

Overview and Scrutiny Management Board Agenda



Date: Thursday, 12 April 2018

Time: 6.00 pm

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

Distribution:

Councillors: Geoff Gollop (Chair), Charlie Bolton, Tom Brook, Jude English, Gill Kirk, Brenda Massey, Graham Morris, Anthony Negus, Estella Tincknell, Donald Alexander and Steve Pearce

Copies to: Colin Molton (Executive Director: Growth and Regeneration (Interim)), Alison Comley (Executive Director: Communities), Shahzia Daya (Director - Legal and Democratic Services), Andrea Dell (Service Manager Democratic Engagement), Lucy Fleming (Democratic and Scrutiny Manager), Denise Murray (Executive Director: Resources (Acting)), David Fowler (Members' Office Manager (Conservative)), Stephen Fulham, Zarah Jama, Paul Shanks and Jacqui Jensen (Executive Director: Care and Safeguarding (Acting))

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Date: Wednesday, 4 April 2018



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 5)

2. Apologies for absence.

3. Declarations of Interest

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

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

4. Minutes of the previous meeting (s)

- 18th December 2017 – includes exempt appendix
- 8th March 2018

(Pages 6 - 20)

5. Chair's Business

To note any announcements from the Chair

6. Public Forum

Up to 30 minutes is allowed for this item

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by **5 pm on Friday 6th April**.

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



Wednesday 11th April.

- 7. Bristol City Council’s Business Plans**
(Pages 21 - 62)
- 8. Waste and Recycling Collection Methodology Review**
Detailed Appendices to follow **(Pages 63 - 64)**
- 9. Arena Information Item**
(Pages 65 - 66)
- 10. Task and Finish Group Updates**
(Pages 67 - 69)
- 11. Scrutiny Ways of Working - Verbal Up-Dates**
- 12. Information Item - Social Action Plan 2018-2020**
(Pages 70 - 90)
- 13. Information Item - Period 10 Budget Monitor Report**
(Pages 91 - 109)
- 14. Information Item - Mayor’s Forward Plan**
(Pages 110 - 122)



Public Information Sheet

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

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

Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee and be available in the meeting room one hour before the meeting. Please submit it to democratic.services@bristol.gov.uk or Democratic Services Section, Brunel House St Georges Road Bristol BS1 5UY. The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **three clear working days before the meeting**.

Please see www.bristol.gov.uk and the '[How to Have Your Say](#)' pdf for the parameters of each individual Committee and what will happen to your submission.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record (available from Democratic Services).



We will try to remove personal information such as contact details. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Public Forum statements will not be posted on the council's website. Other committee papers may be placed on the council's website and information in them may be searchable on the internet.

Process during the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions.
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.

Webcasting/ Recording of meetings

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

Bristol City Council

PUBLIC Minutes of the Extraordinary Overview and Scrutiny Management Board



18th December 2017 at 5pm

DISCLAIMER

The attached Minutes are **DRAFT**. Whilst every effort has been made to ensure the accuracy of the information and statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a correct record at the subsequent meeting

Members Present;

Geoffrey Gollop (Chair), Don Alexander (acting Vice-chair), Brenda Massey, Jo Sergeant (subbing for Cllr Brooke), Margaret Hickman (subbing for Cllr Kirk), Steve Pearce (subbing for Cllr Tincknell), Anthony Negus (left at 19:50), Charlie Bolton (left at 19:35), Jerome Thomas (subbing for Cllr English) and Graham Morris (left at 19:01).

All Party Group Leaders were invited to attend and Cllr Mark Weston attended in this capacity.

Cllr Mhairi Threlfall and Deputy Mayor Craig Cheney attended as Cabinet Members on the Shareholder Group and as the Shareholder representative.

Officers in Attendance;

Facilitating the meeting – Andrea Dell (Scrutiny) and Nancy Rollason (Deputy Monitoring Officer)

Shareholder Client Side - Shahzia Daya, Denise Murray, Helen Wheeler

Company presentations – Bill Edrich (Bristol Holding Ltd.), Tracey Morgan and David Foster (Bristol Waste Company Ltd.)

Independent Shareholder Advisors – Elaine Holt and Fiona Ross

1. Welcome, Introductions and Safety Information

The Chair welcomed all Members to the meeting and explained the evacuation procedure in the event of an emergency.



2. Apologies for Absence;

Apologies for absence were noted from Cllr Gill Kirk, Cllr Jude English, Cllr Tom Brook and Cllr Estella Tincknell. Substitutions listed above.

3. Declarations of Interest;

There were no declarations of interest however the Chair of OSMB highlighted that in his role as Chair of OSMB he also performs the function of observer to the Shareholder.

4. Chair's Business

- The Chair highlighted that following the publication of the Safer Bristol report into the Ebrahimi case that Scrutiny should have a role in scrutinising the implementation and progress against the actions agreed by the council. OSMB members were in agreement.
- It was noted that OSMB had received a response from the Deputy Mayor regarding libraries task and finish and the funding for mutualisation.
- The process for budget scrutiny was highlighted with the dates of 18th and 22nd being critical meetings and that the cabinet papers will be dispatched on the 15th January for cabinet and this will be less than the standard 5 clear working days.
- The Energy Company Business Plan is scheduled for Scrutiny on the 11th January.

ACTION - Scrutiny team to incorporate review of Ebrahimi into the OSMB work programme

5. Public Forum

There was no public forum received.

6. Exclusion of Press and Public

The Chair reminded all members and officers that they have signed confidentiality agreements and should be aware of the implications of these.

7. Bristol Holding Ltd

The Deputy Mayor set out a brief context for the holding company including details of how the company has been 'slimmed' down to reflect current business need. The holding company's operation and governance is such that it can expand and contract to reflect business need.

The following points were raised and discussed by the members present:

- The Executive confirmed there has been no decision on the proposed housing company at this time in the context of the size of the holding company
- Offices clarified that the holding company has a role in ensuring that the council is not disadvantaged from a tax perspective when its purpose was questioned.



- Members questioned the transparency of having a holding company and officers confirmed that each company has an individual set of accounts and individual business plans in order to ensure transparency.
- Confirmation was requested on the roles and responsibilities of the shareholder and the Executive and specifically whether the chair of OSMB in their role as observer was observing the advice given directly to the Mayor, as the shareholder. It was confirmed that the Mayor is the shareholder but that the Deputy Mayor is the Shareholder's representative at the Shareholder Group and that the Mayor received all the recommendations from the Shareholder Group.

8. Bristol Waste Ltd

At the outset the Chair confirmed that officers were to be invited back to a future OSMB meeting to discuss waste and recycling service issues enabling the discussion at today's meeting to be focused upon the business plan for the company.

ACTION - Waste Company officers to be invited to attend an OSMB as soon as is possible

The following points were raised and discussed by the members present:

- Questions were raised about the future plans for the Days Road site. Officers confirmed that there is a 99 year lease on the majority of the site but part of the site (where the bays currently are) has a lease due to expire in 2019. The company is waiting to hear back from Network Rail on their future plans however it was confirmed that most of the site will remain with BCC for the foreseeable future.
- The business plan references the Waste Company's contribution to Bristol being a better connected city. Officers confirmed that this relates to ongoing work with IBM on using mobile applications for bag tracking and other initiatives, all of which are currently in proof of concept stage. It was agreed that an update will be provided for scrutiny on this at an appropriate stage.

ACTION - An update on the Waste Company's contribution to Bristol as connected city to be scheduled at an appropriate point.

One member of OSMB raised the following concerns:

- The need for all of the report to be exempt
- Reporting back on the achievements of the company over the last year
- Officers from the company confirmed that an annual review has been written and circulated to members but that this and last year's business plan will be recirculated.
- Officers from the council advised that scrutiny had been given the full paper prior to the cabinet decision and in those circumstances it is required to be exempt. A public version of the business plans would be published for cabinet with minimal amount of exempt information. The Chair of OSMB advised that there was the option to wait and scrutinise what was in the public domain or



have the opportunity to scrutinise in exempt session the full set of reports. It was highlighted that reviewing the procedure for exempt information would be useful.

- Council officers advised that it is not the intention to remove the reserve or change the ethos of reinvestment back into other activities but there is a need for the council to have clarity on the investment plan.

ACTION – Waste Company officers to recirculate the annual review and the 2017-18 business plan

- Members questioned Bristol’s ambition at having a 47% recycling target (28% for flats) when 50% is the national average and there was a perception that Bristol is lagging behind European counterparts. It was suggested that the company should do more to focus upon tackling waste and recycling in flats in order to make a step change. Officers from the company advised that there is a pilot in Hartcliffe on food waste and early results indicate it is having a positive impact but that they acknowledge that flats are a significant issue and are an area to target. Members highlighted that whilst targeting students is important they do change every year and so this won’t achieve the necessary improvement long term.
- Members questioned if more could be done in regards planning requirements (e.g. include in the Local Plan and be able to challenge applications on that basis) and also if business rates reductions could be used as an incentive to landlords and owners. Council officers advised that waste and recycling are already components of the council’s planning process. Business rates however would need to be explored to ensure it would add up financially.
- It was noted that the focus on reuse was positive but that also there should be a holistic approach to all aspects e.g. examining impact of waste vehicles on Bristol’s roads. A member questioned the future market for the sale of recycled products. Officers confirmed that changes to the Chinese market have meant they have looked for other markets and are confident that they can maintain the level of income from sales in line with the business plan. They advised that Bristol has a strong product due to the minimal amount of contamination.
- Members questioned the future of the West of England NDT Plant contracts
- Members questioned what commercial offer was being made to businesses to encourage take-up of Bristol Waste Services. Officers from the company confirmed feedback has been positive but that there has to be a competitive offer. The level of service offered by Bristol Waste was viewed as a strength in this market.
- The issue of safety was raised. Company officers asserted this was their highest priority in terms of employees and customers and the company undergoes regular audits by the council and it is regular item for the board meetings and shareholder group. The Independent Shareholder Advisors (ISAs) interjected and advised that members should be reassured about the company’s focus on this area..



- The lack of risk assessment in the business plan was questioned. Company officers acknowledged this and highlighted that a risk register was standing agenda item for the Waste Company Board and also the Shareholder group and that a risk and audit sub-committee (of the Board) was being established.
- Altering the charging rate for garden waste by season was put forward by members. Company officers advised that there was an increase in customers due to changing the service in the summer but that this was resource intensive and so at this time there is no set way forward on this.
- Members questioned if and when the waste company waste collection and recycling methodology would be available for scrutiny given the importance of this to all Bristol residents. It was noted that a decision regarding the purchase of new equipment would be required in 2018. The Deputy Mayor advised that the executive wants scrutiny involvement early in this process and that there would need to be public consultation depending on what decision might be made. Members questioned if there is sufficient time for this consultation to take place particularly if there is to be a significant change e.g. moving to a single bin solution.. Council officers agreed to come back to the next meeting (11th January) with an indicative timetable.

ACTION - Council officers to produce an indicative timetable for 11th January meeting on the waste company methodology consultation and engagement and Scrutiny Officers to programme in scrutiny activity as appropriate.

- Clarification was sought on the nature of Teckal companies and the percentage of turnover obtained from different sources. Officers from the council and company confirmed that the Waste Company can only trade 20% of its turnover with commercial customers (e.g. not from providing services to Bristol City Council which form the other 80%). The Deputy Mayor also confirmed that regarding the methodology of the kerbside waste collection the council, as the commissioner of Bristol Waste, would be responsible for making this decision making due to the impact upon citizens of Bristol.
- It was noted that the council is likely to fund the purchase of the equipment (dictated by the collection methodology). The waste treatment and disposal contract with New Earth Solutions was raised. Officers from the company confirmed that this is continuing currently.
- The Deputy Mayor concluded from the client side that the Executive is pleased with the performance of Bristol Waste Ltd. It is the view that the service has improved and that costs have reduced also.
- The Chair drew the item to a close stating that the view from OSMB is that this is a robust business plan and it has been a positive trajectory over the last twelve months. Thanks were given to the company officers and from the client side specifically to Helen Wheeler for ongoing hard work.

9. Summary of the Draft 2017 Governance review report undertaken by the Council's Independent Shareholder Advisors



The summary was introduced by the Independent Shareholder Advisors (ISAs).

The following points were raised and discussed by the members present:

- The Chair highlighted that the report has gone to the Shareholder and that a response is in the process of being drafted and that this will take some time therefore it was important that this be discussed in exempt session.
- OSMB thanked the ISAs for their constructive feedback and recommendations.
- Members asked for further detail on who was involved in the review and also what national best practice existed. The ISAs advised that it was a range of council officers, councillors, company NEDs and executives to gain a broad range of opinions. Norfolk and Cornwall were cited as best practice (noted that one of the ISAs sits on the holding company for Cornwall)
- Council officers advised that the full report is being finalised and should be going to the Shareholder group in early January following presentation to SLT. It is anticipated that it will be available for OSMB in February.
- Members highlighted that the Centre for Public Scrutiny (CfPS) conference and the Parliamentary Select Committee on scrutiny have highlighted that councils are being over-zealous with exempt reports specifically on items viewed to be commercially sensitive and the need for exemption of the meeting's reports was questioned. The ISAs advised that a lot of progress has been made in order to be able to bring this level of information to OSMB but that they would come back with a more considered opinion on this specific issue. They did however note that there is a large difference in the commercial nature between Waste and Energy and that Energy is operating in a very competitive market. The Chair highlighted that the council needs to find a mechanism for members to access appropriate information and also for as much information as possible to be made public. The Chair highlighted that Waste unlike Energy is a statutory function of the council and thus there is a very different trading position.
- It was highlighted that Bristol Energy is scheduled to come to OSMB on the 11th January.
- A member of OSMB questioned if the original ethos for the companies still stood which was in their view to ensure that a profit was made and that this was reinvested back into positive outcomes for citizens. It was felt by OSMB that this should be outlined in the cabinet report to demonstrate the commitment to this. The Deputy Mayor asserted that assessing social value is a high priority. The need for the correct skills and experience from the client side was discussed in the context of the council's new structure and the need for dedicated resources at a senior level. Officers advised that a new Shareholder Liaison Director was due to be starting in December within the council.
- Members highlighted that if a housing company were to be established this would be in a very competitive market and the correct resources will be needed to establish this and the holding company should be considered in this context. The Deputy Mayor reiterated that no decision has been made regarding a Housing company but that the Holding company would need to be reviewed in that context.
- Members questioned the relationship between Scrutiny and the Shareholder and the companies and how to best to manage this in the context of waste being felt to be able to be more open and the Energy Company being much more commercially sensitive. It was suggested a six monthly update session could be useful and this should be incorporated into the Shareholder's Forward



Plan. The Chair of OSMB was in agreement with this and also suggested that need for an additional member of OSMB to sit as an observer on the Shareholder group and this potentially to be the vice-chair. Reassurance that all cabinet members are briefed on the council companies was also sought. The Deputy Mayor advised that these issues will be addressed in the council's response to the ISA's report.

- Members also highlighted other commercial ventures in which Bristol City council has an interest and the need to ensure that these are integrated with the overarching commercialisation strategy and subject to scrutiny. It was noted that some of these would have been set up under the previous administration and therefore may have a different emphasis that what is the priority now. A brief discussion was had about the future direction of the council overall and the range of views that exist in terms of mutualisation and commercialisation and that this needs to be considered carefully as part of the discussion about the future direction of the council.
- The chair drew the meeting to a close thanking all officers and members presents and specifically the ISAs. The chair reminded all members presents of the obligations regarding confidentiality.

ACTION– ISAs to report back views on the level of exemption within reports on the council's companies

ACTION – Points raised on scrutiny's relationship to the shareholder to be incorporated into the response to the ISA's report.

13. Date of next meeting.

Next meeting is Thursday 11th January at 6pm, City Hall.

The Meeting concluded at 20:07.

CHAIR _____



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

Document is Restricted

**Bristol City Council
Minutes of the Extraordinary Overview and Scrutiny
Management Board**



8th March 2018 at 5pm

DISCLAIMER

The attached Minutes are DRAFT. Whilst every effort has been made to ensure the accuracy of the information and statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a correct record at the subsequent meeting

Members Present;

Councillors Don Alexander, Charlie Bolton, Asher Craig (in part); Jude English, Geoff Gollop (in the Chair), Brenda Massey, Olly Mead, Anthony Negus and Steve Pearce.

Officers in Attendance (in full or part);

Shahzia Daya – Service Director, Legal; Patsy Mellor – Service Director, Citizen Services; Denise Murray – Service Director, Finance; Zoe Wilcox – Service Director, Planning; Gary Collins – Service Manager, Development Management; Andrea Dell - Head of Democratic Engagement; and Lucy Fleming – Democratic and Scrutiny Manager.

1. Welcome, Introductions and Safety Information

The Chair welcomed all those in attendance.

2. Apologies for Absence;

Apologies for absence were received from Councillors Brook, Kirk and Tincknell. Councillor Mead substituted for Councillor Brook.

3. Declarations of Interest;

There were no declarations of interest.

4. Minutes and Actions from the Previous Meetings

It was agreed that due to late circulation approval of the minutes from the meeting on 12th February 2018 would be deferred until the next meeting on 10th April 2018.

RESOLVED; That approval of the minutes of the meeting on 12th February 2018 April be deferred until the meeting on 12th April 2018.

5. Chair's Business



There was no Chair's Business.

6. Public Forum

The following items of public forum business were received and a copy placed in the minute book;

Statements

No.	Name	Subject
1.	David Redgewell (SWTN)	Potential Sites for the Arena
2.	"	MetroBus and Health Policy

Questions

No.	Name	Subject
1.	Helena Wray, Chair, Bristol for Europe	Scrutiny of Brexit

RESOLVED; That the public forum submissions be added to the Minute Book.

7. Task and Finish Group Updates

The report of updates from the Task and Finish Group Chairs was noted.

RESOLVED; That the report of updates detailing progress of the Task and Finish Group Chairs be noted.

The meeting was adjourned for 15 minutes.

