

To achieve this we need to fund, build, modernise and maintain the city; including the physical, environmental and cultural infrastructure necessary to support good growth. The extensive range of arts and cultural activity in the city not only contributes to the health, wellbeing and enjoyment of Bristol’s citizens it also makes a significant contribution to the economy.

We are committed to supporting and enabling that diversity of activity as well as ensuring it reaches every section of the community across the whole city.

We want an innovative, cohesive, vibrant and sustainable Bristol where the city works for us all, today and over the longer term. We want to keep, improve and add to the special physical character of Bristol as a quality place, as it not only makes Bristol a great city to live in, but also because it makes Bristol attractive for investment in the industries and economy of the future.

We want Bristol to have the communities, culture, institutions, businesses, and systems necessary for it to be resilient when faced with economic adversity and change. We want people to be able to build better lives in better places.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
Bristol is carbon neutral by 2050.	4	1
We will be a leading cultural city, making culture and sport accessible to all.	9 (most responses to priority one)	1
The Arena is completed and is accessible to all communities.	5	2
There is greater accountability and openness in the Local Enterprise Partnership and it targets resources at areas of deprivation.	1	7 (most responses to priority two)
Ensure longer term planning for economic development, including planning for apprenticeships.	2	1
Work with businesses, neighbouring Local Authorities and our public sector partners to strengthen Bristol's devolution bid.	1	1
If you have any comments on this plan or your own ideas for this area, please place here:		
<ul style="list-style-type: none"> • Include VCS Partners explicitly 		

Governance

What we want for Bristol

Bristol needs a well-run council which:

- Is transparent and approachable.
- Has a firm handle on its finances.
- Has efficient and well-run IT to support our services.
- Has people policies that are both fair and affordable.
- Performs well, knows where the gaps are and makes sound and lawful decisions.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
We will increase fairness in our employment practices and contracts.	10 (most responses priority one)	4
We will work through the Mayor's Women's Commission and Manifesto Leadership Group to develop a change programme to eliminate the gender, social deprivation and race pay gap.	5	6 (most responses priority two)
Ensure that the voice of our workforce and Trades Unions is heard when shaping Council services.	2	2
Improve the council's governance and efficiency – getting the basics right, building on firm foundations.	5	3
If you have any comments on this plan or your own ideas for this area, please place here:		
<ul style="list-style-type: none"> • Work more closely with Race equality manifesto group to ensure this is qualified. 		

Corporate Strategy Appendix D:

Responses from individuals

1. Staff feedback from Sandy Park - I feel very strongly that the Lollipop lady at my children's school may be done away with due to cost cuts. Can you explain why you can spend considerable money at this time installing some 4 - 5 hundred trackers on council vehicles at the cost of somewhere in the regions of £200,000 and then spend a yearly fee of between £30-40k to run the system when trackers are already fitted to the phones we have and new phones that are going to be given out shortly. I feel that my child's safety is far more important than money spent on something that is already in place, i.e. the phone.
2. We have already replied on the Corporate Strategy. But we have seen something on the news this morning that prompts us to add another suggestion to aid Bristol's finances. Some years ago, a 'workplace parking levy' was looked into. Nottingham actually imposed this, and today's news reports that they are raising £9,000,000 (nine million pounds) a year (which they spend on public transport). Surely it's time Bristol imposed this, as it also helps to cut congestion. (Apparently, Oxford and Cambridge are also looking into this possibility.)
3. As Bristol now has a Mayor, is there really a need for 70+ Councillors? I don't have much understanding as to what these Councillors do behind the scenes but I have been wondering for quite some time if some significant savings could be made there. I don't wish to talk anyone out of a job – that's the last thing I'd want to do - but I think the elephant in the room is that the service the Council provides is already at breaking point (without even considering the spending restrictions). I'm certain another waves of cuts will be heading our way sometime next year and I believe that if we cut more frontline staff, this organisation has a real chance of being crippled.
4. I did not choose to have a mayor of Bristol to have it become a political position. The mayor of Bristol is for all citizens and organisations and his/her job is to run the city and provide direction and services for all. It is not to indulge their particular political philosophy. Marvin Rees should stop playing politics and get on and run the city and make it punch its weight. Focusing and prioritizing on the needs of one small and vulnerable group will not accomplish that. The taxpayers expect and deserve their taxes to be spent on key issues that impact all of them and not used disproportionately for a small minority. Running down key city amenities and assets such as parks that improve the quality of life of all citizens is not appropriate.
5. I don't have time to complete the whole survey (I started but it's way too long), but the one point I really have to emphasise is please, please, please no more council tax rises! Council tax in Bristol is already higher than some places in central London! My salary certainly doesn't increase by 4% then 2% every year after that. Unfortunately the harsh reality is that if you don't have the money to provide something, then you can't provide it...
Also, I'm not sure if you should really be using emails collected for the purpose of providing council tax bills online for collecting responses to a survey, but I'll forgive you as you have alerted me to such a serious thing going on :-)
6. The consultation tool does not appear to allow me space to provide my viewpoint on the proposed increase in Council Tax, only offering simplistic 'yes'/no' options, and so I thought I would respond to you by email. Will the additional increases in Council Tax be applied across all tax bands? If so, I feel obligated to ask why deprived areas are once again shouldering the majority of the burden of social care issues? Deprived areas already have a far higher instances of these problems, whilst the majority of solutions to those problems - such as probationary housing, homeless shelters, and harm reduction services - are placed within those same areas. This exacerbates trends of anti-social behaviour and crime associated with these problems, creating ghettos across the city. Yet now these same deprived areas are intended to pay for the privilege of keeping more salubrious areas safe and clean? It would make far more sense to add this additional cost to properties in wealthier areas, making sure that the cost of social care is spread more fairly across the city - keeping in mind that the cost is far more that financial in deprived areas. Also, it would avoid pushing additional costs to the very families who are

most likely to be affected directly by these social care issues - I don't see much point in charging families with substance abuse issues the costs of resolving those issues!

7. First my disclaimer of interest: I own and have run a small recycling, reclamation, second hand tool business in the centre of Bristol for over 30 years after scientific research and a PhD at the University of Bristol. I think environmental issues are important, but also economics and a rational analysis of problems. These comments are not organized in the best possible way, but hopefully will not be too difficult to follow.

Possible Ways to Save Money (not in any particular order) along with income generation:

A. Stop expenditure on "Traffic Calming" measures. Generally designed as "Pinch Points" to slow already slow traffic. Really seem to be designed to make driving in Bristol more difficult, probably causes more pollution with the stop-start it forces, and put up business costs due to slower movement. These seem an expensive use of resources which have bad secondary repercussions on costs and business efficiency.

B. Cut down on translation services. Much of this should be offered by the respective communities as volunteer service. Have heard (second hand) that in some council offices little or no assistance is given to white, middle aged native born but all hands instantly turn to newly arrived immigrants to find translation services and other assistance. Causing some real backlash feelings (driving the most unlikely people to UKIP). Provide only limited print items in anything other than English. As recent report also highlights makes it less likely that women will integrate and be able to leave the house as no need to learn English.