8. Arena Update

The Board were provided with an update regarding the Arena development, following which Members commented on the information provided and asked for additional details in a number of areas. The key points were as follows;

- It was noted that the site known as Brabazon Hanger, Filton Airfield was currently designated as a Principal Industrial and Warehousing Area and confirmed that any consideration of change of use would be assessed as part of the normal planning application process. It was further noted that the council was going through a local plan review so there was an opportunity to revise current designations of sites where appropriate.
- It was noted that a petition was in circulation asking for the Arena to stay at Temple Meads which had enough signatures to trigger a debate.
- It was confirmed that the National Planning Policy Framework (NPPF) referred to a sequential test which promotes a town centre first approach. The test would ask if there is an available site in the town



centre and would therefore include the Diesel depot site. However, any developer would have the right to make a case for an alternative location and all aspects of the application would need to be assessed. The NPPF goes on to say that, when considering edge of centre and out of centre proposals, preference should be given to accessible sites that are well connected to the town centre. Where an application fails to satisfy the sequential test or is likely to have significant adverse impact, it should be refused.

- It was confirmed that a full planning application had been received and planning permission granted for an arena on the Diesel depot site. In addition, there had been a separate planning application received for a residual piece of land at that site for a mix of uses, and which had been granted outline planning permission at the same time. An application has been received for a university campus in the same location encompassing Cattlemarket Road, with a proposal for student accommodation on the residual land at the diesel site. It was confirmed that these proposals did not infringe in any way on the arena permission that had been previously granted.
- It was clarified that disabled parking was included as part of the full arena planning application.
- It was confirmed that an existing planning permission on a piece of land would not prevent further planning permissions for different uses on the same site and therefore would not prevent an alternative use being built out on that site.
- It was expected that KPMG in their report would outline the source of their benchmarking information, to include reference sites, stakeholders that had been engaged as part of that process. It was confirmed that the options appraisals
- It was noted that a further meeting may need to be convened prior to the Cabinet meeting in May to engage with the executive on the new report when available as it could be fundamental to informing the decision made.
- It was welcomed that the terms of reference for KPMG referred to value in its widest sense! Not just on a finance basis. However, a number of concerns were raised that the benefits of an edge of town arena may be more likely to bequeath benefits to residents outside of Bristol. OSMB sought confirmation that the model that looked at value for money for the Filton site also considered where the jobs would be created and whether this would be of benefit to Bristol taxpayers. It was noted that consideration needed to ascertain the opportunity left by a vacant plot.
- OSMB requested that board members be given sufficient time to digest the report and it was suggested that a reserve date was put in members diaries in advance of the Cabinet meeting.

RESOLVED; that the report be noted. A further meeting to be arranged before Cabinet and OSMB to be given sufficient time to digest the report before the meeting.

9. Update on the Review of the Library Service



The Board were provided with an update regarding the review of the library service, following which Members commented on the information provided and asked for additional details in a number of areas. The key points were as follows;

- The Mutual Ventures library report was expected to be formally received by the Council in early April, and could then be shared with the Libraries Scrutiny Task Group. It was noted that the report would be for internal use only.
- The Cabinet member asked that her thanks be recorded to all the individuals and organisations that had put forward ideas for libraries in their communities and confirmed that these would be considered as part of any community offer.
- It was noted that there was no current cabinet date or timeline, with the aim to go to cabinet with a proposal between June and September 2018. However this would be dependent on agreement on the proposal and financing, and advice from Legal on whether re consultation was necessary.
- It was confirmed that the number of libraries that would make up the core service had not been decided.
- Discussions were being held with Bristol Music Trust and with other Local Authorities regarding the future storage solutions for the stock of Bristol's music library but no final decision had yet been made.
- Once a decision on libraries had been made, a process would be put in place to allow communities and organisations to engage in formalising their community library offer. It was important that the process was communicated effectively so this could be progressed in timely way.
- Councillors needed further information to be able to talk with residents and volunteers about what was happening with the library service and the timeline for future action. The Cabinet member agreed to put forward a position statement setting out the direction of travel, which could be circulated to councillors and shared with constituents. **Action: Cllr Craig/Patsy Mellor**

RESOLVED; that the update on the review of the Library Service be noted.

10. Scrutiny Ways of Working – Outcome from the Member Workshop

Members considered the report detailing outcomes from the workshop that had taken place on 22nd February 18 and were asked to agree the recommendations as set out in the report. The key points were as follows;

- Members considered the findings of the Scrutiny Ways of Working Workshop and the range of challenges and opportunities had been experienced in the recent trial.
- Members recognised that an agile scrutiny system was needed that was flexible enough to cope with shifting priorities and supported the structure of the hybrid model proposed in the paper.
- It was important that training and briefing for councillors was developed outside of scrutiny. It was



important to be clever in how to use the hybrid model and it was agreed that this would be a work in progress.

- Members were asked to consider whether OSMB should be responsible for commissioning the working groups or the Commission leads/ chairs. There was a suggestion that these members could meet between formal meetings for planning/informal sessions to agree these types of matters.
- It was suggested that the Chair of the Budget/MTFP working group, and the Chair of the Commissions would get an SRA.

Work programme setting

- The work programme setting should be evidence based, ensuring there was flex in the system for arising issues.

Member Development

- Officers confirmed that a Member Development Steering Group had been set up to consider the direction of future training opportunities and that the LGA had offered to run a series of bespoke training courses in Bristol including chairing and influencing skills.

RESOLVED; that the proposed hybrid model be confirmed as the structure for future scrutiny.

11. Outcome from the Meeting in Common with South Gloucestershire Council re the Benjamin Condon Case

Councillor Massey, Chair of the People Scrutiny Commission, provided the Board with an update from the meeting in common that had been held with South Gloucestershire Council on 30th January 2018 to consider the Benjamin Condon case. Full details regarding the meeting, including the minutes can be found [here](#). The Board noted that a progress report would be provided to the People Scrutiny Commission in approximately January 19 and that a further meeting to consider progress would be arranged at that point if necessary.

RESOLVED; that the update be noted, including that the People Scrutiny Commission would be receiving a report on progress following the Benjamin Condon case in approximately January 2019 and that a further meeting to follow up on outcomes would be arranged at that point if necessary.

12. Exempt Materials

The Board received the update report on the process for dealing with exempt materials from the Service Director, Legal and Democratic Services and asked for additional details in a number of areas. The following points arose during the ensuing discussion;

- The Council were committed to ensuring information was 'open' wherever possible and would adopt use of exempt appendices wherever possible in place of restricting full reports. It was agreed that sensitive material needed to be separated out as soon as possible when the report was initially drafted in order to streamline the process.
- The Chair of OSM and relevant Scrutiny Chair currently had a roll in 'signing off' any decision to treat



material in Cabinet reports as exempt, with the final decision in the event of any challenge resting with the Monitoring Officer. The Board noted that there was potential for the sign off decisions to be politicised but agreed that on balance the risk was low since the positions would almost certainly be from different parties and it prevented too much control laying with one person.

RESOLVED; that the update report be noted.

13. Work Programme

During discussion of the Work Programme the following was noted;

- Waste Company collection methodology (including proposed schedule and type of vehicle) -April 18
- The City Council's Business and Service Plans - April 18
- Scrutiny of the Housing Company tbc
- Bristol Arena tbc

An OSMB meeting to be scheduled at the start of May. **Action Officers.**

RESOLVED; that the work programme be noted.

14. Information Item – Mayor's Forward Plan

The Forward Plan was noted.

15. Information Item – P9 Finance Report

The P9 Finance Report was noted.

The Meeting ended at 19.33

CHAIR _____



Overview and Scrutiny Management Board 12th April 2018



Report of:	Tim Borrett, Acting Director of Policy and Strategy
Title:	Bristol City Council Business Plan 2018/19
Ward:	City Wide
Officer Presenting Report:	Tim Borrett, Acting Director of Policy and Strategy
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Recommendation

That the Board provides feedback on the Bristol City Council Business Plan 2018/19 to be reported for noting by Cabinet on Tuesday 01 May.

Summary

This report provides OSMB with the approved Bristol City Council Business Plan 2018/19, which articulates how the Council will use the resources available to contribute to the delivery of its key commitments and achieve better outcomes for Bristol. The Business Plan also sets out high level measures which form the basis of the council's performance framework.

The plan bridges the gap between the council's highest level strategy and its divisional service plans. As such it is not an exhaustive list of all activity or 'business as usual', rather it is an articulation of priority and/or demonstrative actions towards delivery of its strategic aims. Its focus is on the key objectives to ensure as an organisation we keep our attention on the essential goals. From these key objectives, it is important to also align indicators to the more operational levels.

The significant issues in the report are:

The Board may wish to provide comment on the plan to be reported to Cabinet and to help inform future updates and iterations.

Service Plans underpinning delivery of the plan are also in place and available to Scrutiny Commissions.



Background

1. The Corporate Strategy 2018 – 2023 was approved by Full Council on 20 February 2018.
2. It detailed the structure of plans and strategies within the council (Corporate Strategy 2018 – 2023, p3), with the Business Plan 2018/19 forming the tier linking overarching strategies with divisional delivery or team plans.
3. The Business Plan 2018/19 has been compiled through internal engagement with senior managers and Cabinet Members and it is expected that the delivery actions within the Plan will encourage innovation in a challenging financial climate, ensuring we make the best use of Council resources and budgets set by Full Council on 20 February 2018.
4. Annual high level milestones have been identified and specifically focus on the improvement which needs to be made in order to incrementally achieve a particular goal. These are stretch targets, with underpinning indicators that will allow for logical analysis of the actual progress made. In measuring these we will need to ensure that we avoid perverse incentives and that we periodically refine the high level or individual indicators in response to internal and external changes to ensure the measurements remain relevant. It should be noted that in an environment of close scrutiny of public spending and introduction of new burdens, whilst not explicitly outlined in these plans, services will continue to maintain a tight focus on core, statutory and regulatory obligations. In some instances this will be in addition to the strategic actions that have been agreed.
5. The Business Plan 2018/19 was approved by Statutory and Policy Board on 29 March 2018 and will be reported for noting to Cabinet on Tuesday 01 March. This does not require, and has not been subject to, formal consultation. The views of OSMB will form part of this reporting to Cabinet.

The Business Plan 2018/19 can be found at Appendix A.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.

Appendix A – Bristol City Council Business Plan 2018/19



Business Plan 2018/19



Welcome to Bristol City Council’s Business Plan for April 2018– March 2019. It explains actions we’re taking as part of our **Corporate Strategy 2018–2023**, which sets out our priorities and vision for Bristol. These actions are listed under the four strategic themes and related commitments that will help us achieve this vision:

Empowering and Caring:

4

Work with partners to empower communities and individuals, increase independence, support those who need it and give children the best possible start in life.

Fair and Inclusive:

12

Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to good quality learning, decent jobs and homes they can afford.

Well Connected:

17

Take bold and innovative steps to make Bristol a joined up city, linking up people with jobs and with each other.

Wellbeing:

23

Create healthier and more resilient communities where life expectancy is not determined by wealth or background.

Please refer to the **Corporate Strategy 2018–2023** to find out more about the background to the vision, commitments and themes.

More about this Business Plan

3

Corporate services and organisational support

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Glossary of useful terms

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More about this Business Plan

The aim of this business plan is to show what actions we will take in 2018/19 to make progress on the commitments that we have made. Some actions will start within this period but continue beyond it. Where this is the case, it has been indicated. The actions will make sure we spend our money, time and resources as effectively as possible. To keep this plan relatively short and simple, only the top level actions and most important measures of our success have been included. Some actions may relate to more than one commitment, but are listed below next to the most relevant one.

In some cases we are anticipating actions we might take, but these are subject to full consideration and a decision being made by the council's Cabinet. We have indicated where this is the case.

The actions are organised under the four strategic themes. Our hope is that any citizen of Bristol, partner or council colleague will be able to read this plan and understand what we are doing to achieve our commitments and vision.

This plan covers a significant amount of work – all of our colleagues and a range of partners are contributing to it.

To help make the plan as easy as possible to understand, we have:

- Shown which lead department and cabinet member are responsible for making sure each action is taken
- Included links to strategies or policies that the actions refer to
- Included a glossary of useful terms – these are indicated with an* throughout the document.
- Shown how we are going to know that our actions are taking place and making a difference.

Part of the council's role is to meet what are called statutory and regulatory obligations and other requirements set through national legislation or policy. Examples include highways maintenance, waste collection or providing school places. To keep this plan brief, the actions only refer to these where they are relevant to a key commitment, but you can take it as read that a significant amount of our time and resource will be spent ensuring we comply with these legally required obligations.

Underpinning all of our work is the need to innovate and deliver our priorities to the highest standards. Further information on how we achieve this is detailed in a section at the end of this plan called Corporate Services and Organisational Support.

Empowering and Caring:

Work with partners to empower communities and individuals, increase independence and support those who need it. Give children the best possible start in life.

This theme focuses on providing targeted care, support and protection to our most vulnerable citizens. It also emphasises empowering and enabling people to be independent and self-sufficient wherever possible. It covers areas of our work such as Children's Services, tackling homelessness, Adult Social Care, Public Health and Community Development.

What are our key aims for the city, relating to this theme?

Working with the city and our partners wherever possible, we are

- Making sure that every child gets the best possible start in life
- Minimising rough sleeping and homelessness in Bristol and enabling citizens in need of housing to access affordable, appropriate accommodation
- Making sure that vulnerable people in the city continue to be protected and cared for
- Working with citizens and partner agencies to enable people to be involved in and help develop community activity.

There are a number of challenges involved in this. These include:

- Population growth which leads to an increased demand for the services we provide
- Supporting people to be involved in their communities requires input and resources that are limited
- Changes in the law that could impose new or additional responsibilities or pressures on services (for example, Welfare Reform; The Care Act)
- Working with a wide range of partners and organisations, both inside and outside Bristol's boundaries (e.g. in Health and Social Care) that needs to be effective and takes time and effort on all sides to get right
- Inequalities that exist across the city and impact on the health, education and quality of life for many people, and that take time to change.

Empowering and Caring in 2018/19

Key Commitment 1:

Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm.

Actions:

- | | |
|----------|---|
| 1 | <p>Offer a range of community-based services to families from our children's centres. Examples include day care, parenting support (in and out of the home), health visitors and support for children with additional or special educational needs.</p> <p>Lead department: Children and Families Services
Cabinet Member: Women, Children and Young People</p> |
| 2 | <p>Provide free early education entitlement for three and four year olds and 40% of the most disadvantaged two year olds, as well as 30 hours free childcare for eligible working parents of three and four year olds.</p> <p>Lead department: Educational Improvement
Cabinet Member: Education and Skills</p> |
| 3 | <p>Implement our Corporate Parenting Strategy and deliver actions that include:</p> <ul style="list-style-type: none"> ● Making sure we assess and plan for the needs of all children in care ● Making sure there is enough housing for young people who have left home early ● Making sure that children in our care are receiving the best possible education and can reach their full potential ● Making sure we involve children in how our services are run and consider the voice of the child in everything we do. <p>Lead department: Children and Families Services
Cabinet Member: Women, Children and Young People</p> |
| 4 | <p>Through the Think Family programme provide joined-up support services to families who struggle with multiple issues such as debt, homelessness, mental health issues and domestic abuse or violence.</p> <p>Lead department: Children and Families Services
Cabinet Member: Women, Children and Young People</p> |
| 5 | <p>Work with partners across the city to improve outcomes for children in care, those with Special Educational Needs and Disability (SEND) and Black and Minority Ethnic (BME) communities. Improving outcomes across the health education and social care system for children with SEND.</p> <p>This includes actively monitoring all children in care who are missing education, on a three-weekly basis, and developing the independent living skills of young people so that they can find suitable housing.</p> <p>Lead department: Educational Improvement
Cabinet Member: Education and Skills</p> <p>Lead department: Children and Families Services
Cabinet Member: Women, Children and Young People</p> |

6 Develop a Council Tax Discretionary Relief policy which grants care leavers up to 100% relief. This will provide practical help and financial assistance to care leavers while they are developing independent lives and life skills.

Lead department: **Finance – Revenues**

Cabinet Member: **Finance, Governance and Performance**

How we will know our actions are delivering – key success measures for 2018/19

- For children achieving a good level of development at Early Years Foundation Stage, reduce the gap between those in the 30% most deprived areas and the Bristol average, to no more than 13 percentage points
- Improvement in the quality of the range of children’s services provision and delivery of services as judged by Ofsted
- Increase the take-up of free early educational entitlement by eligible two year olds to 75%
- Increase the take-up of free early educational entitlement for three and four year olds in the 30% most deprived areas to 91%
- Increase the percentage of children in care cases reviewed within the required timescales to 97%
- Increase the percentage of child protection cases reviewed within the required timescales to 95%
- Reduce the number of adolescents who need to enter care due to abuse or exploitation
- Increase the percentage of families in contact with children’s centres, that understand how Adverse Childhood Experiences can impact on children’s outcomes to 100%

Key Commitment 2:

Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.

Actions:

- 1 Work with Rough Sleeping Partnership Steering Groups to address issues around rough sleeping, including:
 - Delivering an updated **Preventing Homelessness Strategy** and developing mechanisms for initiatives such as social impact bonds* to help address entrenched rough sleeping
 - Increasing bed spaces for rough sleepers
 - Managing our outreach team* contract and facilitating the expansion of Charity Guardianship* schemes
 - Co-ordinating Bristol's 'no first night out' pilot model*
 - Participating in the national **rough sleeping advisory panel**.

Lead department: **Homes and Landlord Services**
Cabinet Member: **Homes and Communities**
- 2 Increase and speed up access to affordable housing* for homeless households and those at risk, including reviewing HomeChoice Bristol (the system we use to allocate social housing).

Lead department: **Homes and Landlord Services**
Cabinet Member: **Homes and Communities**
- 3 Deliver the **Preventing Homelessness Trailblazer 2017 – 2019** initiative to help stop vulnerable tenants from losing their homes.

Lead department: **Homes and Landlord Services**
Cabinet Member: **Homes and Communities**
- 4 Take forward health initiatives that support people who are at risk of becoming homeless. This includes working with other agencies to address drug and alcohol misuse, and to reduce the risk of people becoming homeless after hospital discharge.

Lead department: **Public Health**
Cabinet Member: **Homes and Communities**

How we will know our actions are delivering – key success measures for 2018/19

- Reduce the number of people sleeping rough on a single night in Bristol to 75 from 86 in 2017/18 as part of an ongoing journey to reduce it even further
- Increase the rate of homeless households helped by housing advice services to 24 per 1,000 households to prevent homelessness

Key Commitment 3:

Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.

Actions:

- 1 Through the Better Lives* programme (subject to any necessary Cabinet approval), make sure citizens maintain their independence by receiving the right support at the right time. This includes:
- Redesigning information, advice and guidance in order to identify the right solutions as soon as possible
 - Working closely with providers to make sure there is enough good quality social care provision
 - Providing early interventions through reablement* and community services, reducing the need for residential care
 - Increasing support for informal carers
 - Increasing the use of Assistive Technology*
 - Strengthening our approach to safeguarding adults
 - Helping people with extra support needs move into assisted living accommodation.

Lead department: **Adult Social Care**

Cabinet Member: **Adult Social Care**

- 2 Achieve high quality practice in children's social care through the Strengthening Families Transformation Programme (subject to any necessary Cabinet approval), including:
- Integrating locality systems and processes to make it easier for agencies to work together to safeguard children
 - Making sure that children with complex needs receive support close to home
 - Having effective long term solutions to make sure that more children are living in families
 - Reducing the number of care placements that are located outside Bristol's city boundaries.

Lead department: **Children and Families Services**

Cabinet Member: **Women, Children and Young People**

- 3 Through the Better Lives programme (subject to any necessary Cabinet approval), Adult Social Care will work with Community Development colleagues and partner agencies, to provide support for vulnerable adults, such as:
- Providing community and informal support to help vulnerable adults help themselves. This includes providing clear online information and signposting to services, and online self-assessment to help people to find their own solutions to issues
 - Providing short term help when it is needed most, such as packages of care when people leave hospital.

Lead department: **Adult Social Care**

Cabinet Member: **Adult Social Care**

How we will know our actions are delivering – key success measures for 2018/19

- As part of making sure that citizens maintain their independence by receiving the right support at the right time, increase the percentage of people who contact Adult Social Care and then receive Tier 1 and 2 services*
- For older people discharged from hospital into reablement or rehabilitation services, increase the % living at home three months later to 88% from 85% in 2017/18
- For older people (aged 65+), reduce permanent admissions to residential and nursing care to 820 per 100,000 population from 880 in 2017/18
- Maintain the percentage of Adult Social Care service users who feel that they have control over their daily life at 82% (this is in the top quartile of all local authorities)

Key Commitment 4:

Prioritise community development and enable people to support their community.

Actions:

- | | |
|----------|--|
| 1 | <p>Develop a model that enables local communities to benefit more directly from council property and land. This may include working with public sector partners to create community hubs offering a range of services. It could also include community-led housing developments that generate ongoing revenue, to help communities.</p> <p>Lead department: Property
Cabinet Member: Homes and Communities</p> |
| 2 | <p>Work with community and voluntary sector partners to agree a plan for managing and maintaining parks and green spaces, and associated assets such as pavilions and sports pitches. This would make the most of resources, volunteers' time and the public space itself. This is subject to any necessary Cabinet approval.</p> <p>Lead department: Commercialisation
Cabinet Member: Communities</p> |
| 3 | <p>Prioritise community development through the redesign of the Neighbourhood Management Service. This will include:</p> <ul style="list-style-type: none"> ● Facilitating social action and volunteering ● Supporting a strong community, voluntary and enterprise sector ● Managing a £3.7m investment in voluntary, charity and community projects and enterprises through the Bristol Impact Fund. <p>Lead department: Communities Services
Cabinet Member: Communities</p> |
| 4 | <p>Increase ways in which tenants can participate in the management of their homes and communities.</p> <p>Lead department: Homes and Landlord Services
Cabinet Member: Homes and Communities</p> |

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of people who volunteer or help out in their community at least three times a year to 68% (via Bristol's annual **Quality of Life** (QoL) survey) from 66% in 2017/18
- Increase the percentage of local authority tenants who are satisfied with the service they have received from the council to 77% from 74% in 2017/18

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Providing enough suitable school/education places to meet growing demand. This will involve building new schools and providing new spaces in existing facilities
2. Using government grants to make sure that school buildings are fit for purpose
3. Supporting local communities to take over or help run local assets such as buildings and services where appropriate
4. Creating more educational spaces for people with Special Educational Needs and Disability (SEND).

Fair and Inclusive:

Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to good quality learning, decent jobs and homes they can afford.



This theme focusses on tackling inequality – a significant issue in Bristol that is addressed throughout our Corporate Strategy. It includes providing more affordable housing, supporting economic growth that benefits everyone, improving educational outcomes for all children, and dealing with any unwelcome consequences of gentrification*.

What are our key aims for the city, relating to this theme?

Working with the city and our partners wherever possible, we are:

- Building more affordable housing to meet demand
- Improving attainment in education, making sure all children from all backgrounds are supported to reach their potential and making sure there are enough school places
- Developing a diverse and inclusive local economy
- Building communities where everyone feels welcome and tackling any negative effects of gentrification.

There are a number of challenges to making this happen. These include:

- Population growth which leads to an increased demand for the services we provide
- Changes in the law, such as Welfare Reform, that will impact on the incomes of some residents and what they can afford to spend on housing
- Issues such as gentrification that are linked to a housing market where demand far outstrips supply. The less welcome consequences of this include rises in local house prices and in private sector rents. Addressing these issues will require input from a range of landlord, agent, advice and tenant organisations to make sure that accommodation for private tenants is safe, well-maintained and affordable
- Practical challenges that impact on providing more housing. These include the lack of large, suitable sites for housing; reduced revenue for registered providers of social housing; and credit restrictions that make it more difficult for people to get mortgages
- Having suitable levers/controls to affect and improve economic growth
- Uncertainty around Brexit that has implications for future investment in the city
- The requirement for partner organisations to support some of our commitments that the council cannot deliver alone
- Inequalities that exist across the city and impact on the health, education and quality of life for many people, and that takes time to change.

Fair and Inclusive in 2018/19

Key Commitment 1:

Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.

Actions:

- 1 Deliver the **Joint Spatial Plan** (JSP) and **Bristol Local Plan** (BLP) to identify the amount of new housing and employment land required for the next 20 years. The JSP sets out how housing, employment and transport infrastructure needs will be met across the West of England. The BLP details how housing and employment land needs will be met within Bristol.
Lead department: **Planning**
Cabinet Member: **Spatial Planning and City Design**
- 2 Build homes and enable affordable homes to be built by working with **Homes England**, housing associations, community-led housing groups, private developers and landowners. This will include managing the Housing Revenue Account* programme to build new homes. Work on accelerating progress towards delivering annually on 800 affordable homes will start this year.
Lead department: **Homes and Landlord Services, Planning**
Cabinet Member: **Homes and Communities, Spatial Planning and City Design**
- 3 Bring empty private properties back into use, through both informal negotiations with owners and formal enforcement when required.
Lead department: **Homes and Landlord Services**
Cabinet Member: **Homes and Communities**
- 4 Get a council-owned Bristol Housing Company up and running (subject to Cabinet approval) to build and sell or rent homes.
Lead department: **Housing Delivery**
Cabinet Member: **Homes and Communities**
- 5 Complete the **Urban Living Supplementary Planning Document**. This will enable us to use land more efficiently, creating new homes within higher-density, quality developments.
Lead department: **Planning**
Cabinet Member: **Spatial Planning and City Design**

How we will know our actions are delivering – key success measures for 2018/19

- Increase the number of new homes to meet the corporate target of 2,000 per year
- Increase the number of affordable homes to 800 per year
- Increase the number of private sector dwellings returned into occupation to 480
- Deliver the new property licensing scheme
- Get the Bristol Housing Company up and running (subject to Cabinet approval)

Key Commitment 2:

Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.

Actions:

- | | |
|----------|---|
| 1 | Provide schools with appropriate, targeted support, as required, in order to raise education outcomes and to increase the number of schools in Bristol rated 'Good' or better by Ofsted. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 2 | Through the delivery of Bristol Learning City Partnership objectives, work with schools and academies to close the attainment gap for groups at risk of underachieving at the end of primary and secondary phases. Using the £500,000 Strategic School Improvement Funding we will improve leadership capacity in vulnerable schools. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 3 | Continue to evaluate the requirement for school places in the city and make sure that sufficient places are available. Current plans include expanding secondary school provision and supporting the creation of three free schools, one of which will open in 2019. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 4 | Work with national behaviour change experts to develop and deliver enhanced support to improve school attendance. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 5 | Maintain a transparent admissions process at Reception and Year 7. Make sure that all data relating to pupil admissions is published and that online information is clear and up-to-date. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |

How we will know our actions are delivering – key success measures for 2018/19

- For pupils at Key Stage 4, increase the average Attainment 8* score per pupil to 46 points from 44 points in 2017/18
- For disadvantaged pupils at Key Stage 4, reduce the percentage point gap from the Bristol average for Attainment 8 to no more than 15 points from 16 points in 2017/18
- Increase the attendance of pupils at Bristol Schools across all year groups to 95.5% from 94.6% in 2017/18
- For Primary-aged school children at Key Stage 2, increase the percentage of pupils achieving the expected standard in reading, writing and maths combined to 63% from 61% in 2017/18
- For disadvantaged pupils at Key Stage 2, increase the percentage achieving the national standard in reading, writing and maths combined to 48% from 45% in 2017/18

Key Commitment 3:

Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.

Actions:

- 1 Deliver high quality transport infrastructure and services, including MetroBus and MetroWest, to connect people with employment locations. Make improvements to local bus and cycle routes. Work with partners to ensure young people can access transport via schemes such as Wheels to Work.
Lead department: **Transport**
Cabinet Member: **Mayor, Transport and Connectivity**
- 2 Through the Bristol Learning City **WORKS** programme, enable over 3,000 young people to get experience of work and improved pathways into post-16 education, training and employment.
Lead department: **Educational Improvement**
Cabinet Member: **Education and Skills**
- 3 Develop and implement the Inclusive and Sustainable Economic Growth Strategy (subject to Cabinet approval), to enable everybody in Bristol to benefit from the city's growth. This strategy will set out a vision and objectives; prioritise projects and programmes to deliver; and provide a robust evidence base to make the case for investments.
Lead department: **Economic Development**
Cabinet Member: **Mayor**
- 4 Create 200 apprenticeships within Bristol City Council by 2020 and work with our partner employers to recruit a further 300 apprenticeships. This will give young people from diverse communities an opportunity and/or route into employment.
Lead department: **Educational Improvement**
Cabinet Member: **Education and Skills**

How we will know our actions are delivering – key success measures for 2018/19

- Help increase the overall employment rate of Bristol's working age population to 77% from 76% in 2017/18
- Reduce the percentage of young people of academic age 16 to 17 years who are not in employment, education or training (NEET) or destination unknown to 8% from 10.5% in 2017/18
- Increase the total number of apprentices employed by Bristol City Council to 200 by 2020
- Maintain the proportion of new business registrations at no less than 9.25 per 1,000 working age population
- For Care Leavers aged 17–21, increase the percentage who are in employment, education or training to 58%
- Increase the number of Bristol City Council apprentices from priority groups by 15%

Key Commitment 4:

Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.

Actions:

- 1 Deliver a review on the issue of gentrification, alongside relevant partners, to understand local impacts and help define future policy and projects to reduce any unwelcome consequences of gentrification.
Lead department: **Economic Development**
Cabinet Member: **Mayor**
- 2 Launch a city Equalities Charter* and deliver the Everyday Integration and Inclusive Cities projects to help improve equalities practice in city institutions and create communities in which people live and work well together.
Lead department: **Policy and Strategy**
Cabinet Member: **Communities**
- 3 Through the Bristol Impact Fund, invest in the voluntary and community sector to deliver life-improving projects to help the city's most disadvantaged people.
Lead department: **Communities Services**
Cabinet Member: **Communities**

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of people who feel they belong to their neighbourhood to 61% (QoL survey) from 60% in 2017/18
- Increase the percentage of people in the most deprived areas who are satisfied with their local area to 57% (QoL survey) from 56% in 2017/18

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Building houses for sale (a proportion of which will be affordable homes) and supporting other initiatives to deliver affordable housing targets
2. Regeneration projects including the area around Temple Meads and within the Avonmouth and Lawrence Weston ward, that focus on jobs and enterprise and developing thriving high streets
3. Equipment and home adaptations for children with disabilities and for disabled people in private homes, helping them live more independently
4. Developing the Extra Care Housing programme to provide accommodation for older people with some care services on site
5. Promote and deliver innovative ways of providing housing through off-site manufacture.

Well Connected:

Take bold and innovative steps to make Bristol a city which is better connected, linking up people with jobs and with each other.



This theme focuses on transport and transport-related issues, as well as other forms of connectivity – addressing issues such as social isolation, unemployment and lack of access to the internet. It also looks at how to engage more people in civic life, by providing information that will help them make decisions, and by helping people make their voices heard about matters that concern them.

What are our key aims for the city, relating to this theme?

- Giving people a range of transport options that connect them to jobs and related opportunities such as education, training and cultural activities
- Making progress towards being the best digitally-connected city
- Reducing social and economic isolation
- Helping people develop a sense of belonging to their city and show that we are responding to their needs.

There are a number of challenges to making this happen. These include:

- Population growth which leads to an increased demand for the services we provide and has impacts on the city's capacity. For example, car ownership in the city rose by an additional 25,000 cars between 2001 and 2011
- The geography of Bristol (hills, river crossings, rail lines, an historic road layout), that presents challenges when seeking to improve easy travel. A hilly city can present issues, for example when trying to promote alternative modes of travel, such as cycling, or when considering such issues as becoming an 'age friendly city' (to reduce social isolation)
- Attracting funding that we need for further investment in our transport infrastructure and which cannot be guaranteed
- Issues, such as digital exclusion, that can be made harder to address because of the impact of budget cuts elsewhere, such as a reduction in the number of community buildings/facilities
- Having suitable levers/controls to improve transport connectivity at a city-wide and sub-regional level
- Inequalities that exist across the city and impact on transport options for many people, and which can contribute to issues such as social isolation and digital and economic exclusion.

Well Connected in 2018/19

Key Commitment 1:

Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.

Actions:

- 1 Secure high quality transport infrastructure and services for the future. This will be achieved by:
 - Delivery of major projects as identified in the **Joint Local Transport Plan** e.g. MetroBus
 - Delivery of local projects as set out in the Bristol Transport Plan
 - Master-planning to improve the capacity of Bristol Temple Meads station and passengers' experiences
 - Delivery of our Local Cycling and Walking Infrastructure Plan
 - Ensuring the West of England Bus Strategy aligns with the Bristol Transport Plan to increase the number of people using buses.

Lead department: **Transport**
Cabinet Member: **Transport and Connectivity**
- 2 Delivery of the council's Operations Centre project*. The Operations Centre is at the heart of turning Bristol into a Smart City, along with ticketing and transport information systems. It brings a range of services together, including traffic management, the monitoring of public spaces in the city and and telecare services/assistive technology*.

Lead department: **Communities Services**
Cabinet Member: **Finance, Governance and Performance**
- 3 Reduce congestion and manage the highway network from the council's Operations Centre, through effective use of traffic control systems and enforcement. This includes implementing the **Active Roadworks Scheme** and reviewing the 20mph and resident parking zones.

Lead department: **Transport**
Cabinet Member: **Transport and Connectivity**
- 4 Continue feasibility work for a mass transit system* for the city region to create a rapid and reliable network, which could include an underground.

Lead department: **Transport**
Cabinet Member: **Mayor, Transport and Connectivity**
- 5 Coordinate the **REPLICATE project** with partner organisations – a European funded research and development project that aims to deploy integrated energy, mobility and ICT solutions such as electric vehicles and sensors to monitor air quality and traffic.

Lead department: **Planning**
Cabinet Member: **Energy, Waste, Regulatory Services and Sport**

How we will know our actions are delivering – key success measures for 2018/19

- Improve journey time reliability during the morning peak travel period
- Reduce the percentage of people saying that traffic congestion is a problem in their area to 73% (QoL survey) from 74% in 2017/18
- Increase the number of passenger journeys on buses by half a million to 39 million
- Increase the number of people travelling actively to work by walking and cycling

Key Commitment 2:

Make progress towards being the UK's best digitally connected city.

Actions:

- | | |
|----------|---|
| 1 | Secure funding for and implement a Smart City strategy (subject to any necessary Cabinet approval) with a focus on connectivity. Activity will include the council's Operations Centre and Bristol is Open . It will also ensure future work is aligned with the council's emerging IT and Digital Strategy, plus regional and national digital strategies. |
| | Lead department: Planning
Cabinet Member: Finance, Governance and Performance |
| 2 | Create 150 smart homes as part of the REPLICATE project in Easton, Lawrence Hill and Ashley, fitting energy efficiency measures into people's homes including smart meters and smart white goods. |
| | Lead department: Planning
Cabinet Member: Energy, Waste, Regulatory Services and Sport |
| 3 | Continue to develop the Bristol Network , a council-owned and managed asset that has the potential to make fibre services more affordable and available to businesses and residents across the city. |
| | Lead department: Planning
Cabinet Member: Finance, Governance and Performance |
| 4 | As part of a government-funded pilot, improve the availability of ultrafast full-fibre broadband to businesses and residents. |
| | Lead department: Planning
Cabinet Member: Finance, Governance and Performance |
| 5 | Enable more people to be included in the digital connectivity opportunities, for example by providing community learning digital skills courses and by developing online-learning and information about education, training and employment services. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills, Finance, Governance and Performance |

How we will know our actions are delivering – key success measures for 2018/19

- Help increase the percentage of residents who have used the Internet in the last three months
- Percentage of premises that have access to Ultrafast Broadband
- Create and implement a Smart City Strategy (subject to any necessary Cabinet approval)

Key Commitment 3:

Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.