C. Data Collection and Analysis. Stop collecting, hence also stop spending on analysing, the questions on gender, sexual preferences, race, religion, etc. that occur on nearly every council questionnaire. Often these questions have no relevance to the main body of the questionnaire, often cost extra paper, take staff time to analyse. Money could be better spent elsewhere. Yes, keep if they are questions particularly relevant to the remainder of the questionnaire but only then.

D. Cut the number of highly paid council jobs. Some / many posts (administrative, managerial, directors) could be filled very adequately with lower pay. Seems to be a status symbol to offer high pay. Jobs offering pay over, say, twice the national average should be advertised at lower pay first and only allowed at higher pay in very desperate situations when No candidates at lower levels exist.

E. Over £50 million has been spent on cycling projects in the past 2 years, yet we still have potholes, uneven road surfaces which can throw a cyclist. The cycling budget would be better spent on repairing roads than some of the cycle lanes which have minimal use, i.e. need better realistic analyses of most cost effective spend. Use some of the money to provide the old fashioned "defensive cycling" techniques which taught how to avoid being a road casualty.

F. For both safety and income generation, cyclists breaking the law such as cycling without lights, running red lights, locking bikes so they cause obstructions, cycling on pavements, should have fines imposed or bikes confiscated. This would quickly improve cycle safety and could raise revenue if treated with the same zest as car drivers are treated.

G. Cut down on the use of consultants, cut down on their fees. I have had local experience of city funded consultants doing survey, offering advice on local area and payments seemed way excessive for doing nearly a non-job. They explained that being highly paid gave them the kudos to seem more believable. Seems to be rather a lot of this.

H. Reduce the "poles in the ground" along roads. Each sign, traffic light, bollard, etc. all cost

money; costs to install, costs to maintain, costs for work on pavements, etc.. Some junctions have literally hundreds of this type of street furniture. Stop highways department from allowing this proliferation. I gather research on reducing traffic lights shows traffic moves smoother (cuts pollution doing that) when lights are removed but many other posts are not really necessary. Some signage, such as pedestrian direction information ones, are non standard and very expensive to produce. Don't commission any more, use less expensive (and with larger lettering) ones when needed. Told by the young designer that these signs were done deliberately small so people in cars couldn't read them, but even as a pedestrian often can't read form other side of junction – not a good signage system.

I. Reduce expenditure on “fact finding missions”, but opening it up to the general population to gather information and report back from their time on holidays. Could be done at a fraction of the cost of current “fact finding missions” and would bring a lot of real interest and community spirit.

J. Graffiti and tagging are a real eye sore in Bristol, makes everything look very run down. Council funding to support graffiti is very two edged, it legitimises it to an extent but may also provide a creative outlet. Any found outside of authorized locations, try and find perpetrator and charge and fine heavily. Tagging costs money to clean up both for the council but more for individuals and businesses. It really needs to have prosecutions to discourage it.

Accommodation

Housing, Really much more of a crisis than seems to be acknowledged. The proposals are too little, too slow, too late, needlessly expensive and not diverse enough. Yes, what is proposed is generally good as one aspect of solving the housing problem, but the proposals are much too limited. In addition to brownfield sites some greenfield sites should be made available. Generally useable houses should not be demolished to build new (sometimes happens as a way of producing a brownfield site to build on). The build requirements are too restrictive to allow the rapid and quantity building actually needed. Housing or more correctly population density is too high – gone are the escapes like craft rooms, garden sheds, storage space, even spare bedrooms which allow families to get away from each other. The old idea that the garden shed, allowing husband to have his own space, kept married couples together might well have something in it. OK, some of the housing problem is due to government regulation, but ways around some of the restrictions such as use of static mobile homes for filling short term (5-10 years) housing needs should be found along with other “PreFab”, “Manufactured” houses.

a. Council land we hear has been released/sold for development, but not built on (speculators waiting as land prices to go up). Don't sell land but lease it with a variety of tenure lengths and covenants that its to be used for affordable housing. Some of this could have relatively short leases, even 5 to 15 years or less (see below) when it is in a location that might want longer term more major development. Other plots could be leased for longer periods (10-20 years) for more substantial housing but still with concepts of the housing being temporary. Then of course still longer leases for long term permanent homes.

b. Allow manufactured, prefab, type constructions. Some could almost be at the PortaCabin, Shipping Container, level rather like that used in the migrant camp at Calais, set up on the short term leased plots with rents that could be down to £100/week or less. Rent high enough to cover the rental of the land plus give a payback of say 10 percent on the costs of the container. If no more than 1 to 3 of these were allowed on a single plot of land and scattered around the city they wouldn't cause a ghetto effect. Could find hundreds of people trying to rent as could be much better housing than some of the damp, mouldy private rental property now in use. Funding for this could be by crowd sourcing as a payback better than current savings as well as socially useful. Yes, this would be fought against by private landlords, the planning department and even some demanding housing groups but it could solve some immediate problems. It would be financially neutral to profitable for the city. Time frame could be almost weeks if council really wanted (sidestep, overrule planning department).

c. Allow manufactured housing, more substantial but still of a semi temporary nature on city land let on 20 plus year lease. Again on smaller plots, but could have numbers high enough to form tight communities. Construction methods can be diverse like some of the fixed caravans or some of the American “manufactured” housing. These could be in the affordable rental range of £150 - £250/week price, so catering for some families, working individuals. Time frame for building could be in months.



If Bristol worked with adjacent local authorities could hopefully find land which could be leased for manufacturing site(s) for offsite building of homes, ideally multiple companies each with their own ideas / designs. This could be a major employing sector, produce for the region. Pre-manufacturing can and should be to a variety of budgets from inexpensive up, not just the current upmarket variety.

d. More provisions of land for self-build and small builders are a good idea. The proposal put forward at open discussion of the council budget meeting of renting/selling out council housing land in an affordable way was great.

The current proposals seem to perpetuate the exclusivity of housing, not providing enough to meet demand. I understand building regulations and control are one of the slow processes, it should be within the councils ability to speed this up, do it. The other problem is affordable land which could be met with council land where houses could be built on leased, not sold, land.

Opening housing up to really affordable homes could help to spur some private landlords to improve their offerings and would allow many more people some security. If houses could be leased for say £100/month, even if they were insulated shipping containers, hundreds to thousands would probably be let as fast as they could be installed.

Financing really really cheap housing- with council land lease, then crowd funding of individual or small groups of container / prefab homes I suspect would or could happen quickly with no council cost and generated a feeling of community good for getting something done. Rents could be set to give a payback to investors of 10% with a 10 year life on the building. Insulated large containers with windows and doors could probably delivered in 2-4 months or quicker allowing rental at that £100/month (or sale).

Some land is being considered for building on which is in flood plain or prone to flooding. These area should have uses that would have minimal impact of being flooded like open space, parks. If building are to go they should have stipulations of being on stilts so not affected by high water. This can be very effective, prevent spending large sums on money on flood prevention.



Other housing groups

A. **Homeless:** Current proposals for the homeless are old fashioned or at least not overly imaginative. Some chose to live outside, others would happily rent one of the above inexpensive container homes. To really help some of the homeless individuals addition facilities where homeless (or anyone else) could have a safe secure storage space for a few belongings are needed. Theft is a constant problem for anyone living on the street, so set up a scattered network of lockers which could be in the new concept of library/community centres. Charge a small rent on the lockers so could self fund though wouldn't generate great income. Other things needed for the homeless are places for showering, washing – currently problems are that hostels often require residency to use showers. Non-alcoholics, non-drug user homeless find hostels threatening as many residents are addicted and can be violent so these individuals not abusing substances won't stay.

B. **Student housing**, stop further expansion in central Bristol as this is already distorting the environment for anyone else trying to live here along with distorting the business possibilities. The centre of Bristol is effectively becoming or has become a student ghetto. To much is already built, more has permission so stop it at that. As for other aspects of student housing:

a. Enforce waste disposal regulations – I know the city can't charge students any rates or landlords for anything to do with students but they disproportionately produce rubbish and seemingly not interested in recycling. Locally we find students are happy to just dump rubbish near bins instead of opening the tops to put it in. They aren't bothered to use the provided recycling bins as easier just to leave on the street.

b. Not just students causing the problem and expense of cleaning off advertising posters, but at least some cities are fining gigs, bars, festivals that are fly posting advertisements on public and private property. The cleaning up of the mess this causes should not fall on the council.



c. The building and letting of student accommodation is incredibly profitable, make sure that planning gains are substantial for any approval (but please no more in central area). It seems most other uses of land or buildings can't compete with profits from student lets so preventing other uses.

A resilient city

In the “Reaching the future – setting our strategic direction” mention is made of making Bristol a resilient city, which seems a good concept. Resiliency does include aspects of redundancy so everything doesn't grind to a halt with any small glitch. This needs to include roads and provision for cars not just public transport. We have virtually no redundancy in transport infrastructure and a single accident easily brings road traffic to a standstill often for hours. Resilience should include ring roads and other ways that cars can bypass the main area of Bristol. With the new government proposals for money toward transport infrastructure Bristol should be prepared to bid for road improvements and new roads. Transport in Bristol is poor, not just public but also private, the promise when RPZ were brought in was that any revenue in excess of running was only going to be used for transport improvement. This promise seems to have been broken, it needs to be reinstated. Car transport is often essential for some, but the concept of “emphasis on people being able to help themselves as much as possible before the council's services need to be engaged” is undermined by the council making car use more costly and difficult. Of course housing and ability to move house is also part of resilience. Cities, such as the much hated / maligned Los Angeles, California, have policies of a minimum of 10 percent empty usable housing. When it dips below this it is time to start building. This is to allow for people moving house, for expansion, for building works, etc. We have an impossible chance to do that, but policy should be having enough housing always free that people can find accommodation at all levels.

Telecoms and broadband provision is a bit poor in parts of Bristol. The emphasis has been on fibre, but some of the copper needs improvements or at least fibre to all cabinets. Broadband speeds in the centre of Bristol can drop to 3 or 4 kbps or less, almost using these low speeds as blackmail to force customers onto more expensive fibre. This needs to change, not everyone can afford fibre prices however much one would like it so copper cable needs work. Some more adventuresome cities have or are putting in public high speed WiFi, maybe it could come to Bristol (talk to Google). Jobs / work: much is made of “creativity and innovation” which is good, but workshop space is in very short supply. Larger creative institutions such as the BBC need encouragement to remain and expand in Bristol. This fosters many smaller start-up entrepreneurial businesses. Housing that has room for home workshops would help, rental workshops are also needed. Creative industries cover a wide field and currently many policies limit them.

Health and fitness:

The cycling city does (or has) receive large amounts of funding, but totally misses on some aspects. In many other countries buses (as well as trains and trams) transport cyclists with their bikes with cycle

racks on the front so extending the range that a cyclist can travel. Why not here? Some of the millions of pounds spent on cycling could be supporting this type of initiative.

Bristol long ago privatized access to community leisure centres, sold off school playing fields and tries to sell off open spaces used by many for recreation. What it could do a little (or even no cost by opening to sponsors) is have simple exercise stations scattered along footpaths, in parks. Many cities abroad have this in a variety of forms and with a bit of thought it can be done cheaply. Would improve health and fitness.



Install drinking fountains and water bottle refilling stations in schools, public building and ultimately in parks. Cuts down on pollution caused by all the disposable water bottles, saves cost of providing cups or bottled water. Don't provide bottled water at meetings or events. The proliferation of wood burning stoves is now causing a significant increase in pollution. Their environmentally friendly persona has serious issues both due to the sources of wood but the fine particles and toxic chemicals produced. No public buildings should be burning wood and maybe this should be discouraged in the residential sector. In the USA this has been recognized as a problem for some time and fires are categorized for pollution levels with burning restrictions applied with increasing pollution levels. It is beginning to be seen as a problem in the UK competing with cars for polluting. Leaving dead leaves on the road and pavements also causes pollution as broken down into dust to become airborne (along with clogging drains). Just some ideas from a citizen concerned about council spending and sometimes the directions that policies take the city.

8. I tried to complete the survey but it is just way too lengthy and the questions are biased. Asking someone to choose two options out of a list presupposes that there are options in the list which they agree with. For example if you give a vegetarian the option to kill one chicken or two chickens for lunch which are they supposed to choose. There should be the 'none of the above' option

9. I am open minded to empowering communities and devolution in general. I am not a supporter of urban parish council as I believe fundamentally that act against so many of our Labour values and these are the reasons:-
 1. They engrain social and economic differences. Why? Because rich areas are able to raise more in precept than poor areas thus ensuring better public infrastructure, services and furthering the gulf which rich and poorer areas of the city.
 2. It's an unfair tax. Now I am not against tax however they tax and we (Labour controlled Council and Mayor) will get the blame for that. The other obvious fact is poorer areas are struggling to make ends meet now. If we tax more, and the precept is a regressive tax, it is likely to push more people to the breadline.

3. Undermine & confuse city councillors role. At the moment we are developing a real civic duty amongst councillors and people have taken that challenge forward by advocating for their areas. Parish councillors will confuse that space and give a hiding place for poor city councillors not do to the right thing for their areas.

4. Allow a political platform for fringe parties. A real worry is that BNP and other nasty fringe political groups often find refuge in parish councillor seats. In some locations some parish council seats are not even contested. I think it's a real worry and we would not want to give a platform to those people.

5. They fragment services with the result that services are often more expensive and the quality poorer than with well managed council services. The unions have been dead set against devolution as you would imagine that if you give more control locally you end up with costs going up and potentially terms of conditions of workers being forced down.