Actions:

- | | |
|----------|---|
| 1 | Develop and deliver comprehensive sustainable transport options across the city and region, enabling healthy, efficient and cheap movement between communities, employment centres and other destinations. Ensure our highways are well maintained and employ local people to work on them where possible. |
| | Lead department: Transport
Cabinet Member: Transport and Connectivity |
| 2 | Lead the development and implementation of a Bristol framework and action plan to support disabled people into work. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 3 | Provide employment support services so that 4,000 people of working age are connected to new and better job opportunities through jobs fairs, job coaching, work placements and supported internships. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 4 | Provide high quality Adult and Community Learning to over 3,500 adults per year, supporting all learners to progress to further learning, employment and volunteering opportunities. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 5 | Help homeless households to access training and employment opportunities that will increase income, and reduce isolation and the risk of future homelessness. For example, by expanding the delivery of Roof Over My Head training to homeless households. (This training provides information on tenants' rights and responsibilities and offers advice on managing debt.) Other actions include making sure homeless households can access opportunities to improve their skills and employability. |
| | Lead department: Housing Options
Cabinet Member: Education and Skills |
| 6 | Working with the Bristol Ageing Better Partnership to produce an Age Friendly City strategy that will enable older people to feel safe, enjoy good health and continue to participate fully in society. The World Health Organisation (WHO) have outlined eight themes by which to assess the age friendliness of a city, including outdoor spaces, transport, housing and social participation. |
| | Lead department: Public Health
Cabinet Member: Adult Social Care |
| 7 | Continue to develop our Community Toilets Scheme , under which local businesses and organisations offer public use of their toilets. (The scheme allows members of the public to be reassured that they can find a toilet when they go out helping to prevent potential isolation of vulnerable groups). There are 27 venues signed up as of March 2018, with more expressing an interest. These include arts venues, museums, council buildings and private companies such as shops, businesses and health centres. |

	Lead department: Communities Services Cabinet Member: Communities
8	As part of the Bristol Ageing Better Partnership , work with communities to reduce social isolation and loneliness among older people and help them live fulfilling lives. This includes providing a fund for community groups to kick-start activities that tackle loneliness, and using group work and support from other older people to help people who may feel socially isolated.
	Lead department: Adult Social Care Cabinet Member: Adult Social Care
9	Finalise and implement the Social Action Plan to increase social action and volunteering. (Social action is about everyone taking steps to change things in our society and finding ideas for how we can do things better together.)
	Lead department: Communities Services Cabinet Member: Communities

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of people who see their friends and family as much as they want to 81% (QoL survey) from 80% in 2017/18
- Number of adults, aged 19 and above, who receive job related information, advice and support
- Reduce the percentage of people living in the most deprived areas who lack the information to get involved in their community to 30% from 32% in 2017 (QoL survey)

Key Commitment 4:

Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.

Actions:

1	Update the Bristol city brand toolkit and narrative, working alongside cultural partners to understand local people's views and make sure our strategies reflect and serve the 'real' Bristol.
	Lead department: Policy and Strategy Cabinet Member: Mayor
2	Work with partners to continue strengthening the city's creative industries sector, including local jobs in the film and media sector.
	Lead department: Economic Development Cabinet Member: Mayor
3	Provide expertise to support a range of festivals and events (including food, music and sport-related) in the city, such as advice, coordinating licensing and sourcing locations.
	Lead department: Culture Cabinet Member: Communities
4	Publish key data and information about Bristol through the Open Data Platform to make us and partners more open and accountable and encourage people to think about innovative solutions to some of the city's challenges.
	Lead department: Policy and Strategy Cabinet Member: Finance, Governance and Performance
5	Develop a refreshed consultation and engagement strategy and toolkit, ensuring the council carries out high-quality public engagement and consultation to understand the views and needs of citizens, making particularly sure that under-represented voices are heard.
	Lead department: Policy and Strategy Cabinet Member: Finance, Governance and Performance

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of people satisfied with the range and quality of outdoor events in Bristol to 78% (QoL survey) from 77% in 2017/18
- Deliver revised city brand toolkit and council Consultation and Engagement Strategy and toolkit
- Increase the percentage of people who feel they can influence local decisions to 26% (QoL survey) from 25% in 2017/18

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Providing three MetroBus schemes to improve public transport and reduce congestion
2. Improvements in bus services through projects such as the use of hybrid vehicles and smart ticketing
3. Progress a new Portbury train station on the Severn Beach rail line between Shirehampton and Avonmouth.

Wellbeing:

Create healthier and more resilient communities where life expectancy is not determined by wealth or background.

This theme tackles the wellbeing of Bristol citizens. Wellbeing cuts across many areas of our work, all of which must consider their impact on the health of people living and working in Bristol. It includes tackling health inequalities and the harmful effects of poverty and low income; protecting the environment and air quality; and the provision of cultural and sporting services to enhance wellbeing.

What are our key aims for the city, relating to this theme?

- Embedding health in all our policies, in order to reduce inequalities that exist across the city and reduce the demand for acute services*
- Reducing our environmental impact by using clean energy, improving air quality and reducing waste and pollution
- Tackling food and fuel poverty
- Improving wellbeing by making sure that sporting and cultural activities are available to all.

There are a number of challenges to making this happen. These include:

- Population growth which leads to an increased demand for the services we provide
- Inequalities in both physical and mental health that are deeply entrenched and have not shown any clear signs of reducing in the last 10 years
- Air pollution that adversely affects people's health and can contribute to premature death
- Climate change and the risk it poses for the future resilience of our city (for example in terms of increased flood risk)
- Uncertainty around Brexit and how potential changes to legislation will impact on services (such as EU targets around waste and recycling)
- Changes in the law, such as Welfare Reform, that will have widespread implications and are likely to impact on issues such as food and fuel poverty
- The requirement for partner organisations to support some of our commitments that the council cannot deliver alone.

Wellbeing in 2018/19

Key Commitment 1:

Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.

Actions:

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|---|--|
| 1 | Through the One City Plan (and subject to any necessary Cabinet approval), we will improve the health of Bristol's population through partnership working and using assets effectively across the city. For example, by providing public health advice when developing all council plans and policies, undertaking Health Impact Assessments as required. |
| | Lead department: Public Health and City Office
Cabinet Member: Mayor |
| 2 | Make Bristol an 'ACES aware' city, meaning the city and its institutions are aware and mindful of the impact of Adverse Childhood Experiences on wellbeing and using this awareness to drive improvement in policy and outcomes for people throughout their lives. |
| | Lead department: Children and Families Services
Cabinet Member: Women, Children and Families |
| 3 | Launch Thrive Bristol , a new whole-city approach to improve mental health and wellbeing for children and adults. Co-lead the Bristol Time to Change hub to support communities, workplaces and schools to take action to end negative attitudes and behaviours towards mental health. |
| | Lead department: Public Health
Cabinet Member: Communities |
| 4 | Promote the work of the Healthy Schools Programme that supports schools to prioritise young people's mental health and wellbeing. Also develop the Mayor's Award for Excellence for schools that meet a range of criteria covering topics such as food, physical activity, emotional wellbeing and Personal, Social, Health and Economic (PSHE) education. A new schools' mental health network and Healthy Schools badge will be launched to give schools clear ways to support students and staff. |
| | Lead department: Public Health
Cabinet Member: Education and Skills |
| 5 | Invest in sustainable transport options, such as clean energy buses and walking and cycling routes, to improve levels of physical activity and tackle air quality. |
| | Lead department: Transport
Cabinet Member: Transport and Connectivity |
| 6 | Working alongside independently-chaired commissions such as Bristol's Women's Commission and Commission for Race Equality, continue implementing the city's policy of zero tolerance to domestic abuse or crime based on gender, disability, race, age, religion or sexuality whilst undertaking training to better recognise when people are vulnerable and what this means for their needs. |
| | Lead department: Communities Services
Cabinet Member: Communities |

How we will know our actions are delivering – key success measures for 2018/19

- Prevent an increase in the life expectancy gap between people living in deprived and wealthy areas of the city
- Prevent a deterioration in healthy life expectancy for everyone
- Reduce the percentage of people in Bristol who report below national average Mental Wellbeing to 18% (QoL survey) from 18.4% in 2017/18
- For people leaving hospital, reduce the rate of Delayed Transfers of Care* as a result of Social Care delays to 350 per 100,000 people, from 362 in 2017/18.
- Contribute towards a reduction in the rate of alcohol-attributable hospital admissions to 770 per 100,000 people from 800 in 2017/18.
- Increase the percentage of people living in deprived areas who exercise regularly to 60% (QoL survey) from 59% in 2017/18
- Increase the number of schools achieving a 'good' level of measurement uptake for Year 6 across all schools participating in the National Child Measurement Programme to 95.8%

Key Commitment 2:

Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.

Actions:

1 Run the **Clean Streets** campaign which will tackle litter, fly-tipping and other forms of environmental crime through a mix of education and community engagement. Actions will also include a more robust approach to enforcement against offenders. The Clean Streets campaign sits alongside our **Waste and Resource Management Strategy**, which outlines our commitment to prevent or minimise waste generation and maximising the repair, re-use, recycling and recovery of resources.

Lead department: **Communities Services**

Cabinet Member: **Communities, Energy, Waste, Regulatory Services and Sport**

2 Provide sustainable transport options, including cycling and walking networks, electric vehicle charging points and delivery of a low emission vehicles scheme.

Lead department: **Transport**

Cabinet Member: **Transport and Connectivity**

3 Develop a Clean Air Action Plan to improve air quality in the city through a wide range of measures. These will include:

- More investment in public transport and cycling
- Changes in traffic management
- Greater use of existing regulatory powers such as taxi licensing
- Ways to support and encourage a shift to cleaner vehicles.

Lead department: **Transport**

Cabinet Member: **Transport and Connectivity, Energy, Waste, Regulatory Services and Sport**

4 Deliver projects that reduce future risk from factors such as climate change and pollution. Current projects include a Climate Adaptation Plan and a Clean Energy/Zero Carbon road map.

Lead department: **Transport**

Cabinet Member: **Transport and Connectivity, Energy, Waste, Regulatory Services and Sport**

5 Make sure that people in every neighbourhood have access to good quality parks and green spaces that are free to use. Develop an investment programme that supports the maintenance of quality parks and green spaces.

Lead department: **Communities Services**

Cabinet Member: **Communities**

6 Facilitate the installation of energy efficiency and renewable energy works in the commercial and public sector.

Lead department: **Commercialisation**

Cabinet Member: **Energy, Waste, Regulatory Services and Sport**

7 Coordinate bids for EU funding to support key council commitments, including clean energy, infrastructure and mobility.

Lead department: **Policy and Strategy**

Cabinet Member: **Finance, Governance and Performance**

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide (NO₂) levels
- Reduce the proportion of deaths attributed to particulate air pollution*
- Reduce the total CO₂ emissions in Bristol to 1,600 (k tonnes) from 1,640 in 2016/17
- Increase the percentage of household waste sent for reuse, recycling and composting in Bristol to 50% in 2020 from 45% in 2017/18
- Increase the percentage of residents visiting a park or open space at least once a week to 57% (QoL survey) from 56% in 2017/18
- Reduce the percentage of people who feel that street litter is a problem in their neighbourhood to 70% (QoL survey) from 80% in 2017/18

Key Commitment 3:

Tackle food and fuel poverty.

Actions:

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|----------|---|
| 1 | <p>As part of the Feeding Bristol Network, make sure that ‘holiday hunger’ and other food poverty* issues are addressed. This will include:</p> <ul style="list-style-type: none"> • Running citywide programmes to educate people and improve people’s ability to access good nutritious food, such as Teaching a City to Cook and Sugar Smart Bristol • Developing the Bristol Eating Better Award • Making sure that sustainability and health are at the centre of food procurement and policy across the council. Implementation of the Good Food Policy on Procurement will improve access to fresh foods. |
| | <p>Lead department: Public Health
Cabinet Member: Communities, Education and Skills</p> |
| 2 | <p>Take action to reduce health inequalities related to what people eat, through our Street Trading Policy, Bristol Eating Better awards and our Healthy Weight Plan. For example, the Street Trading Policy will make sure that healthier options are marketed in order to encourage people to make informed and healthier food choices.</p> |
| | <p>Lead department: Public Health
Cabinet Member: Communities</p> |
| 3 | <p>Make council-owned and private sector homes more energy efficient in order to reduce fuel costs and deliver energy efficiency measures to those most in need. For the private sector this includes providing insulation/external cladding through Warm-Up Bristol and piloting smart appliances as part of the REPLICATE project.</p> |
| | <p>Lead department: Commercialisation
Cabinet Member: Homes and Communities</p> |
| 4 | <p>Support benefits take-up, in particular by older and disabled people and low income households, by offering advice across a range of services and signposting people to grants.</p> |
| | <p>Lead department: Housing Options
Cabinet Member: Homes and Communities</p> |

How we will know our actions are delivering – key success measures for 2018/19

- Reduce the percentage of the population living in fuel poverty*
- Increase the percentage of Bristol schools with breakfast clubs
- Increase the number of ‘Bristol Eating Better Awards’ issued to food outlets to 250 (including at least 50 in identified priority areas)
- Reduce the percentage of school age children eligible for and claiming free school meals to 18.5%

Key Commitment 4:

Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.

Actions:

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|----------|---|
| 1 | <p>Develop and support the cultural offer in the city to better reflect the diversity of Bristol's communities. Encourage active involvement with the delivery of the Bristol Culture Strategy and promoting the financial support available through our Cultural Investment Programme to ensure take-up.</p> <p>Lead department: Culture
Cabinet Member: Mayor</p> |
| 2 | <p>Make sure that Bristol's world class museum and archival collections are accessible to all. Actions include:</p> <ul style="list-style-type: none"> ● Creating outreach programmes to involve under-represented groups in museum activities ● Further development of the museum Youth Panel ● Increasing diversity within the paid and voluntary workforce ● Providing a well-balanced programme that attracts a wide range of people and increasing digital access to collections. <p>Lead department: Culture
Cabinet Member: Mayor</p> |
| 3 | <p>Make the most of cultural events programmes by developing a greater understanding of what communities (including our children and young people) want from their events, and ensure greater community involvement. This includes holding more events in public open spaces.</p> <p>Lead department: Culture
Cabinet Member: Mayor</p> |
| 4 | <p>Provide, commission and support sport and physical activity programmes across the city. These will include:</p> <ul style="list-style-type: none"> ● Delivering Bristol's free annual mass participation bike ride, providing four BMX tracks in areas of the city where physical activity in young people is low ● Commissioning a behaviour change programme funded by Sport England to support people becoming more physically active ● Undertaking feasibility studies in order to fully understand the potential for building a new East Bristol swimming pool and consider all options to ensure the city has enough swimming provision. <p>Lead department: Public Health
Cabinet Member: Energy, Waste, Regulatory Services and Sport</p> |
| 5 | <p>Continue to provide a city-wide network of libraries (subject to any necessary Cabinet approval of any proposed changes to delivery) and work with partners to offer activities based around reading, such as shared reading groups where vulnerable people are supported through reading aloud.</p> <p>Lead department: Communities Services
Cabinet Member: Communities</p> |
| 6 | <p>Ensure public transport availability, particularly outside off-peak times and busier routes, to improve the accessibility of culture, sport and play.</p> |

7	Lead department: Transport Cabinet Member: Transport and Connectivity
	Work with key partners, including Destination Bristol, the police, and Bristol Waste, to make the city centre more welcoming, safe and accessible.
	Lead department: Communities Services Cabinet Member: Communities

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of people who take part in cultural activities at least once a month to 51% (QoL survey) from 50% in 2017/18
- Increase the percentage of people who play sport at least once a week to 46% (QoL survey) from 45% in 2017/18
- Increase the percentage of people living in the most deprived areas who play sport at least once a week to 35% (QoL survey) from 32% in 2017/18
- Increase the number of visitors to Bristol Museums, Galleries and Archives to one million per year
- Increase the percentage of people, in the most deprived areas, satisfied with the range and quality of outdoor events in Bristol to 68% (QoL survey) from 67% in 2017/18

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Making progress towards delivering a large scale indoor entertainment venue (subject to Cabinet approval)
2. Modernising Bristol's libraries as part of the libraries for the future project (subject to Cabinet approval)
3. Improving parks and green spaces across the city (subject to Cabinet approval).

Corporate Services and Organisational Support

Underpinning all of our work is the need to make the best use of our resources to provide good quality services which deliver value for money and get things right first time. To do this we need processes which are efficient, joined up and meet the needs of our customers. This will enable us to innovate and deliver our commitments to the highest standards.

Our core support services as the hub of the corporate centre aim to provide the right foundations and support to help us achieve our goals, enable us to run effectively and meet our core, statutory and regulatory obligations.

In doing this we have four major organisational priorities:

- 1. Redesign the council to work effectively as a smaller organisation**
- 2. Equip our colleagues to be as productive and efficient as possible**
- 3. Make sure we have an inclusive, high-performing, healthy and motivated workforce**
- 4. Be responsible financial managers and explore new commercial ideas.**

Organisational Priority 1:

Redesign the council to work effectively as a smaller organisation.

Actions:

1	<p>Coordinate development of the One City Plan alongside city partners to ensure we have a shared plan for the city's future which informs our strategic direction, priorities and resourcing requirements as a council.</p> <p>Lead department: City Wellbeing, Resilience and Strategic Partnerships Cabinet Member: Mayor</p>
2	<p>Update our Constitution and, where required, the underpinning regulations and terms and conditions, such as finance and procurement regulations. This should ensure smart governance and decision making.</p> <p>Lead department: Legal and Democratic Services Cabinet Member: Finance, Governance and Performance</p>
3	<p>Work with Elected Members to deliver a more focused scrutiny structure and work programme. This will support good governance, member engagement and accountability on outcomes and be in accordance with the Overview and Scrutiny Management Board mission statement which is: 'To make a positive difference for the citizens of Bristol and deliver the right outcomes, by helping Bristol City Council make better decisions'.</p> <p>Lead department: Legal and Democratic Services Cabinet Member: Finance, Governance and Performance</p>
4	<p>Create a new delivery unit within the Policy and Strategy function to provide dedicated time and resource – separate from 'business as usual' activities – in order to focus on the development of specific policies, resilience-related work and problem-solving issues.</p> <p>Lead department: Policy and Strategy Cabinet Member: Finance, Governance and Performance</p>
5	<p>The annual financial cycle will refresh the Medium Term Financial Plan, Capital Programme and Annual Budget to make sure these strategic plans set out the level of financial resource available, and how this resource will meet our priorities in a sustainable and resilient manner and the level currently allocated between service areas.</p> <p>Lead department: Finance Cabinet Member: Finance, Governance and Performance</p>
6	<p>Facilitate a senior management restructure to deliver on our vision and commitments and to reduce senior management costs as stated in our medium term financial savings plan.</p> <p>Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance</p>

7	Deliver effective and efficient Council Tax and Business Rates collection services, with other income collection functions, and reshape our approach to enforcement in order to improve collection rates and reduce debt. Collection of local revenues is vital to enable delivery of our services.
	Lead department: Revenues Cabinet Member: Finance, Governance and Performance
7	Support residents through the transition to new Universal Credit arrangements, ensuring timely and correct payment to those entitled to benefits, while minimising adverse impacts.
	Lead department: Benefits Cabinet Member: Finance, Governance and Performance
8	Provide a prioritised pipeline of project management support for complex service change and transformation projects across the council which involve major redesigning of services or systems.
	Lead department: ICT and Change Services Cabinet Member: Finance, Governance and Performance
9	Make sure our IT systems and structures allow partners to easily integrate with our systems and processes.
	Lead department: ICT and Change Services Cabinet Member: Finance, Governance and Performance
10	Review and map our various partnerships to reflect the emerging One City Plan, taking in to account how we make joint decisions and work effectively on shared city priorities, projects and challenges.
	Lead department: Policy and Strategy, City Office Cabinet Member: Mayor
11	Inform, consult and engage the workforce on the organisation's priorities and help them adapt to change.
	Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance

How we will know our actions are delivering – key success measures for 2018/19

- Increase the satisfaction of citizens with our services by at least 1% (QoL survey)
- Increase the percentage of colleagues who would recommend the council as a place to work to over 50%

Organisational Priority 2:

Equip our colleagues to be as productive and efficient as possible.

Actions:

1	Implement an ICT 'Future State Assessment'. This is a wide-ranging initiative to upgrade our ICT systems to make sure that our colleagues have the IT tools they need to do their jobs.
	Lead department: ICT and Change Services Cabinet Member: Finance, Governance and Performance
2	Implement Data Warehousing to improve the availability, accessibility and efficiency of our performance reporting data and analysis. Assess the approach to be taken to implement business intelligence software as part of the wider development of ICT capabilities.
	Lead department: Policy and Strategy Cabinet Member: Finance, Governance and Performance
3	Inform, engage and consult with the public and partner organisations on our activities and performance. This will provide high-quality information to support evidence-based decision making about the services we provide.
	Lead department: Policy and Strategy Cabinet Member: Finance, Governance and Performance
4	Offer relevant and up-to-date professional advice and technical guidance. This will make sure we manage risks effectively, meet our financial and legal obligations and report openly on what we do.
	Lead department: All Cabinet Member: Finance, Governance and Performance
5	Support colleagues in procurement processes and contract management and develop an annual procurement forward plan in order to increase compliance and value for money.
	Lead department: Finance Cabinet Member: Finance, Governance and Performance
6	Drive improvement through constructive support and challenge from independent experts, including a full organisational Peer Review to be conducted by the Local Government Association in September 2018.
	Lead department: Head of Paid Service Cabinet Member: Finance, Governance and Performance
7	Make sure that staff learning and development aligns with our priorities and achieves desired learning outcomes. Provide statutory training including on diversity and inclusion.
	Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance
8	Design and deliver a leadership development programme for operational managers, aligned to the leadership framework.
	Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days to 90%
- Increase the percentage of colleagues reporting that they have the right tools to do their job effectively and efficiently to 60%

Organisational Priority 3:

Make sure we have an inclusive, high-performing, healthy and motivated workforce.

Actions:

1	<p>Roll out a new Workforce Plan to help make sure our workforce is high-performing and meets the future needs of the organisation. This plan will embed a culture of learning that encourages excellence and makes sure we have the right people with the right skills doing the right jobs, to deliver our strategic ambitions.</p> <p>Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance</p>
2	<p>Conduct a review of our approach to equalities, including our strategy, governance and policy to strengthen practice across all service areas. Engage in a full and meaningful way with staff-led groups; carry out equality training for all staff and run or take part in targeted programmes to attract and develop diverse talent.</p> <p>Lead department: Policy and Strategy, HR and Workforce Cabinet Member: Finance, Governance and Performance</p>
3	<p>Improve awareness and membership of staff-led groups and support their work programmes.</p> <p>Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance</p>
4	<p>Deliver our workforce plan including workstreams on: organisational culture; structure pay and reward; performance and talent management; diversity and inclusion; employer brand and recruitment; health and wellbeing.</p> <p>The Health and Wellbeing workstream includes: mental health training for staff; assisting colleagues through change; and launching a wellbeing website with support tools for managers and staff.</p> <p>Lead department: HR and Workforce/All Cabinet Member: Finance, Governance and Performance</p>
5	<p>Roll out and embed our values and behaviours within the whole organisation.</p> <p>Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance</p>
6	<p>Support Trade Union learning representatives.</p> <p>Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance</p>

How we will know our actions are delivering – key success measures for 2018/19

- Reduce the average number of working days lost to sickness to eight days per annum
- Reduce the gender pay gap
- Reduce the race pay gap
- Increase the number of employees that live in the 10% most deprived areas

Organisational Priority 4:

Be responsible financial managers and explore new commercial ideas.

Actions:

- | | |
|----------|---|
| 1 | <p>Make sure that robust budget management arrangements are in place including monitoring and review by the Mayor and Cabinet and Overview and Scrutiny Management Board.</p> <p>Lead department: All
Cabinet Member: Finance, Governance and Performance</p> |
| 2 | <p>Deliver our Statement of Accounts, including the Annual Governance Statement and external audit review to make sure the use of our resources is appropriate, efficient and effective.</p> <p>Lead department: Finance, Audit
Cabinet Member: Finance, Governance and Performance</p> |
| 3 | <p>Deliver a comprehensive Counter Fraud and Investigations Service, focussing on key areas of concern, such as tenancy fraud, business rates, council tax discounts and exemptions and social care, using improved data matching and validation techniques, and targeted investigations with key partners.</p> <p>Lead department: Finance
Cabinet Member: Finance, Governance and Performance</p> |
| 4 | <p>Make sure Social Value* is considered in relation to all our commissioning and procurement activity and that at least 40% of our total procurement budget is spent on micro, small and medium-size businesses, social enterprises and voluntary / community organisations. Also make sure that a 20% quality weighting for social value is reflected in the majority of new contracts.</p> <p>Lead department: Finance
Cabinet Member: Finance, Governance and Performance</p> |
| 5 | <p>Take further steps towards becoming a more entrepreneurial council, including appointing a Director of Commercialisation to lead on activities that increase income generation, and where permissible deliver 'profit for purpose'.</p> <p>Lead department: All
Cabinet Member: Finance, Governance and Performance</p> |
| 6 | <p>Ensure appropriate service agreements with service areas that provide services to partners, external bodies and third parties.</p> <p>Lead department: ICT and Change Services
Cabinet Member: Finance, Governance and Performance</p> |
| 7 | <p>Implement commercialised systems such as stock control, web-based shop front, payment systems, online order tracking etc. to support the commercialisation agenda of the organisations services.</p> <p>Lead department: ICT and Change Services
Cabinet Member: Finance, Governance and Performance</p> |
| 8 | <p>Supporting commercial ventures (eg Ops Centre) in developing a sustainable and attractive product/ service offer.</p> <p>Lead department: ICT and Change Services
Cabinet Member: Finance, Governance and Performance</p> |

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of council tax collected to 96.8%
- Increase the percentage of non-domestic rates collected to 98.2%
- Increase the percentage of invoices paid within 30 days to 96%
- Increase revenue generated from the council's investment estate
- 2018/19 financial outturn balanced with an appropriate level of reserves to ensure sustainability and resilience
- Spend at least 40% of the council's total procurement budget with micro, small and medium size businesses, social enterprises and voluntary/community organisations

Glossary of useful terms

Words included in this glossary are shown with an asterisk (*) in the Business Plan

Empowering and Caring

Key Commitment 2

Social impact bonds – Formal contracts that bring investment from the private sector into social welfare programmes to help solve complex social issues. For example, an NHS Trust might fund an early intervention programme (e.g. to alleviate fuel poverty) run by the voluntary and community sector by committing some of the future savings expected from reduced hospital admission costs as a result of this programme.

Outreach team – Staff who work with people who are rough sleeping and try to help find them find temporary and/or permanent accommodation.

Charity Guardianship schemes – When live-in guardians, recruited by the charity sector, occupy, protect and manage empty properties.

No first night out model – This pilot project aims to prevent people from ever spending a night rough sleeping by offering intensive support and interventions to either keep them in their existing place or to identify other accommodation options.

Affordable housing - Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices.

Key Commitment 3

Better Lives – This programme of work brings together a range of existing and new projects to deliver the new vision for how Adult Social Care is delivered. People will get the right help at the right time to promote independence and to reduce the need for long-term support.

Reablement – A short and intensive service, usually delivered in the home, which is offered to people with disabilities and those who are frail or recovering from an illness or injury.

Assistive Technology – Equipment or devices designed to improve a person’s capabilities and independence, often used by people with disabilities.

Tier 1 and 2 services – These are part of the “3-tier model for care and support” in Adult Social Care. Tier 1 services are available to everyone (Help to help yourself) and Tier 2 services are short term and reablement services for those who need specific support (Help when you need it). The 3rd tier includes long-term personalised support where this is required (Help to live your life).

Fair and Inclusive

Gentrification – When wealthier people move into poorer parts of a city or community, and the nature of that community changes as a result. This can have positive effects, such as bringing services and shops back to a community or neighbourhood, but it can also have negative effects, such as increasing prices and rents in the area. It can make people who have lived in an area for a long time feel isolated from familiar services, cultures and friends.

Key Commitment 1

Housing Revenue Account – This records all expenditure and income relating to the accommodation and related services that we provide. The Local Government and Housing Act 1989 (section 74) requires us to complete this.

Key Commitment 2

Attainment 8 and Progress 8 became the lead Department for Education (DfE) measures of pupil performance in 2016, for pupils at the end of Key Stage 4 (age 16). Attainment 8 is a measure of overall GCSE performance across 8 subjects, including English and maths. DfE explanation is at:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/583857/Progress_8_school_performance_measure_Jan_17.pdf

Key Commitment 4

Equalities Charter – A shared agreement that sets out how organisations across the city will help to build a fairer future for all Bristol’s citizens.

Well Connected

Key Commitment 1

The council’s Operations Centre project – This brings some of Bristol’s critical support services together within one building. These include the Emergency Control Centre, Traffic Control Centre and Community Safety (CCTV) Control Rooms.

Mass transit system – this is a high frequency system able to transport large numbers of people quickly around the city without being affected by unexpected delays caused by congestion

Wellbeing

Acute services – Medical and surgical treatment provided mainly in hospitals and minor injury units, i.e. short-term treatment for a severe injury or urgent medical condition.

Key Commitment 1

Delayed Transfers of Care – When a patient is ready to leave a hospital or similar care provider but is still occupying a bed. Delays can occur when patients are being discharged home or to a supported care facility, such as a residential or nursing home, or are awaiting transfer to a community hospital or hospice. This can cause considerable distress and unnecessarily long stays in hospital for patients. They also affect waiting times for NHS care, as delayed transfers reduce the number of beds available for other patients.

Key Commitment 2

Particulate air pollution – a specific aspect of air pollution, regarding air that is contaminated by particles such as dust, pollen, soot, smoke and liquid droplets. Many of these can harm our health, especially very small particles that can enter deep into the lungs.

Key Commitment 3

Food poverty – The inability to afford, or to have access to, food to make up a healthy diet. There are several definitions of food poverty, but overall if people have a poor quality diet AND do not have the resources or access to sufficient or appropriately nutritious food necessary for a healthy life, then they are experiencing food poverty.

Fuel poverty – when people cannot afford to keep their homes sufficiently heated when the weather is cold. This can be due to a combination of low income, poor household energy efficiency and/or high energy prices.

Corporate services and organisational support

Social Value – A way of thinking about how scarce resources are allocated and used when commissioning services or awarding a contract, in order to support micro, small and medium- size businesses, social enterprises and voluntary / community organisations.

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Overview and Scrutiny Management Board

12th April 2018



Report of: Cllr Kye Dudd

Title: Waste Collection Methodology Review

Ward: City-Wide

Officer Presenting Report: James Perkins

Contact Telephone Number: 01173 576663

Recommendation

That OSM endorse the decision of Political Cabinet that the current system of waste and recycling collections from households in the City remains unaltered with the exception that an additional recycling box is provided to each household to increase the available capacity for recycling.



Summary

In 2017, BWC and BCC undertook a review of the current household waste collection methodology to fully inform the future procurement of a new collection vehicle fleet.

This review identified the options available to the authority and each option was measured against its cost implication, health and safety implications, financial saving, increase in recycling performance, decrease in residual wastes, social inclusion issues and likely public reaction and satisfaction.

The nationally endorsed WRAP consistency model was used and 12 different options were identified focusing on differing collection frequencies and methods of collections each of which were evaluated against the above criteria.

The results of this exercise and the evaluation were summarized into reports and presented to DLT, Executive board, political cabinet along with forming an agenda point on Councillor briefing in late 2017 and throughout 2018.

The report, evaluation and the outcome of this exercise were presented to Political Cabinet in February 2018 leading to the decision/recommendation that a 'Baseline+' option was the preferred model.

'Baseline+' is the option that provides;

- No change to residual waste collection methodology or frequency of collections
- No change in recycling waste collection methodology or frequency of collections with the exception that an additional recycling box will be provided to each household to provide additional capacity for recyclables.

This option provides the least level of disruption to the residents of Bristol, provides for a marginal cost saving the council and assists in increasing recycling performance.



Overview and Scrutiny Management Board 12th April 2018

Report of: Andrea Dell, Statutory Scrutiny Officer

Title: Arena – information update

Ward: City Wide

Officer Presenting Report: Information only

Contact Telephone Number: 0117 922 3332

Recommendation

That the Board notes that OSMB has requested the value for money report be available for the Board as soon as is possible to enable meaningful scrutiny activity on the pending decision on the arena.

This report is for information and brings together the links to the relevant 2018 Full Council activity and OMSB activity.

Forward Plan for Cabinet 1st May 2018 -

<https://democracy.bristol.gov.uk/mgIssueHistoryHome.aspx?IId=13673&PlanId=147>

Full Council 20th March 2018 – link to petition, motion and voting records

<https://democracy.bristol.gov.uk/ieListDocuments.aspx?CId=142&MIId=2706&Ver=4>

Link to Full Council Member Forum webcast response:

https://bristol.public-i.tv/core/portal/webcast_interactive/343031

Papers for March 2018 OSM

Value for Money: <https://democracy.bristol.gov.uk/documents/s19912/Arena%20-%20Value%20for%20Money%20Review.pdf>

Planning briefing note: <https://democracy.bristol.gov.uk/documents/s19912/Arena%20-%20Value%20for%20Money%20Review.pdf>

OSMB Referral to March Cabinet:

<https://democracy.bristol.gov.uk/documents/s19340/Arena%20Cover%20Report%20Feb%202018.pdf>



Scrutiny Task and Finish - Progress Updates and Next Steps (April 2018)

	Group Title	Progress update and next steps
1	Parks <i>Scrutiny Advisor:</i> <i>Romayne de Fonseca</i>	<p>The group will meet in April and go through, consider and comment on the May Cabinet Report proposals being taken forward from the recent public consultation. The group will then have their agreed response published with the Cabinet papers.</p> <p>It's anticipated at this same meeting there will also be an opportunity to confirm and clarify which aspects of the 'parks finances' Members would like to consider during the following meeting.</p> <p>Further discussion is also required to review the aims and objectives of the Group and confirm if there are any further long or short-term objectives.</p> <ul style="list-style-type: none"> - Date of next meeting 19/04/18
2	Council Commissioning & Contracts <i>Scrutiny Advisor:</i> <i>Louise deCordova</i>	<p>The Chair met with the Cabinet member for Finance, Governance and Performance and noted that a new Head of Procurement would shortly be appointed and would support the next steps for the group, which will involve 2 pieces of work:</p> <ul style="list-style-type: none"> i) traditional scrutiny activity to deliver a review /refresh of the Social Value Toolkit, and ii) policy development activity to work towards an alignment of the Social Value Policy with a wider City Procurement Strategy (incorporating anchor institutions) <p>Future meeting dates to be confirmed.</p>
3a	Demand on Social Services (Adults) <i>Scrutiny Advisor:</i> <i>Louise deCordova</i>	<p>The group held its final scheduled session on 19 March.</p> <p>Part A considered Social Prescribing with Public Health colleagues, identified the services available, the role of organisations such as Wellaware and Bristol Aging Better and the role of community navigators. Members discussed case studies of good practice taking place within Bristol and other cities and were advised how Social Prescribing fits within the Adult Social Care Better Lives Programme 3-tier model and heard how councillors could get more involved.</p> <p>Part B explored Delayed Transfers of Care with NHS and CCG Health Partners and considered the 'Better Lives' Vision: People can get the right help at the right time to promote independence and to prevent, reduce or delay the need for long term support.</p> <p>The group will next review its findings to date and consider appropriate next steps.</p>

	Group Title	Progress update and next steps
3b	Demand on Social Services (Children) <i>Scrutiny Advisor:</i> <i>Louise deCordova</i>	The groups' session planned for 14 March was rescheduled and will be held on 19 April 2018. The session will consider the breadth and impact of services with real life examples; and consider the case for developing and investing in an early intervention approach. Future meeting dates: <ul style="list-style-type: none"> • 19/4/18
4	Council Assets <i>Scrutiny Advisor:</i> <i>Jo Holmes</i>	The group have met twice in March: <ol style="list-style-type: none"> March 9th - with the Interim Executive Director: Growth and Regeneration and other senior officers to discuss the following council assets related questions. <ul style="list-style-type: none"> ✚ Where are we now? ✚ Where do we want to be? ✚ How will we get there? ✚ The role of this group? March 21st – the Group Members met to consider the contents of the Draft Property Strategy. Their views / comments / questions are being collated and sent to the relevant officers in advance of the next meeting where the draft strategy will be considered in detail. <ul style="list-style-type: none"> - Date of next meeting: 18/04/18
5	Cribbs Patchway New Neighbourhood <i>Scrutiny Advisor: Jo Holmes</i>	Public engagement on proposed traffic mitigation measures will commence in June. The group members will initially be briefed and asked to respond. Further information to follow about the process. <ul style="list-style-type: none"> - Date of next meeting TBC.
6	Air Quality & Pollution <i>Scrutiny Advisor: Jo Holmes</i>	Bristol City Council is developing a Clean Air Plan to tackle air pollution through a wide range of measures and at the March Cabinet meeting considered measures to ensure the city is meeting legal limits for levels of nitrogen dioxide. Now this stage of the work has been completed the group are now at a point where they and Officers can discuss and agree where the group can add value in the coming months. The Scrutiny Advisor has been in contact with the relevant officers in order to instigate moving this forward. <ul style="list-style-type: none"> - Date of the next meeting and the details are TBC
7	Children's Centres <i>Scrutiny Advisor:</i>	An initial briefing was held on Monday 5th March, at Brentry and Henbury Children's Centre at the Brentry site. Member's considered the new model currently under implementation and discussed the opportunities and challenges

	Group Title	Progress update and next steps
	<i>Louise deCordova (Interim)</i>	presented by the new structure. A further update to be considered in the autumn.
8	Libraries <i>Scrutiny Advisor: Louise deCordova (Interim)</i>	The Group to meet with the Cabinet member for Communities (Public Health, Public Transport, Libraries, Parks), Events and Equalities and officers on 17 th April to consider any outcomes from the Mutual Ventures consultant's report, once this has been formally received by the Council. Date of next meeting: 17/04/18
9	Fire Safety in Council-owned High Rise Buildings <i>Scrutiny Advisor: Romaine de Fonseka</i>	Proposed that this would take place after the government recommendations have been issued. The timescale for this is unclear at the present time.
10	Medium Term Financial Plan (MTFP) / Budget <i>Scrutiny Advisor: Louise deCordova</i>	The schedule for future meeting dates to be considered at key stages of the budget cycle.
11	Youth Council Priority (this is not a Task & Finish Group) <i>Scrutiny Advisor: Jo Holmes</i>	No further up-date since the previous one.