It's a concern and I think further consideration should be given to allowing services to be responsive to local people without losing economies of scale and synergies that you retain from a city wide service.

10. Comment redacted

11. I am unsure whether you are proposing to close more public toilets? I really hope that you are not. I consider them essential to health and wellbeing for myself and many, many others. I am 65 years old, fit and able at the moment despite having had cancer a few years ago. I hope to keep fit for a long time to come. I regularly run, walk and cycle. I therefore rely on public toilets a lot. Without them I would be travelling by car and giving up these sports. The idea of using cafes and pubs is not feasible, especially when part way through a run or in a large group. I have been turned away when I have tried, even though I was on my own at the time. Some cafes only have one toilet which is in heavy use from their customers. Cafe Retreat on the Downs is one such example.

Please do not close any further public toilets. Obesity and Type 2 Diabetes are already crippling the health service. Running, walking and cycling are gaining in popularity, particularly amongst mature people. Please do not hamper or stop people doing these activities by closing public toilets or shortening the opening hours.

12. I ask that Bristol City Council consider the following items in response to the proposals within the Corporate Strategy 2017-2022 document. Whilst the proposals refer to the Revenue budget, the Capital budget also needs examination.

- Use some of the reserves to progressively introduce change.
- Officers' salaries should be capped at the salary of a Minister of State.
- University student's exemption from Council Rates should be removed in part or whole, or in the alternative, paid by the University where they are the landlord.
- Sell the Council's Energy Company.
- T117 Sell the Bristol Arena.
- CF6 It is not possible for volunteer groups to take over the maintenance and running of parks and green spaces.
- Community festivals, sporting events and, road closures should be funded entirely by sponsors; we are regularly told that the events "bring in millions to Bristol". BCC should provide management expertise at commercial rates.
- T122 It was understood that the £1m from the sale of the Docks freehold had been assigned to the Neighbourhood Partnerships by the previous elected mayor.
- T304 BCC should not provide £7m for further cycling enhancements whilst abolishing bus passes for carer companions.
- T308 The proposal for a rail platform was examined in the NW Fringe Park and Ride Sites report (March 1996). It was found that a second Severn Beach track would have to be provided with additional rolling stock to provide a nominal number of additional trips from the Park & Ride.

13. I do not have a particular view on other issues and I am aware that cost savings need to be made across the board!

Firstly, I am concerned that withdrawing Concessionary Bus Pass re-imburement from Community Transport Operators may result in these operations being shut down due to their financial viability – this would directly impact the most vulnerable people who use public transport (perhaps only once a week) and for whom there is likely to be no alternative bus service available.

Reducing the amount spent on supporting non-commercially viable (supported) bus services would also need to be considered carefully to avoid the same outcome.

Thirdly, I am concerned that changing the start time of the Concessionary Fares Scheme from 09.00 to 09.30 will not actually achieve any real savings, as the majority of pensioners will simply leave home ½ hour later, since for most their journey is not time-critical. There is also a greater likelihood of overcrowding on some bus services as everyone leaves home to catch the first available bus after 09.30. Also, those booking doctors' appointments, etc., will be more restricted in the times they can be available, as they will be reluctant to pay bus fares to the surgery...

I hope these comments will be seriously considered - they are born out of 16 years' experience in public transport operations!

These comments relate mainly to the need for "bold ideas" to meet our "five year challenge".

I would suggest the following way forward:

1. Particularly when money is short, I understand that the Council needs to have very clear priorities for its spending

So in order to have enough money for badly needed housing and social facilities, expenditure on non-essential facilities should be delayed or avoided completely at least for the time being. Therefore I suggest that:

- (a) Expenditure on the 'Arena' is delayed.
- (b) Expenditure by the Council on Music and Art facilities (such as the Colston Hall facilities) is avoided. They should pay for themselves.
- (c) The 'Metrobus' project is carefully studied to find possible savings.

2. Achieve a major increase in the provision of housing by:

- (a) Expansion of the City where possible for mainly housing use (local shops and common facilities would also be needed).
- (b) Development of Castle Park as shown on the attached sketch layout.
- (c) Compulsory purchase of unused office/workshop buildings and sites for conversion to housing.
- (d) Exploring the possibility of using currently unused or very little used public buildings such as churches for other public uses such as schools, health centres and community rooms so releasing buildings and sites for housing.

3. Make new development as economic and sustainable as possible by:

- (a) Planning development as compactly as possible so that walking distances are minimised so reducing the need for travel by car. Schools (particularly primaries), shops, community facilities and health centres should be within walking distance wherever possible.
- (b) Planning development with low external wall and roof areas and good thermal insulation to minimise construction costs and heat loss (and therefore energy use).
- (c) Using the buildings to shelter the streets, so they should be about three to five storeys high. (Single-storey, detached and semi-detached buildings which are more expensive to build and insulate should be avoided.) Streets should be kept fairly narrow - ideally about ten to twelve metres wide - again this will be economic in the cost of land.

However tall buildings (more than seven or eight storeys high) should be avoided because:

- They are considerably more expensive to build.
- They can cause very high winds at street level.
- There is no longer any visual contact between the street and the highest floors.
- They dwarf the lower buildings and human activity in the streets.

4. Make the City - particularly the streets, squares and public buildings - beautiful again by:

- (a) Ensuring top quality and frequent street cleaning (with fines for leaving rubbish in them). To encourage good sustainable rubbish disposal, waive the charge for green bins and bulk collection by the Council, because the current charge just leads to fly-tipping.
- (b) Insisting on high quality street elevations using natural materials such as stone, clay and painted wood.

5. To tackle congestion, make public transport free (at least for local people)

This would probably mean increasing the local rates to some extent, but most people would make a saving overall and the benefit would be enormous:

- (a) Car use would probably be very substantially reduced.
- (b) Public transport would be faster and cheaper because ticketing could be minimised or eliminated.
- (c) Congestion would no longer be a problem, making the City's economy much more efficient.
- (d) Transport would suddenly become very sustainable.
- (e) The streets would become much safer.

6. With Central Government agreement if needed modify the current town planning system in the City to be able to plan well and efficiently in the future and to ensure a sufficient supply of housing (and other uses)

The reformed system would work as follows:

- (a) The City Planning Department to plan all development in outline (i.e. the pattern of all streets, squares and public open spaces, the locations of all public buildings) and design all elevations onto these public spaces (often called 'The Public Realm').
- (b) Key rules to be introduced for private property to cover matters affecting neighbours such as:
 - The emission of noise/effluent.
 - Overlooking of other property.
 - The requirement for licences for special uses such as drinking establishments, shops, substantial workshops, major offices, etc.
- (c) The City (rather than Central Government departments) to decide on the locations of public facilities such as schools, colleges, health centres, hospitals, etc. so that these facilities can fit properly into the City Plan (at present such facilities are often very poorly located, making access and travel to them long and difficult).
- (d) The above would allow the requirement for Planning Approval to be abolished saving much time and money.

14. In light of this year proposed savings of 27 million and 92 million in five years. I warmly invite Bristol City Council to continue on their transparent journey for the collective mobilization of new ideas, insights and innovation to co-create, impactful change to deal with the array of complex and interwoven social and financial concerns to re-shape Bristol City Council to enable the draft proposal the new changes be with in the financial reach of everyone benefits from the city's success which ensures no-one is left behind'.

I reading previous reading of [Empowering communities: making the most of local assets - Locality](#) and [Saving money by doing the right thing - Locality](#). The draft Bristol City Council 2017 -2022 Corporate Strategy will be adopting the Social Care framework.

I am seeking clarity by adopting this framework has there been a clear evidenced statistical data. Supported by Neighbouring wards listening record and data, which accurately reflects the wider social adoption in the hearts and minds for many community wards in Bristol.

I also have grave concerns regarding Bristol youth Links and Early Help. This draft document is in contradiction of the some of it vision namely 'Bristol to be a city In which everyone benefits from the city's success and no-one is left behind Where life chances and health are not determined by wealth and background' p.5 . The apparent short sightedness which goes against the predictive analytic data which confirms many children, young people and families living in difficult circumstances of which some notably still on the facing multiple deprivation factors as well as some remaining on the edge of care. Early help and Bristol Youth Links are deeply enmeshed with social health and wellbeing policies and cannot be treated as a single entity. The disparaging cuts to take place at the heart of the most vulnerable citizens, of young people with no voice '18,900 children under 16 (23%) live in low income families in Bristol, more than national average of 20%' There is evidence to suggest in Ashley ward every other child /young person I pass is living with social and economic disadvantage and deprivation factors. This document is not clear on the steps that will be taken to support and maintain their resilience to deal with situations beyond their control is bellies Bristol City strategic direction.

Issues with the document

- This document is too big. Too many hyperlinks in the full document and acronyms in this report to make it readable. Not all residents will have the time or a PHD to interject the level of research skills needed to traverses this document fairly and objectively. Some context is missing for a lot of the points – information is so minimal or allusive deeper reading is a must to understand
- Throughout the whole document there appears to be No deadline- , who is responsible to follow up implement KPIs.
- Lack of budgets by some headings. How can we gain a full understanding if the 2017- 2018 budget has not been approved yet
- Not clear what theory good practice underpins Bristol City Council change or internal heart changing to making this happen not just spoken about?

Questions

I had great attention to respond point by point. I have filled in your questionnaire and see the below questions and highlighted notations on the attached document.

- It has been shown that citizens in diverse communities need culturally reflective breathing space where by intrinsic bi- cultural competence and social capital prevail and Combining resources has its dual benefits namely to help vital organisations to thrive.
- Have all the internal and interdepartmental BCC budgetary been correctly accounted for in this document. Some BCC departments are still working I work in silos to their own tune. Bristol Community Hubs are mentioned with no budget or departmental changes references. Is this a new service with a neighbourhood objective if so this information is not being shared in the right settings and how does it interlink **with**
- Urban Parish what is this, what will it cost, look like. Is this an effective model used to enable residents positive engagement at grass roots levels to deepen civic responsibility to impact fully empower improvement on system drivers within the BCC and government
- P. 10 can you be clearer in giving specific details of other costs with in the £ 149 m (13%)
- No budget set aside for re training and reframing for staff. Cost of implementation and distention of this change model process to ensure sustainability
- Suggestion of Urban Parishes what is this. Neighbourhood Partnership in Ashley hasn't even mentioned this. No councillor can explain without a different interpretation what it is or this model may not be used.
- What is meant by a regional body- who will govern this and ensure the aims of BBC draft document is achieved?
- What is the Capital programme? The BBC draft document alludes that is up for revision especially as the document says it can be up for revision
- Unclear how just refinancing Hen grove leisure centre alone will enable the saving suggested in the document

Education

- Nothing said about the powerful role of Community citizenship in education and how this can be used as an influential driver to to maintain and aspire engagement in school and further learning.
- Education does not seem to benefit from the inclusion of external community resources.
- On p . 2 Develop Recruitment & Retention action plan diverse workforce should refer to the original aim.
- Develop a campaign to promote the uptake of Pupil Premium and breakfast clubs/out of schools clubs to disadvantaged families in how you are going to achieve this no mention of the community improved engagement and a clear understanding that several deprived communities remain digitally excluded and
- What is the Bristol WORKS Hub? How does this have an outcome on education outcomes? This is not clear
- Implement the Bristol Learning City Partnership Employment and Skills Strategy what is this? Will it have an effect on Neighbourhood partnership or Urban Parish supporting a local awareness and approach?

15. Ideas to raise/save money:

- It is so difficult to find a reliable trade person – painter, decorator, plumber, carpenter etc in Bristol, Why don't we use our BCC trade persons to do work for private people as well – the profit comes to the council and the citizens get a reliable craft worker.
- Ask citizens to kill the weeds on the pavements outside their houses themselves
- When you change the libraries into multi-function hubs ensure that this includes income generation projects, for instance converting part of a library into a gym (Lambeth have been doing this I think)
- Take back the management/running of leisure centres into the council to benefit from the profit. This can be used to fund other parts of the council. Why did we handed over profit making businesses to the private sector in the first place?

16. I would like to express my concern at the proposed charging for Vassals Park car parking on p56 of the Corporate Strategy. I live on St Matthias Road, a nearby road off Oldbury Court Road and I believe implementing charges would cause parking problems where I live. Two years ago when the car park was closed for resurfacing there were parking issues as people parked on surrounding roads (as they no doubt would to avoid charges should fees be introduced).

I look forward to hearing from you and hope that you will reconsider proposed charges for the sake of the nearby residents. I have a toddler and need to be able to park near my house.

17. I wish to submit my response to the above proposal as a resident of Oldbury Court Drive. I have only consulted my own family about the issues detailed by residents of the near by Perrymans Close, all of which I would echo, especially point no.1. This road is often inconvenienced due to people parking when the current car park is either full,(hence your plans to extend???) and on Bank Holidays when closed.

1. **Significant Inconvenience to local residents caused by obstruction of local roads and footpaths.**

Many visitors to the estate will simply park in the many residential streets surrounding the estate, rather than pay for parking. This will greatly increase the likelihood of obstruction of roads and footpaths. This will obstruct access for deliveries, service and emergency vehicles, and support services including nursing and home care staff, and seriously inconvenience local residents.

Notes: Unlike Ashton Court and Blaise Castle Estates, Oldbury Court Estate has no convenient public transport, and the car park is effectively located at the end of a long cul-de-sac, and is surrounded by residential streets, many of which are narrow and easily obstructed.

Lack of sufficient parking at the Estate has been recognised by the council (see recent planning approval for an overflow car park at Oldbury Court Estate). Charging for parking will simply exacerbate existing problems for local residents.

The car park is heavily used from dawn to dusk, throughout the year (even on cold wet winter days). Many visitors are regular users.

If parking charges are introduced, visitors will seek to park in adjacent residential streets.