Overview and Scrutiny Management Board
12th April 2018



Report of: Andrea Dell, Statutory Scrutiny Officer

Title: Information item - Social Action Plan 18-20 and One City Plan

Ward: City Wide

Officer Presenting Report: Information item only

Contact Telephone Number: 0117 922 3332

Recommendation

That the Board notes the Social Action Plan 18-20 and that delivery against this plan should be included within performance reporting to the relevant commission.

That the Board notes the invitation to the Working in Communities and One City Plan Workshop. The One City Plan is being developed by the Mayor's Office and is a multi-agency piece of work. It is recommended that the Board give consideration to the One City Plan when setting their work programme to ensure there is no duplication whilst observing that the work of other agencies against the plan is not within the remit of the council's scrutiny function.

That the Board note that an all member briefing is to be organised for May 2018 to provide an opportunity for all members to receive an updated on the development of the One City Plan.

Appendix 1 - Social Action Plan 18-19

Appendix 2 – Invite to One City Plan Working in Communities Workshop





Bristol: Social Action Plan 2018 - 2020

The Mayor's
call to action



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The Mayor's call to action

A city that works for everyone..

Bristol is a wealthy, expanding city and an economic powerhouse, where productivity is above the national average and business density is the highest outside of London. Our employment rate is the highest of the 10 UK Core Cities and the number of people claiming Out of Work benefits is now at a historic low.

However, not everyone benefits from this success; over a third of people on benefits live in the seven poorest wards of the city - Lawrence Hill, Filwood, Ashley, Whitchurch Park, Hartcliffe, Hillfields and Easton.

In addition to where you live, we know that many Bristolians suffer disadvantage by virtue of their ethnicity, disability, housing status and family background.

But this does not have to be the case! Ensuring that everyone benefits from the future prosperity of the city is good economics and an absolute priority for me. Since coming in to office in May 2016 I have focussed my attention on building an inclusive city, a city where the needs of all its citizens are met.

My experience to date has convinced me that one of the keys to success in addressing our major challenges lies in people helping each other through social action. By 'social action' I mean people coming together to help improve their lives and solve the problems that are important to them and their communities.

Under the banner of Cities of Service, Bristol has been working for the last four years with other cities in the UK and the USA to learn more about the potential of people power to address the key challenges facing cities. I am passionate about the role a Mayor can play rallying support for people that are getting active in their communities to serve the common good.

Since my election there are a few key issues I have focussed on that I believe can best be addressed through social action. They are:

- Giving all children and young people the best start in life
- Ending Rough Sleeping
- Creating a cleaner and healthier local environment
- Improving mental health and wellbeing



Marvin Rees, Mayor of Bristol

I want to mobilise all parts of the city to address these issues and to ensure that the city's institutions co-ordinate their input for the benefit of all. For this reason today I am publishing this call to action which goes out to everyone in this great city.

Mobilising Bristol to address the big challenges

One of the first things we need to do is to make use of technology, linking people with opportunities to make a contribution and organisations with people and communities that are seeking help.

We know that just over 60% of Bristol's population gives their time at least three times a year in support of their communities¹ and

a growing number of employers are including paid 'volunteering leave' in their standard job contract. Increasingly employers are sponsoring staff volunteering as a way to give their Corporate Social Responsibility (CSR) policies real impact whilst, at the same time, providing staff with new learning and development opportunities.

There are over 500 voluntary, community and social enterprise (VCSE) organisations who are members of Voscur with hundreds

more community groups, sports and social clubs all enlisting the help of local people – a workforce that runs into the tens of thousands.

Our two Universities are amongst the largest employers in the city, over 10% of Bristol's population are students, and many university and college courses require their students to gain experience in the 'real world' as a part of their courses, in all sorts of social and community settings. As well as this students and staff volunteer in their

own time to 'give back' to the city that is giving them an education. Last year over 500 young Bristolians joined the National Citizen Service (NCS) supporting all sorts of good causes during their summer holidays.

I believe that everyone has something to give – every citizen, young or old; regardless of background, ethnicity or disability has a contribution to make to their community, and through that to the city as a whole.

¹Quality of Life Survey 2017



The Plan

Our Strategic Objectives

1. Giving our children and young people the best start in life:
 - All children achieve the national standard for reading by age 11;
 - All children to have access to breakfast clubs in term time and, where it's needed and to a lunch club during the school holidays;
 - Closing the employment opportunity gap for our children and young people in Bristol's job growth sectors;
 - Every young person in the city has their aspirations raised through access to meaningful work experience.
2. Ending rough sleeping in Bristol:
 - To ensure that no-one who can accept help will be left on the streets during the coldest months of the year;

3. Creating a cleaner and healthier local environment:
 - To make Bristol's streets measurably cleaner by 2020;
4. Improving mental health and wellbeing:
 - by increasing awareness of mental health issues and
 - by reducing loneliness and isolation amongst all of our citizens.



Our approach

We will take action to:

1. Mobilise Bristol citizens to enable them to make their contribution to the future of their communities and the city as a whole;
2. Tap into the enthusiasm of civic institutions, companies and faith groups to work together to address citywide priorities;
3. Take successful projects to city scale so that as many as possible can benefit from them.
4. Utilise digital technology and communications to make it easy for people and organisations to take action, share information and collaborate on new projects to meet identified needs.

Priorities for action:

1. Social action goals

1.1 All children achieve the national standard for reading by age 11.

Why?

Evidence shows that poor reading at age 11 feeds into much reduced life chances. In short, reading and poverty are directly linked:

- You are twice as likely to be unemployed if your reading is poor;
- If you have a job you will earn less;
- You are more likely to suffer poor health;
- The cost of this to the economy could be over 2% of GDP by 2025;²
- In Bristol this would mean at least an additional £150m per year into the Bristol economy by 2020 or £300 for every man woman and child in the city.

Intervention: Reading in Primary schools.

This project focuses on schools that are in need of support either by virtue of underperformance or lack of access to volunteers. Volunteers are recruited and trained to deliver a ten session 'block' of reading support, working with two 6/7 year olds each week. Testing indicates that the average progress per pupil is in excess of six months (26 weeks) during that time. Since September 2014 the project has grown from supporting 5 schools to working in 35. As of April 2017 179 volunteers had been recruited and trained, improving reading for 425 pupils who had been identified by their teacher as in need of support.

Our ambition for the future: to provide a reading volunteer for EVERY child that needs one. To achieve this we calculate that we need to provide 300 volunteers across Bristol's schools every year.

² Save the Children (2014) Read on Get on – how reading can help children escape poverty

³ Assuming trend growth in GVA remains the same as 2011-14



1.2 Closing the employment opportunity gap for our children and young people by collaborating with our rapidly growing technology sector.

Why?

The Joint Spatial Plan⁴ indicates that over the coming years there will be a shortage of lower skilled jobs in Bristol;

- Automation and Artificial Intelligence (AI) will reduce the number of low skilled jobs over the coming decade;
- As business increases its use of tech our young people need to be in a position to take advantage of this change;
- Bristol Bath area is the best place in Europe for tech start-ups which is already creating a labour shortage;
- There are very low levels of women employed in tech industry;
- This is a huge opportunity for our young people, for those underrepresented in these new industries and for those that come from more deprived backgrounds.

Intervention: Code Club.

Volunteer-led after school clubs in Bristol primary schools inspire children to learn about coding and its potential uses in real life. We prioritise schools and communities located in our most disadvantaged neighbourhoods.

Since November 2015 the number of active Code Clubs has risen from 35 to 93, including new clubs starting up in libraries and community buildings such as the St Paul's Learning Centre.

Our ambition for the future: to provide a Code Club in every school that wants one and in community venues, including libraries and children's centres, across the city.

⁴ <https://www.jointplanningwofe.org.uk/consult.ti/JSPPublication/consultationHome>



1.3 Every young person in the city has their aspirations raised through access to meaningful work experience.

Why?

Bristol continues to have deprivation 'hot spots' that are amongst some of the most deprived areas in the country yet they are adjacent to some of the wealthiest;⁵

- More than 85,000 people live in areas of the city identified as in the most deprived 10% nationally for Education, Skills and Training deprivation;
- More than half of Bristol's most deprived areas for Education, Skills and Training are in South Bristol;
- Ethnic minorities in Bristol experience greater disadvantage than in England and Wales as a whole in education and employment and this is particularly so for Black African people⁶

⁵ Bristol City Council (2015), *Deprivation in Bristol*

⁶ CoDE and The Runnymede Trust (Jan 2017), *Bristol: a divided city?*

Intervention: Meaningful experiences of work.

For the last eighteen months, the WORKS programme, which is part of our Learning City initiative, has been engaging with employers across the city to provide a thousand experiences of work, mostly for our year 10 students.

Employers have a lot to offer, not merely in terms of work placements, but also in supporting schools and our young people so that they can learn about work and

make good choices about their future careers. This is particularly important for young people who may not easily get this sort of opportunity.

Ambition for the future: We will recruit volunteers from business and local communities to provide a meaningful work experience programme backed up by mentoring for our most disadvantaged young people including those who have experience of being looked after by the Council.

work experience photo

1.4 Bristol's streets will be measurably cleaner by 2020.

Why?

According to our 2015/16 Quality of Life survey 73.8% of people who responded identified street litter as a problem, 30.3% identified anti-social graffiti as a problem and 63.4% of residents felt that dog fouling was a problem in their local area.

- 3,700 tonnes of litter was dropped on Bristol's streets last 2015/16;
- During 2016/17 1,366 tonnes of waste was fly-tipped across our city costing the tax payer an estimated £492,000 for removal and disposal;
- Between 2015/16 the amount of waste collected from Bristol parks went up by 55%;

Intervention: Clean Streets Campaign.

The Mayor's Clean Streets campaign was launched in the autumn of 2016 and has seen a significant increase in social action aimed at improving our local environment. With the support of the Bristol Waste Company's community engagement team primary schools, community groups and businesses have been organising their own clean-up events. During last autumn's 'Litter Blitz' 507 volunteers gave over 1200 hours of their time and collected over 500 bags of rubbish! Now we need to build on this...

Ambition for the future: we will engage with the National Citizens Service (NCS)⁷ summer programme to recruit hundreds of 16 and 17 year olds to create clean-up and recycling projects We will also use our new website (www.candobristol.co.uk) to enable more individuals, local groups, employers and schools to get involved and be recognised as contributing to the campaign.



⁷ <http://bit.ly/2omsmHX>

1.5 Volunteer support for homeless people.

Why?

Bristol has a serious rough sleeping problem (6th highest in England), which has increased significantly since 2010:⁸

- Average age of death for a street homeless person is 47 (men) and 43 (women).⁹

Intervention: Volunteer support for recently homeless men and women (New project)

This project involves providing mentoring and support with 'Life Skills' to people who have experienced homelessness and who are now on a journey towards secure housing. Volunteers will support homeless people with developing their personal financial skills, work readiness skills, qualifications and ultimately securing employment.

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⁸ MHCLG (Jan 2018) Rough Sleeping Statistics 2017

⁹ Thomas, Bethan (2012) Homelessness Kills. Crisis Report.



1.6 Improving mental health by reducing loneliness and isolation amongst all of our citizens.

Why?

- The campaign to end loneliness has identified 'volunteering' as an important factor in reducing loneliness. The World Health Organisation (WHO) framework for an Age Friendly City emphasises that the whole community benefits from the participation of older people in volunteer or paid work.¹⁰
- It is estimated that around 11,000 of Bristol's over 65's feel lonely;
- National research indicates that 17% of older people are in contact with friends or relatives less than once a week;
- Research by the Dame Kelly Holmes Trust found that 72% of young people reporting that they had recently felt lonely or isolated;
- Loneliness is gendered, with young women (75%) more likely to suffer than young men (69%).

Intervention: Age-Friendly Bristol (New project)

Bristol Ageing Better (BAB) is working to ensure Bristol can join the global network of age friendly cities set up by the World Health Organisation by looking at how Bristol can become a more Age-Friendly place. The Age Friendly Bristol programme is focused around nine visions, one of which looks at how older people can access the work and volunteering opportunities that they want while another highlights potential ways to ensure older people feel heard and have a say in the decision making that affects their lives.

BAB is asking organisations working in these areas to get involved with the 'Age Friendly Bristol' project to celebrate age friendly work that is already taking place in the city and increase the scope of its work.

As part of this we will work with BAB to create an Age Friendly City campaign on the Candobristol website which will promote opportunities for older people in the city to get involved in volunteering and social action in Bristol.



¹⁰W.H.O. (2007) *Global Age Friendly Cities: a guide* (p.6)

1.7 Mental Health & Wellbeing.

We will be focussing on interventions that have a positive impact on the health and wellbeing of Bristol's population as a whole, with a particular emphasis on mental health and those interventions that close the gap in life expectancy across the city.

Why?

In Bristol your life expectancy can vary by up to 12 years depending on where you live:

- 8.8% of Bristol patient population has depression diagnosis
- (8.3% nationally);
- 1 in 10 children will experience a mental health problem (9k in Bristol) and 1 in 5 young people in Bristol self-harm;
- Having a severe mental illness can lead to you dying up to 20 years early due to preventable physical health conditions;
- Bristol has a much higher suicide rate than the national average: 12.8 per 100k compared to national average of 10.1 per 100k.

Intervention: Volunteer support for 'Thrive Bristol'.

"Thrive" is an international 'movement' which aims to tackle the prevalence and impact of poor mental ill health. It has grown in recent years and now there are programmes in New York City, London and the West Midlands.

The aim of Thrive Bristol is to:

- Improve mental health and wellbeing across Bristol;
- Shift our focus from care to prevention, early intervention and resilience;
- Involve people across the city, especially community leaders, in co-producing plans;
- Create an action plan which is owned by agencies across the city – created by them, with a clear mechanism to deliver.

New York and the West Midlands have both identified strong roles for the citizen in contributing to Thrive.

Thrive is looking to make mental health part of our everyday conversation, with people feeling able to seek support at the earliest opportunity. To support this

people who live and work in Bristol will be trained in Mental Health First Aid.

The programme is also working to equip workplaces across Bristol with the awareness and tools to:

- address and prevent mental ill health caused or worsened by work;
- support individuals with a mental health condition to thrive at work;
- to be aware of how to get access to timely help to reduce sickness absence caused by mental ill health.

Through strong, multi-agency working across the city we are aiming to radically reduce the suicide rate (25% down by 2028) with the ambition of eliminating suicide by 2050.

Over the next two years we will work with the Thrive Bristol programme to identify opportunities for Bristol people to contribute to these aims and ensure that the Can Do Bristol platform is able to support this goal.

1.8 Feeding Bristol.

A healthy diet is an essential requirement for everyone and especially for our children. Bristol is located near some of the most productive farming land in the UK and many of our citizens produce food in gardens and on allotments across the city. The issue of food waste and the unequal access to a healthy diet is a priority for us to tackle and we can do this through community action.

Why?

Food poverty is growing problem, for some school age children the school lunch is their main source of nutrition, so during the 13 weeks a year that school is not on they can often go hungry:

- 37% of teachers said pupils are returning to school showing signs of malnutrition;¹¹
- 80% of teachers who reporting pupils with holiday hunger said it had increased over the past two years.

¹¹ NUT poll of members, reported in the Bristol Post on 18th April 2017

¹² <https://www.feedingbritain.org/>

Intervention: Holiday Hunger project.

“Feeding Bristol is looking to become a pilot for the Feeding Britain¹² initiative which has been launched in response to the main recommendations made by MPs and Peers on the All-Party Parliamentary Group on Hunger.

Last summer projects like ‘Fit and Fed’ and ‘Make Lunch’ worked on the streets or in community venues to provide lunch for children and young people. Excellent start as this was, many areas were only able to cover a few days in the holiday period and in some areas there was no provision.

During the next summer holidays, as a part of an activities programme that is targeting areas of need, we can build the coverage and impact of these projects, tapping into the enthusiasm of local people, businesses, community organisations and faith groups.

A co-ordinating group has been formed under the ‘banner’ of Feeding Bristol, and we will again be using the capability of the new Can do Bristol website to support these projects to find volunteers, receive donations and also to raise funds.



2. Scaling up

Citizen action in local communities is recognised as a really effective way to address many of our social issues, but how do you spread the benefits of a successful local project to other areas or across a whole city? The challenge of 'scaling' local projects to the city level requires both resources and co-ordination and our approach to this problem involves an appeal to the larger city institutions. The establishment of the City Office has now given us one of the tools we need to do this – namely citywide collaboration and co-ordination. So via the City Office we will:

- a. Embed support for social action into the aims and objectives for the new City Funds that are being developed by the City Office;
- b. Develop a city-wide Employer Sponsored Volunteering (EVS) programme. To support employers who have incorporated volunteering into their standard job contract;
- c. Support and develop student volunteering to address key city challenges through partnership with the National Citizen Service (NCS), the Student Capital project¹³ (UWE and University of Bristol) and volunteer programmes in our schools and colleges;
- d. Harness the capacity of Bristol's local community workers, who are employed by a wide range of organisations and whose knowledge and reach into communities is a very important 'asset' for the city. These paid workers and volunteers work for Voluntary and Community organisations as well as the public sector and will be an essential part of any community engagement approach aimed at spreading the benefits of social action across Bristol.