2. **The Economic Case for Revenue Generation at Oldbury Court Estate has not been demonstrated**

The reason for charging is to raise revenue for the council. There is extensive on street parking in adjacent residential streets. Many visitors will avoid the charges by parking in local streets. This will significantly reduce any revenue generated for the council and call into question the economic viability of charging.

Note: The corporate plan indicates charging would raise £100,000 annually but no detailed business case has been provided to show how this would be achieved.

There is no breakdown of what sums would be raised at each of the three parks mentioned, and no indication of how charges would be enforced or how the council would mitigate the adverse effects (as above) caused by parking charges.

Consequently, there is currently no demonstrated case that charging at Oldbury Court Estate would be economically viable.

I have read that the residents of Perrymans Close would want to see additional parking restrictions/residents only parking arrangements in place if the proposal to charge for parking goes ahead. I would support this extending to all local roads potentially affected by those who may choose to avoid paying to park at this beautiful park facility. Quite how BCC will ensure restrictions are adhered to concerns

18. I was surprised to read recently that our government have given around 4 million pounds to an African girl band, in Africa. I am a dancer and musician and have been involved with Brazilian community arts for over 20 years. I am shocked at the general lack of concern or interest, investment in celebrating our own roots here in the UK both in the urban environment and as a cohesive intact practice regarding the integrity of our ecosystems, which can be very bountyful and beautiful. I am very keen to raise consciousness of our indigenous ways and practices.
- As a dancer myself I feel our own cultural heritage and knowledge in artistic practices is massively underfunded and unseen and of course much has been lost, but there is a groundswell and surge of public interest and I believe the people are ready for, need and desire identity nourishment, soul purpose and human care. I propose there is much to gain with cultural investment and especially as we may be running for capital of culture - let it be a celebration of our own culture for the running at least!! I would be happy to raise some more specific ideas. For example a carnival style procession celebrating our heritage and natural elements. This could involve year round preparation and education, and giving to creating more community cohesion. These could be celebratory points or centres honouring the respect of life giving properties of elements such as water for example or building resources.
19. It is quite clear that the task given to Bristol City Council – of balancing its budgets given the reduction in funding from Central Government, is impossible. The savings put forward in the Strategy do not achieve the balanced budget, and many of the proposals put forward are unachievable. I am presuming the Council will increase council tax by the 3% rather than 2% for Social Care, as recently allowed by the Government, as well as the 1.9% general increase. I would suggest representations are made to Central Government to review central taxation to allow especially Health and Social Care to be funded appropriately. My feeling on this is that what amounts to £1 a week increases won't be noticed by most people, and they would be happy to pay more to have Health & Social care services operate properly. Looking at the specific proposals, there are several I have particular concern over, as a carer and as a Charity based volunteer provider of services for people with disabilities.
- RS1. Saving £552K – 1.1 M from Drug and Alcohol services. A saving of this magnitude can only be achieved by reducing quality and quantity of services provided. This is going to give bigger problems in many other areas - domestic abuse, homelessness, policing etc, all areas where other attempts to make cuts are being aspired to. If central Government had implemented minimum pricing for Alcohol, that might have been a start! *Tackling the issue through a "Health and Wellbeing strategy" while cutting services, is hypocrisy!*
 - The system is all inter related, and squeezing one area like a balloon, results in a bulge in problems somewhere else. The amount of squeezing proposed can only make the balloon burst!

- CF2 & CF3: £250K – 500K savings envisaged in homeless support services – and then £150K in preventing homelessness. This cannot be achieved simply by efficiency ! More will be homeless as a result especially given the housing problems in Bristol and the reduction in drug & alcohol services.
- Several of the proposals look really quite discriminatory – specifically impacting people with Disabilities:
- IN2: £200 charge for a Disabled parking bay. If you need a disabled parking bay you really do need it! If you are well enough off, you will have a driveway to park on! This is another tax on disability!
- RS4: £400K saving by removing the travel companion concession for carers of people who “Cannot travel alone”. This adds cost to carers – most of whom are making sacrifices to care, or paid the minimum wage to do so. This I would suggest would contravene the Disability Discrimination Act. Where is the Equality Impact Assessment for this?
- RS6: £195K saving by cutting the subsidy for concessionary bus passes, putting it back to the Bus service providers – who will withdraw it and blame the council! Again impacting the elderly & disabled who cannot drive! Again not DDA Compliant.
- CF10. Save £413K by closing one or more of the Bristol Community Links Centres. There are only 3 of these, and they replaced 12 Day centres only a couple of years ago. These take the most severely disabled service users, who will not be able to find easily alternative services to go to. This I believe would contravene the obligations the Council has under the Care act, as well as the Disability Discrimination Act. They have also just had a major capital injection in refurbishment!
- CF16. Save £50K means testing Carers and charging them for services they receive. This really adds insult to injury! Carers invariably provide round the clock care and support for their family members at great personal cost, please do not add to their difficulties by this measure.
- RS11: Save £572K by reducing Police Community Support Officers. These Officers with all due respect, are already police on the cheap! This is yet another squeeze of the balloon which will make problems pop up elsewhere, especially with the reduction in drug funding etc as above!!

As with most savings proposals, these are unlikely to succeed completely, will not be able to be implemented in the timely manner envisaged, or are just totally unrealistic and are unachievable, and may result in legal challenges suggesting the Care Act or Disability Discrimination law is being broken. Many of the proposals if implemented will interact with other cuts and result in a significant deterioration in civil society in Bristol. Whilst I understand the need for balancing the budget, it should not be at the cost of undermining society, and as a result of some of these proposals, probably the cost of individual lives. We need to solve the problem by funding services properly.

I have commented on proposals that deal with Health & Social care particularly, many others will comment on other aspects, as everyone else did at the Henbury School meeting. I will not tread on their grounds of expertise.

One simple idea however to reduce traffic congestion - remove or limit Bus Lanes! These reduce road carrying capacity significantly. The best example of this is the portway. The bus lane causes huge congestion in car traffic, for at the best 6 buses an hour. If cars could use both lanes and merge after the traffic lights at Bridge Valley Rd, there would be no congestion, along with its associated extra pollution and cost!

20. I have reviewed your proposed corporate strategy, and while I agree that the Council should consider a re-structure and review its operations and ways of working, I believe that funding does not need to be raised by an increase in council tax as there are alternative options available to the Council.

Please find below my own input regarding how to improve operations, structure and funding for Bristol City Council.

I have sent this prior to the deadline of completing your survey by 4th January, as again the questions posed by the questionnaire capture intangible ideas and quantitative data rather than actual solutions and implementation approaches to drive the results you require.

1. GET THE BASICS RIGHT

a) From a city council perspective:

- List the 'must haves' – what MUST you do to meet
 - o the strategic plan
 - o legal obligations
 - o governmental obligations

b) From a city perspective:

- List the 'must haves' to meet basic city operations
- c) Any other activities are a 'nice to have' – terminate them.

2. DRIVE EFFICIENCY

Analyse council business processes and workforce operations – a basic 'labour standards' exercise to achieve process improvement.

- What people in each department are required to complete an end to end task?
- How long does it currently take to complete each task and how many colleagues are involved? Is this an acceptable time-frame? Can the number of colleagues involved be reduced?
- Where are the interfaces between other departments to complete a task? What are the time-frames for these interfaces to respond?
- Where are gaps in the process, time delays, overly manned decisions? Where can the process and time-frames be improved and unnecessary activity stripped out.

The above is a very high-level summary of an activity which will give you a template across the council to improve basic operations and reduce cost through improved performance. It also starts the process of identifying where roles can be merged or removed to greatest effect.

End flexible working hours. It is not cost-effective and creates over-resourcing across the organisation. Anyone who disagrees can leave, which when part of a redundancy programme creates efficiencies through voluntary redundancies.

3. THINK 'END TO END' SOLUTION, NOT INDIVIDUAL TASK – PLAN AND DELIVERY SERVICES TO MEET THE NEEDS OF BOTH THE COUNCIL AND RESIDENTS

Stop thinking in terms of department tasks and deliverables and start thinking in terms of 'organisation' tasks and deliverables. Ask yourself 'what is the job to be done' not, what is the job title, or department, or who has a pre-defined role.

Great examples of where money, time and resource is wasted on council deliverables are;

- The parking team re-mark the parking bays
- The road team then re-surface the road, removing all the paint for the nice new bays
- Bristol water lay new pipes, digging up the new surfaces.

Seriously?!

My personal favourite are the gentlemen employed to blow leaves off the pavement and into the gutter. It then rains. We have blocked drains, which the council then has to clear. What happened to the team who collect leaves and bag them at the same time? End to end thinking saves time, money, resource and avoids additional problems.

These situations can be avoided with visual working techniques found throughout businesses, especially manufacturing – get some calendars up on your walls and plan all works and activities together. Not difficult, hugely cost-effective.

4. SPEND MONEY TO MAKE MONEY – CREATE A COMMERCIALISATION PROGRAMME

Simply raising the council tax is short-sighted, not a well thought through solution, and is a short-term solution as the cost of living gradually

increases. The council and mayoral office already have initiatives in place that you are not capitalising on.

a) Traffic regulations

Bristol is the only city I have ever lived in either in the UK or abroad that allows people to completely ignore traffic and parking regulations. Install road cameras and fine people who block yellow boxes, ignore red lights, double yellows, zig zags, roundabouts (the clue is in the name!) and no left/right turn

signs. I have never met another city where these basic safety and traffic flow regulations are so blatantly ignored. The fines raised would pay for the

equipment installed and fund council activities and initiatives. Talk to any London council and they can advise on this! America also stops and fines

cyclists who ignore traffic regulations and put drivers and pedestrians at risk. You will also find you reduce congestion and traffic jams by forcing

residents to drive and park more responsibly. With this potential at your finger-tips, why do you need to raise council tax?

a) Parking regulations

Why install a parking scheme across the majority of the city then reduce its success by not putting in place initiatives to uphold its regulations? Hire

more parking attendants. They will generate increased revenue, which will both cover their salary and fund council initiatives – either through fines or

through payment for permits. In my road alone this year I have seen 3 builders park their vans Monday – Friday every week from July 2015 to

December 2016. They have perhaps received 3 parking fines each during this period. By my calculation this totals a lost revenue in parking fines of 19

months x 20 days per month = 1,140 parking ticket fees. If a ticket = a £40 fine, that's £45,600 raised simply by patrolling outside one house in one

street in the city.

And if you really want to make some easy money, work with the Downs parking team and have parking attendants patrolling the Downs every Bank

Holiday. Tow cars that park on the grass and fine those without tickets.

In London you know if you don't buy a ticket you'll receive a fine within 15 minutes of parking. Funds raised may be considered an additional tax by

Londoners, but these fines raise millions, reduce parking and congestion issues, raise funds and pay for council initiatives.

C) Act like a business and move away from old school public sector thinking

You have documents on your site which list the costs of installing CCTV cameras. Look beyond the numbers. With Bristol Council's buying power you

can enter into commercial deals with suppliers and together agree innovative procurement solutions to get these initiatives started and start raising

funds.

5. LEARN FROM OTHERS

There are many councils in the UK who are already operating in a significantly more commercial way and are hiring externals to drive improved working and operational understanding. Contact them, listen and learn.

Ask for help, not just opinions – Bristol is full of experienced consultants and professionals like me who resolve problems like this for organisations every day, working to fixed deliverables, fees and timeframes. Long-term, having those with experience to advise and work alongside you is much cheaper than trying to do it yourself in addition to your day job.

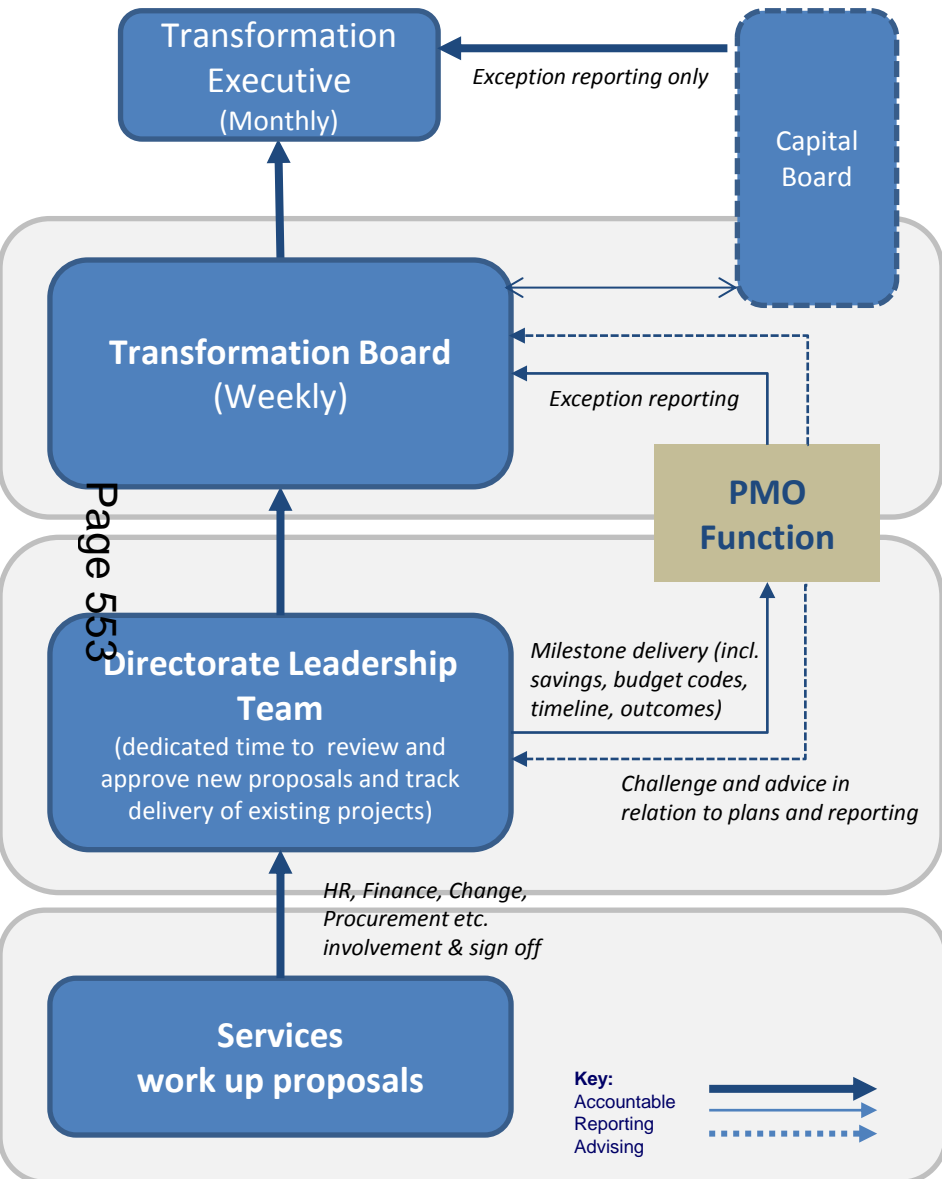
Ask if qualified and experienced residents would donate some of their time to help and advise. I myself would be happy to offer some of my time.