¹³ <http://bit.ly/2EdVHgR>



3. Social Action made easy

The council along with Ablaze, Quartet and Voscur has been working with Made Open to develop a user-friendly 'platform' dedicated to Bristol that is:

- Making it easier to find out about opportunities for social action and volunteering in Bristol;
- Making it easier for organisations to recruit volunteers;
- Empowering the volunteer to make an offer that suits them;
- Encouraging individuals and groups to continue to be active in their communities;
- Creating the conditions for individuals, groups, organisations and employers to work together and have a collective impact on identified (citywide) issues.

The platform will support social action in the city through the following functions:

- Visible volunteering opportunities for the maximum number of people by providing a platform that links existing sites and enables organisations, groups and individuals to post opportunities and collaborate on new projects.

Status: being tested – view at www.candobristol.madeopen.co.uk;

- 'Community Exchange' which is based on a 'traditional' Time Bank and can be enhanced to reward people for the time and resources they commit to their communities and the city at large.

Status: live and being tested;

- Virtual Volunteer/Skills Bank which allows people to offer their skills when and where it's convenient to them.

Status: to be commissioned;

- Platform for Campaigns to allow the Mayor, the Youth Mayors and citywide initiatives to mount campaigns around issues of importance to the people of Bristol.

Status: to be commissioned.



4. What will success look like?

Our Cities of Service experience has demonstrated the importance of being able to show impact in everything we do. This is important as we must not waste the time and enthusiasm of our precious volunteers on initiatives that don't make a difference.

We will measure our progress against the following key performance indicators (KPI's):

4.1 Children achieving the national standard for reading by age 11:

- By 2025 90% of Bristol children will be reaching the national standard for reading at age 11;
- Reduction in the average attainment gap for reading at Key Stage 2.

4.2 Closing employment opportunity gap for our children in Bristol's growth sectors:

- Increase the number of school children in Bristol with access to regular opportunities to learn coding both in school and out of school;
- By 2020 100% of schools in disadvantaged areas (IMD lowest 10%) have a Code Club.

4.3 Every young person in the city has their aspirations raised through access to meaningful work experience:

- Reduction in the employment gap between young people from disadvantaged areas and the city average;
- We will use the results of the Labour Force Survey to measure our impact on young people not in Employment Education or Training (NEET).

4.4 Bristol's streets will be measurably cleaner by 2020. We will continue to measure the contribution from Bristol citizens to this aim by reporting on:

- number of volunteers;
- volunteer hours;
- percentage of people who feel that street litter is a problem in their neighbourhood.

4.5 Volunteer support for Bristol's homeless:

- Bristol's street homeless count in the lowest quartile nationally by 2020;
- 10 employers participating by May 2020;
- 20 mentors providing assistance to former street homeless people.

¹⁴ As reported in the Quality of Life Survey

4.6 Age Friendly Bristol As this is a new project, we are still developing our impact targets, but they will involve measuring:

- Number of older people who report that they have the amount and type of social contact they want to reduce isolation and loneliness;
- Number of older people who say that they can influence decisions that affect their local area and how services are designed and delivered;
- Number of older people who are able to contribute to their community through such mechanisms as volunteering, belonging to a forum, steering group or other activity.

4.7 Improving Health and Wellbeing

Thrive Bristol. This is also a new project for which we are developing our impact targets, however these are the data sets we will use to measure success:

- Number of people who have accessed Mental Health First Aid (by 2028, we aim for 20% Bristolians to have been trained);
- % of people with mental ill health in work;
- % of people affected by mental ill health who experience stigma and discrimination. (Currently 9/10 report stigma and discrimination);
- % of people taking their lives through suicide.

4.8 Feeding Bristol

The aim of Feeding Bristol is to reduce the number of children and young people requiring this sort of intervention, so we will be developing metrics to reflect that objective in due course.



Working in Communities & the One City Plan – Next Steps

Wednesday 9 May, 1:30-4:00pm (Registration from 1pm)

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

Dear Colleagues

Following our last meeting in February on the One City Plan, I invite you to join our next event where we will show our progress before the official launch in June.

You will be able to see a summary of our city challenges and a vision for the future, taken from the many engagement sessions we have held so far.

We will ask how you can support the plan and will be seeking your pledges and commitment to the shared vision for Bristol. We will also explore the interconnections between the different themes and how we can work together to deliver the best results. It'll be an interactive session and there will be a chance to network with your colleagues working across the community sector.

The One City Plan is about harnessing our collective powers and responsibilities to achieve a clear set of agreed outcomes. This is about how we want our city to be and being intentional about how we get there. Your knowledge as Community Workers is integral to the success of the plan.

So if you work day-to-day with the people of Bristol doing community work in public and voluntary sector roles, such as...

- Housing officers
- Support workers
- Community and youth workers
- PCSOs
- Beat officers
- Social workers
- Community educators
- Employment workers
- Councillors

...we look forward to meeting you and contributing to the One City Plan.

Please contact terry.black@bristol.gov.uk to book your place.

Kind regards



Marvin Rees
Mayor of Bristol

[Twitter](#) | [Instagram](#) | [Blog](#)

t: +44 (0) 117 922 2420

e: mayor@bristol.gov.uk

Mayor's Office
Bristol City Council

City Hall, College Green
Bristol BS1 5TR

Postal Address: Mayor's Office, Bristol City Council, PO Box 3176, Bristol BS3 9FS '

Overview and Scrutiny Management Board 12th April 2018



Report of: Denise Murray, Service Director - Finance

Title: 2017/18 Budget Monitoring Report – Period 10

Ward: City Wide

Officer Presenting Report: Andrea Dell, Service Manager, Democratic Engagement

Contact Telephone Number: 0117 9222483

Recommendation

That Members consider and comment on the 2017/18 Period 10 forecast outturn report that has been prepared for the Mayor and Cabinet.

Context

The Overview and Scrutiny Management Board have responsibility for monitoring financial information and receive regular reports that provide an update on the Council's overall financial performance.

Appendices

Appendix AA – Final Exec Summary Report P10
Appendix A-1 – Summary
Appendix A-2 – People Summary
Appendix A-3 – Place Summary
Appendix A-4 – Neighbourhoods Summary
Appendix A-5 – Resources Summary
Appendix A-6 – HRA Summary
Appendix A-7 – DSG Summary
Appendix A-8 – Public Health Summary
Appendix A-9 – Budget Summary Table



Title: 2017/18 Budget Monitoring report – Period 10	
Ward(s):	All
Author: Chris Holme	Job title: Acting Director, Finance
Cabinet lead: Councillor Cheney	Director lead: Denise Murray
Proposal origin: Other	
Decision maker: Cabinet Member Decision forum: Cabinet	
<p>Purpose of Report: This report sets out for Mayor and Cabinet an update of the Council's financial position as at the end of January 2018 (period 10), including:</p> <ul style="list-style-type: none"> • Projections of potential revenue and capital spending during 2017/18 against approved Directorate and ring-fenced budget allocations • Progress on agreed savings and confidence of delivery • The reviews of risks and the mitigating actions which have been undertaken to ensure that we do not overspend against our 2017/18 budgets. 	
<p>Evidence Base: The General Fund revenue forecast outturn (as provided in Appendix A) shows a potential underspend of (£0.4m) (0.1%) against an approved budget of £365.0m, which is as per the P9 forecast.</p> <p>The position for the ring fenced budgets is as follows:</p> <p>Dedicated School Grant (DSG) – an overspend of £5.1m an improvement of (£0.2m) from the P9 forecast position, Housing Revenue Account (HRA) – a increase in forecast underspend of (£0.5m) since P9, and Public Health, (PH), (£0.1m) increase in forecast underspends from the P9 forecast.</p> <p>The forecast spend against the capital budget of £146.1m is £135.5m hence an underspend of £10.6m which is an improvement on the P9 position due to re-phasing of budgets.</p> <p>Progress against savings propositions indicate £3.1m remain at risk, as per the P9 position.</p> <p>Further details are shown in the appendices which highlight areas of concern compiled using forecast information as at P10.</p>	
<p>Recommendations: Cabinet to note:</p> <ol style="list-style-type: none"> 1. To note the extent of forecast revenue underspend at period 10 of (£0.4m) 2. To note the current forecast capital expenditure of £135.5m, which is £10.6m below the budgeted capital programme for the year. 	

Revenue Cost: £365.0m	Source of Revenue Funding: Total approved revenue budget
Capital Cost: £146.1m	Source of Capital Funding: Total capital programme
One off cost <input type="checkbox"/> Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/> Income generation proposal <input type="checkbox"/>
<p>Finance Advice:</p> <p>Revenue Forecast The latest revenue forecast outturn (as provided in Appendix A) shows a potential underspend of (£0.4m) (0.1%) against an approved budget of £365.0m. The overall position remains as per the P9 forecast outturn.</p> <p>It was reported to Cabinet in P9 that the People Directorate were unable to contain their expenditure</p>	

within the approved budget. This was due to a combination of historic pressures not having been fully addressed with the additional budgets for 2017/18, slippage on agreed savings proposals, and a continued high level of demand, particularly for adults and children's social care. Therefore approval for a supplementary estimate was sought to be funded primarily as one off virements from funds held in abeyance and underspends identified elsewhere in the monitoring report across other services. Cabinet agreed the adjustments at its meeting of the 6th March. The 2018/19 budget for these services acknowledges the need to have a system-wide approach to the three main service areas: adults social care, children's social care and education.

Housing Revenue Account

The forecast HRA position is a £9.4m underspend as at P10 as a result of reduced planned programme spend – the increased surplus is due to the slippage on the capital programme and subsequent reduction in capital financing, which is primarily funded by revenue. There is also an expected draw down from reserves of £1.9m to offset the costs of implementing the replacement housing management system.

Dedicated Schools Grant

Whilst any under/overspend against the Dedicated Schools grant can be carried forward at the end of the financial year, there are a number of pressures emerging which if not successfully managed it could have an impact on the Council's general fund. The current risks, before mitigations total £5.1m, which includes £1.6m cumulative deficit brought forward this is a decrease of (£0.2m) since P9. The main pressures are in High Needs Budgets (Special Educational Needs, Alternative Learning Provision and Specialist Support), offset by some underspends, and mainly in funds set aside for growing schools. An action plan to address the underlying pressures in High Needs is in development, which will include measures to reduce costs in alternative learning placements and top up allocations in particular though significant savings may not be realised until 2018/19. The actual deficit at the year-end will have to be underwritten against the general fund reserves due to the low level of school balances held.

Public Health

There is a forecast underspend of (£0.7m) on Public Health. This has moved by (£0.1m) from P9 due to a forecast saving on GP contracts in relation to health checks.

Capital Spending

The delivery of a number of projects has now been re-phased as part of the budget process, resulting in a reduced capital budget of £146.1m for 2017/18. The forecast slippage on these projects is now (£10.6m) which is approximately 7% of the 2017/18 budget. The main areas of slippage are:

- Schools Organisation (£4m) due to delays in signing contracts.
- Sustainable Transport (£3.4m) delays in Arena project have led to delays in procurement on both the Low Emissions grant and Cycling Ambition Fund grant.
- and Colston Hall (£2m).

Major areas of financial pressure or risks in the current five year capital programme continue to be Bristol Arena, the Housing Delivery Programme and Colston Hall. The funding of the capital programme and reassessment of priorities is currently under review, to be reported to Council as part of the budget process and capital strategy development.

Progress against Savings / Efficiency propositions

Of the agreed 2017/18 savings of £33.1m, £3.1m (9%) are currently deemed at risk to delivery as per P9. This position is included in the forecast outturn where appropriate or outlined on the risk and opportunities where mitigations are being explored.

Work is underway to develop plans for future years and early indication for 2018/19 is that of the £25.9m approved in the budget, £2.4m has a plan that is considered under developed for this stage in the process.

Risk and Opportunities Implications

A range of risks and opportunities are being reviewed within Directorate Leadership Teams and new governance provides the opportunity to manage these risks in a more fundamental and sustainable way. Regular reporting and budget scrutiny through officer and Member groups are helping to ensure the necessary actions to address spending pressures are identified and implemented; and supplementary estimates only recommended when all other options have been explored.

A range of risks are provided for within our Risk Reserve and some of this may need to be utilised during this financial year.

Reserves

The 2017/18 opening balance on reserves of £20.0m general balance, £65.4m earmarked reserve (£20.0m and £106m 2016/17 respectively). Projected net drawdowns for the current year are now anticipated to be some £12m with a further £12m net drawdown currently estimated for 2018/19, as reflected in the budget report as agreed by Full Council on the 20th February, following detailed review of all earmarked reserves.

Debt Management

The level of aged debt that has been outstanding for 30 days or more has decreased by (£1.2m), from £31.8m in P9 to £30.6m in P10. Appendix A provides an analysis of this debt between departments, and client types as at P10.

Finance Business Partner: Chris Holme 08/03/17

Corporate Strategy alignment: Cross priority report that covers whole of Council's business.

Legal Advice: This monitoring report is an important component in assisting the Council to comply with its legal obligation to deliver a balanced budget. It is also a requirement of the Councils Financial Regulations that Cabinet receives quarterly monitoring reports, (in respect of both capital and revenue) and which shall include any proposed virements between directorates, which require cabinet approval.

Legal Team Leader: Eric Andrews 15/03/18

Implications on ICT: N/A

ICT Team Leader: Ian Gale 21/12/17

City Benefits: Cross priority report that covers whole of Council's business.

Consultation Details: N/A

DLT Sign-off	Denise Murray	21/02/18
SLT Sign-off	Denise Murray	27/02/18
Cabinet Member sign-off	Councillor Cheney	05/03/18

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal -	NO
Appendix F – Eco-impact screening/ impact assessment of proposal -	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background papers	NO
Appendix J – Exempt Information	NO

Appendix A-1 Bristol City Council – Summary 2017/18 – Budget Monitor Report

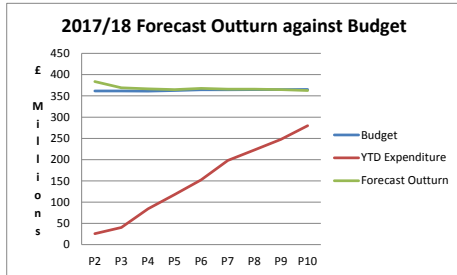


a: 2017/18 Summary Headlines

Revised Budget £364.7m in P9 P10 £365.0m ↑	Forecast Outturn £364.3m in P9 £364.6m ↑	Outturn Variance (£0.4)m in P9 (£0.4m) ⇒	Movement from P9 £0.0m
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b: Budget Monitor

1. Overall Position and Movement



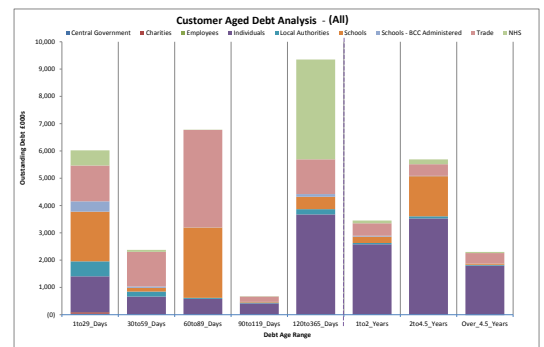
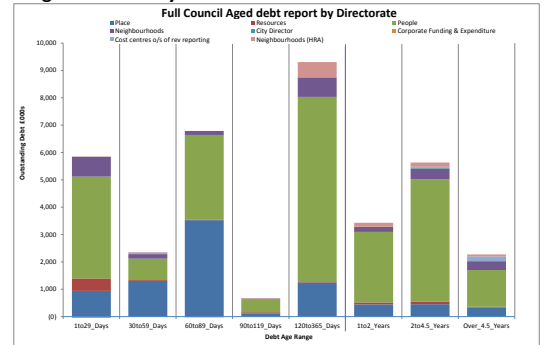
2. Revenue Position by Division

Budget Area	P10 Over/(under) spend £m	P9 Over/(under) spend £m	Movement in variance since P9	Element due to Budget virement
People	0.0	3.8	(3.8)	(3.8)
Corporate	0.0	(1.3)	1.3	1.3
Resources & City Director	0.0	(1.4)	1.3	1.4
Place	(0.1)	(0.5)	0.4	0.0
Neighbourhoods	(0.3)	(1.0)	0.7	1.1
Total	(0.4)	(0.4)	0.0	0.0

Key messages

- Due to the forecast overspend for People Directorate of £3.8m at P9, the supplementary estimate process was activated and budget virements were actioned for 2017/18 only - as detailed in the P9 budget monitoring report to Cabinet. Hence the People Directorate is now forecast to remain within its overall budget allocation for 2017/18.
- Overall the forecast outturn underspend for the Council has remained at (£0.4m) underspend as per the P9 position.
- The overall level of aged debt that has been outstanding for over 30 days has decreased from £31.8m in P9 to £30.6m in P10, of which, £11.4m has been outstanding for over a year which remains unchanged from the P9 position. The provision for bad debt will be reviewed as part of the final accounts process but will need to be increased if the amount of aged debt does not improve by the year end.