Bristol is a great city, but it acts like it's a small country town. It needs to step up and start acting like a professional City Council, and it needs to move fast as it is falling behind many other major UK cities. If this continues we will lose businesses, investors, and employers. It's time create an achievable and realistic direction for the Council and move away from outdated behaviours and principles that stem from the last century.

Indicative Principles for Governance and Transformation Lifecycle

- Enables fast and flexible decision making.
- Works to a single version of the truth.
- Visible & transparent to all.
- Accountability and ownership with services.
- Proportionate rigour.
- Don't reinvent the wheel.

Indicative Transformation Governance

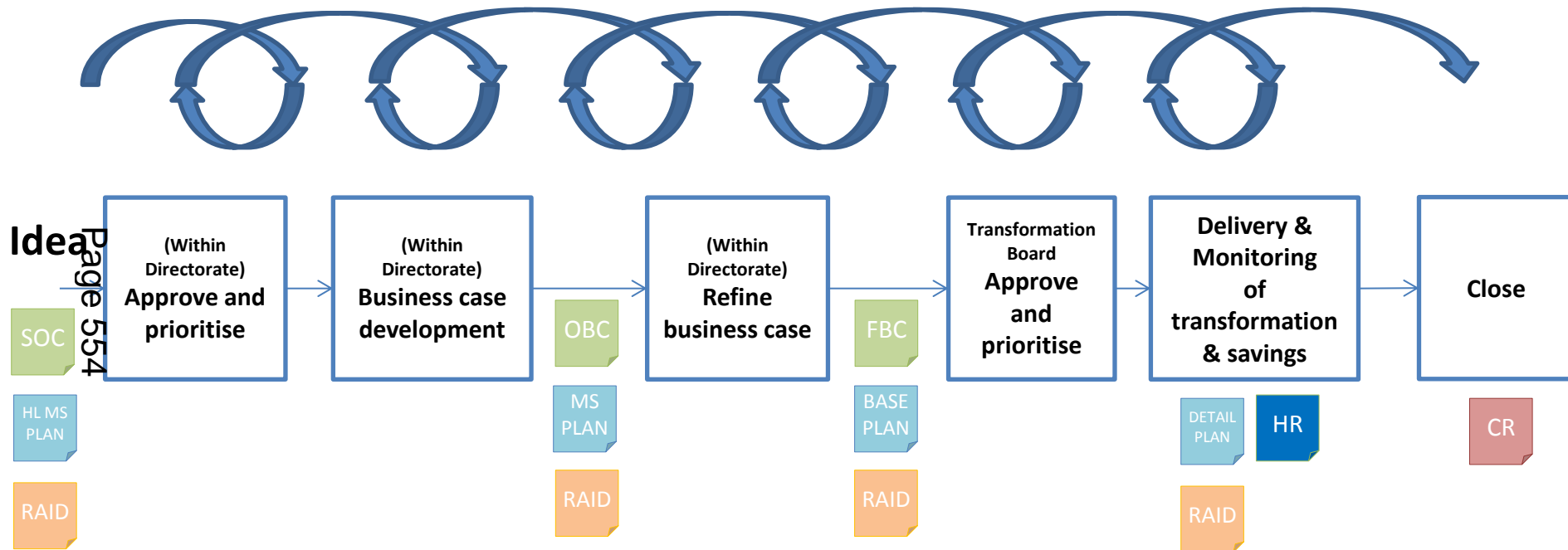


Key Features

- **Transformation Executive** (Portfolio Holder for Finance, Governance & Performance, CEX, Monitoring Officer, Director of Finance, Mayor will attend on a quarterly basis)
- **Strategic & Service Directors report into the Transformation Board and Transformation Executive as appropriate** e.g. to expedite resolution of delivery of transformation and savings that are off track.
- **Transformation Board chaired by Chief Executive and a rep from each Directorate Leadership Team (DLT)** and supported by other members to provide challenge of business cases and savings tracking (including Director of HR, Change & Communications, S151). Transformation Board would provide:
 - Approval of financial commitment
 - Tracking and ensuring accountability
 - Cross council new concepts/business case decisions
 - Resource allocation
 - Benefits realisation and tracking savings (subject to key decision requirements)
- **Project Management Office (PMO) function will support the Transformation Board** to have all appropriate information to sign off and have manageability of the programme.
- **No Project Boards – DLT's are accountable** for delivery of change and savings. DLT's will initially sign off business cases.
- All business cases for resources, funding, changes to IT/data, workforce etc. would follow this process subject to key decision criteria

Outline lifecycle for transformation proposals

Note that all steps and documentation are iterative and adhere to HMT “green book” principles



Business Case lifecycle:

- SOC – Strategic Outline Case
- OBC – Outline Business Case
- FBC - Full Business Case (includes detailed spend and benefits)

Project Plans:

- HL MS PLAN: High Level Milestone Plan
- MS PLAN: Milestone Plan
- BASE PLAN: Baseline Plan
- DETAIL PLAN: Detailed Plan(s)

Risk Management:

- RAID: Risks, Assumptions, Issues and Dependencies captured.

Regular Project Reporting:

- HR: Highlight Report (includes detailed monitoring of spend and savings)
- CR – Closure Report

The right culture to support successful change delivery

- Always striving for success and measurability
- Accepted accountability
- RED is highlighted and is a call to action to resolve (not something to be ashamed of)
- Promotes service ownership and leadership
- Recognises the unpredictable nature of transformation
- Is supportive
- Is all about driving successful delivery and sustaining transformation