3. Aged Debt Analysis



c: Risks and Opportunities

4. Savings Delivery RAG Status

17/18	Total value of savings (€m)	Value at risk (€m)	Risk (%)
R - No - savings are at risk	6.5	3.1	48%
G - Yes - savings are safe	13.0	0.0	0%
C - Saving has been secured and guaranteed	13.5	0.0	0%
Grand Total	33.1	3.1	9%

Top 5 largest savings at risk in 17/18 (ordered by size of saving at risk)

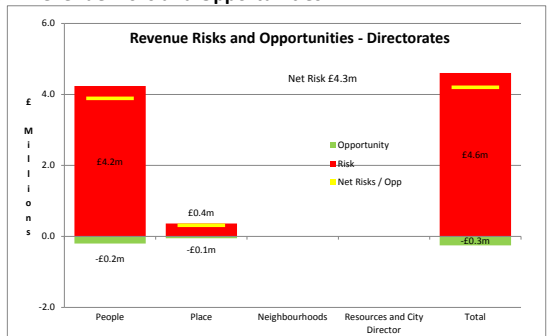
ID - Name of Proposal	Value at Risk in 17/18 (£'000s)
FP04 Recommision community support services	1,300
BE2 Review our property services	750
FP10 Increase council foster carers	360
FP18 More efficient home to school travel	225
FP22 Increase supported living provision	188

18/19	Total value of savings (€m)	Value at risk (€m)	Risk (%)
R - No - no plan in place	3.3	2.4	74%
A - Yes - plan in place but still to deliver	11.7	0.7	6%
G - Yes - savings can be taken from budget	11.0	0.0	0%
Grand Total	25.9	3.1	12%

Top 5 largest savings at risk in 17/18 (ordered by size of saving at risk)

ID - Name of Proposal	Value at Risk in 17/18 (£'000s)
RS04 Reduce the number of library buildings and redesign the service	740
FP05 Reduced education services grant	497
BE3-g Restructure admin and business support teams	360
FP14 - 1 in-house enforcement	347

5. Revenue Risks and Opportunities



Key Messages

- The savings tracker shows that £3.1m of savings are still at risk of not being delivered which is as per the P9 position.
- There are additional risks of £4.6m identified in People and Place which are not reflected in the forecast outturn position. The main risks are the Clinical Commissioning Group turnaround plans of £3m and the potential costs associated with reshaping the provision of Children Centre services.
- The amount of opportunities that have been identified as potential mitigating action has reduced to £0.3m. Hence the net risk, not currently included in the forecast outturn position for 2017/18 is £4.3m - which is a reduction of £2.4m from P9.

d: Capital

Revised Budget £146.1m	Expenditure to Date £85.4m 58% of budget	Forecast Outturn £135.5m 93% of budget	Outturn Variance (£10.6m)
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Key Messages

- The delivery of a number of projects has now been rephrased, resulting in a reduced capital budget of £146m for 2017/18. The forecast slippage on these projects is now (£10.6m) which is approximately 7% of the 2017/18 budget.
- The main areas of slippage are:
 - Schools Organisation (£4m) due to delays in signing contracts.
 - Sustainable Transport (£3.4m) delays in Arena project have led to delays in procurement on both the Low Emissions grant and Cycling Ambition Fund grant.
 - Colston Hall (£2m).
- Further details are provided in the Directorate dashboards.

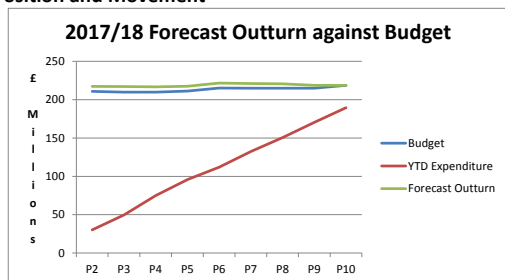
Gross expenditure by Programme	Current Year (FY2017)				Performance to budget		Scheme Total for Current Timeframe (FY2016 : FY2021)						Performance to budget		
	Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast	Budget	Total Expenditure to Date	Commitments	Variance - Total budget vs actual + commitments	Forecast (including prior years actuals)	Variance Total scheme budget vs total scheme forecast	Expenditure to date	Expenditure + Committed to date	Forecast
	£000s				%		£000s						%		
People	28,511	14,762	24,548	(3,963)	52%	86%	139,702	49,157	3,181	(87,364)	139,648	(53)	35%	37%	100%
Resources	2,926	937	2,760	(166)	32%	94%	30,717	12,928	1,129	(16,660)	29,546	(1,171)	42%	46%	96%
Neighbourhoods	8,337	3,063	6,591	(1,746)	37%	79%	43,586	11,244	1,337	(31,005)	39,307	(4,279)	26%	29%	90%
Place	71,256	46,111	68,037	(3,219)	65%	95%	590,263	121,526	22,976	(445,762)	593,252	2,989	21%	24%	101%
Neighbourhoods (HRA)	34,350	20,549	33,541	(809)	60%	98%	304,118	69,317	5,391	(229,410)	303,309	(809)	23%	25%	100%
Corporate Funding & Expenditure	705	0	0	(705)	0%	0%	48,150	5,145	0	(43,005)	48,150	0	11%	11%	100%
Total Capital Expenditure	146,085	85,422	135,477	(10,608)	58%	93%	1,156,536	269,316	34,014	(853,206)	1,153,212	(3,324)	23%	26%	100%

a: 2017/18 Summary Headlines

Revised Budget £214.8m in P9 P10 £218.6m ↑	Forecast Outturn £218.6m in P9 £218.6m ↓	Outturn Variance £3.8m in P9 £0.0m ↓	Movement from P9 (£3.8m)
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b: Budget Monitor

1. Overall Position and Movement



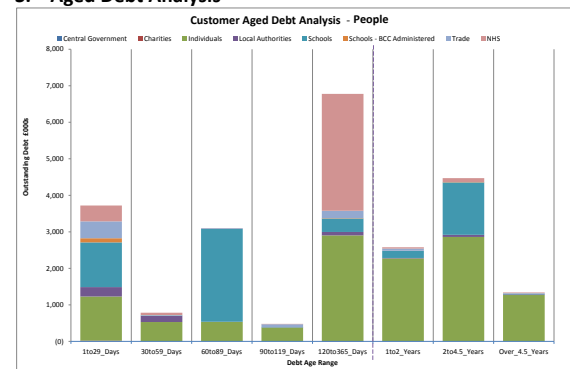
2. Revenue Position by Division

Budget Area	P10 Over/ (under) spend £m	P9 Over/ (under) spend £m	Movement in forecast since P9
Care & Support - Adults	0.0	2.4	(2.4)
Education & Skills	0.0	0.8	(0.8)
Care & Support – Children & Families	0.0	0.5	(0.5)
Management - People	0.0	0.1	(0.1)
Strategic Commissioning & Commercial Relations	0.0	0.1	(0.1)
Early Intervention & Targeted Support	0.0	0.0	0.0
Total	0.0	3.8	(3.8)

Key messages

- At P9, the forecast outturn variance for People was an overspend of £3.8m. Following the application of the supplementary estimate process, the 2017/18 budget for People has now been increased by £3.8m by way of temporary virements from other services. Hence the People Directorate is now forecast to remain within the 2017/18 budget allocation.
- The Preparing for Adulthood Service, now within Adults, is the area with the largest underlying overspend £1.7m which will need action during 2018/19 as there is no acknowledgement of this pressure in 2018/19.

3. Aged Debt Analysis



c: Risks and Opportunities

4. Savings Delivery RAG Status

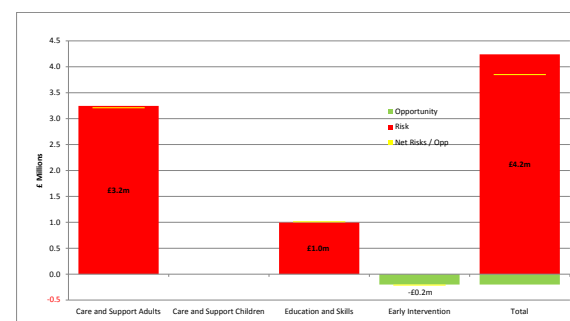
17/18	Total value of savings (£m)	Value at risk (£m)	Risk (%)
R No - savings are at risk	3.9	2.3	60%
G Yes - savings are safe	7.9	0.0	0%
O Savings have been measured and delivered	0.2	0.0	0%
Grand Total	11.9	2.3	19%

ID - Name of Proposal	Value at Risk in 17/18 (£'000s)
FP04 Recommision community support services	1,350
FP10 Increase council foster carers	360
FP18 More efficient home to school travel	221
FP22 Increase supported living provision	198
BE8 Best value contracts	100

18/19	Total value of savings (£m)	Value at risk (£m)	Risk (%)
R No - no plan in place	0.9	0.9	100%
A Yes - plan in place but still to deliver	2.2	0.0	0%
O Yes - savings can be taken from budget	1.1	0.0	0%
Grand Total	4.2	0.9	21%

ID - Name of Proposal	Value at Risk in 17/18 (£'000s)
FP05 Reduced education services grant	497
BE3-g Restructure admin and business support teams	366

5. Revenue Risks and Opportunities



6. Mitigating Actions

In the medium-term, the services within People will converge into three divisions and the underlying budget issues will be addressed in the following ways

Division	Approach
Adults Social Care	Implementation of three-tier model for care and support through the Better Lives programme, working with partners to invest the Improved Better Care fund to address demand pressures and to deliver savings to the Council's budget.
Children's Services	Implementation of the Strengthening Families programme using early investment to support families, to improve social work practice and get better outcomes for young people, all to address existing pressures and to deliver savings to the Council's budget.
Education	A bottom-up service redesign for Education, recognising the lower level of funding available with the loss of the Education Services Grant, but using DSG and other funding streams to best effect in meeting statutory responsibilities and local service aspirations.

d: Capital

Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£28.5m	£14.8m 52% of budget	£24.5m 86% of budget	(£4.0m)

Key Messages

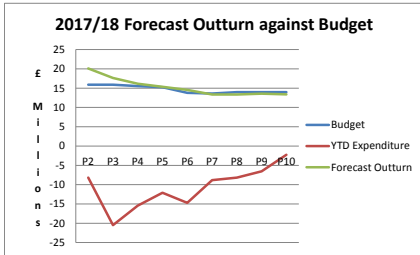
There is slippage of -£4.0m on the overall capital programme, compared to the revised budgets for 2017/18. £5.1m of the slippage is slippage in spend in the education capital programme is mainly a result of some delayed contract signatures. Briarwood Nexus, Cotham and St Bede's have all suffered delays at contract close. In addition, progress at Chester Park Infant School has been slower than anticipated by the Building Practice. All new places required for 2018 are on programme so there has been no impact on the councils statutory obligations. There are further underspends on Aids and Adaptations in Children's Services. This is offset by forecast overspends of £1.3m (using 2018/19 capital funding in advance) for Care Management Services in Adults.

a: 2017/18 Summary Headlines

Revised Budget £14.0m in P9 £14.0m ⇒	Forecast Outturn £13.5m in P9 £13.9m ↓	Outturn Variance (£0.5m) in P9 (£0.1m) ↓	Movement from P9 £0.4m
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b: Budget Monitor

1. Overall Position and Movement



Note YTD Expenditure is net of income received.

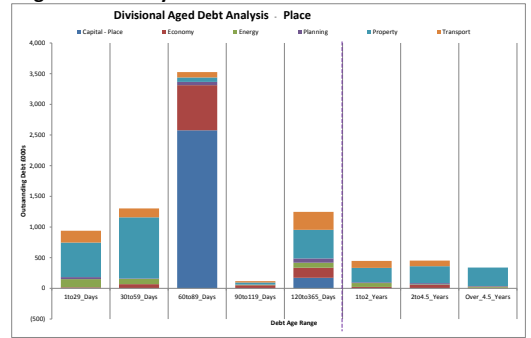
2. Revenue Position by Division

Budget Area	P10 Over/ (under) spend £m	P9 Over/ (under) spend £m	Movement in forecast since P9
Property	2.1	2.1	(0.1)
Economy	(0.4)	(0.4)	0.0
Energy	(0.5)	(0.6)	0.1
Planning	(0.3)	(0.6)	0.3
Transport	(0.9)	(1.1)	0.1
Total	(0.1)	(0.5)	0.4

Key messages

- Place Directorate is forecasting an overall underspend position of (£0.1m) for 17/18.
- Property forecast remained at £2.1m overspend mainly due to underdelivered savings. These are offset by underspend / surplus in other divisions due to in year additional income and one-off in year staff / vacancy savings
- The adverse movement in Energy between P9 and P10 is due to an income deferral to 18/19 to match the proportion of costs expected in relation to the administration of Climate Energy next financial year.
- The movement in transport mainly relates to grant funding carried forward to 18/19.
- The movement in Planning is for expenditure on digitisation.
- The majority of the aged debt is within property.

3. Aged Debt Analysis



c: Risks and Opportunities

4. Savings Delivery RAG Status

17/18	Total value of savings (£m)	Value at risk (£m)	Risk (%)
R No - savings are at risk	2.5	0.8	30%
A Yes - savings are safe	2.1	0.0	0%
G Saving has been secured and delivered	5.1	0.0	0%
Grand Total	9.7	0.8	8%

Top 5 largest savings at risk in 17/18 (ordered by size of saving at risk)

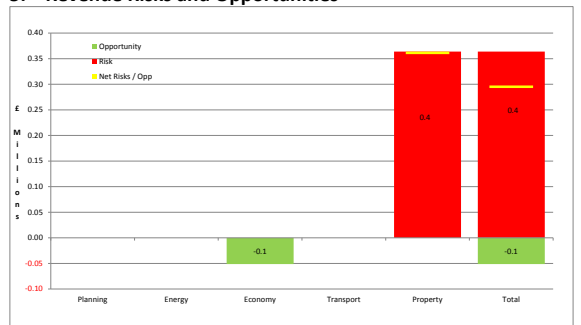
ID - Name of Proposal	Value at Risk in 17/18 (£'000s)
822 Review our property services	750

18/19	Total value of savings (£m)	Value at risk (£m)	Risk (%)
R No - no plan in place	0.0	0.3	#DIV/0!
A Yes - plan in place but still to deliver	0.5	0.0	0%
G Yes - savings can be taken from budget	1.5	0.3	17%
Grand Total	2.0	0.3	25%

Top 5 largest savings at risk in 18/19 (ordered by size of saving at risk)

ID - Name of Proposal	Value at Risk in 17/18 (£'000s)
602 Reduce road maintenance budgets	250

5. Revenue Risks and Opportunities



6. Mitigating Actions – Facilities Management

FM Cumulative Mitigations	2017/18 £	2018/19 £	2019/2020 £
Stationery	22,250	22,500	22,500
Reduced Window Cleaning	2,250	4,500	4,500
R&M Spending Freeze	220,000		
Workwear/PPE Efficiencies	1,000	1,000	1,000
Fleet - Procurement		340,000	370,000
Post Efficiencies	22,172	22,172	22,172
M&E/Building F Tender		170,000	250,000
Print & Mail Outsourcing		112,500	150,000
Docks Restructure			250,000
Harbour Review (Income)			50,000
Markets Charter (Income)			35,000
Cleaning	29,750	60,000	60,000
Security	17,150	50,000	50,000
Total	314,572	782,672	1,265,172

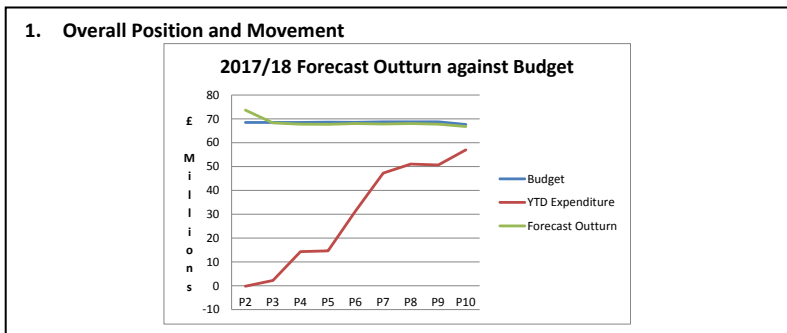
Key Message

- Analysis of additional risks and opportunities for Place Directorate shows that the net risk for mitigation against the overall forecast underspend is £0.3m, which is not currently reflected in the forecast.

a: 2017/18 Summary Headlines

Revised Budget £68.8m in P9 P10 £67.7m ↓	Forecast Outturn £67.8 in P9 £67.4m ↓	Outturn Variance (£1.0m) in P9 (£0.3m) ↑	Movement from P9 £0.7m
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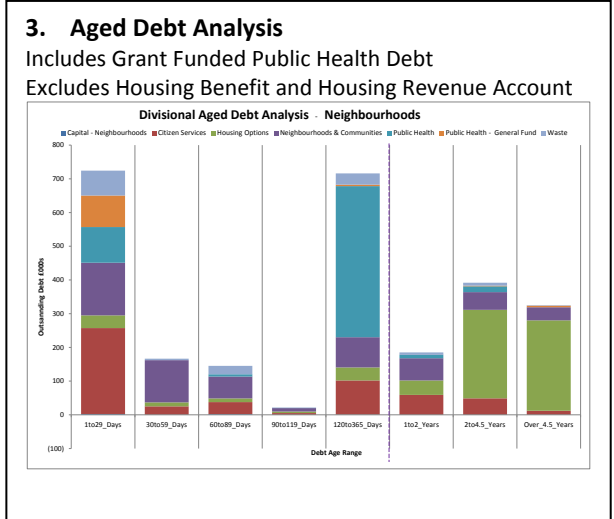
b: Budget Monitor



2. Revenue Position by Division

Budget Area	P10 Over/(under) spend £m	P9 Over/(under) spend £m	Movement in variance since P9	Element due to Budget Virement
Women's Commission	0.0	0.0	0.0	0.0
Waste	0.0	0.0	0.0	0.0
Citizen Services	0.0	0.5	(0.5)	0.0
Neighbourhoods & Communities	(0.2)	(0.2)	0.0	0.1
Public Health - General Fund	0.0	(0.4)	0.4	0.4
Housing Options	(0.1)	(0.9)	0.8	0.6
Total	(0.3)	(1.0)	0.7	1.1

- Key messages**
- As part of the supplementary estimate process, £1.1m of previously identified budget underspend for Neighbourhoods has been transferred to the People Directorate for 2017/18 only. There has been a further increase in the forecast underspend of (£0.4m) since P9.
 - Regarding **Aged Debt management**, at the end of P10 Neighbourhoods is reporting £2.6m of aged debt compared to £3.7m in P9. This improvement is due to the payments of significant outstanding invoices in Waste debtors by £0.5m and Public Health debtors (grant funded element) by £0.5m
 - Savings Delivery** – refinancing of the Hengrove PFI contract (initiative FP26) was concluded mid-January thereby enabling the delivery of the 17/18 £12k savings target.
 - Risks and Opportunities** – latest report assesses no significant risks or opportunities.



c: Risks and Opportunities

4. Savings Delivery RAG Status

17/18	Total value of savings (£m)	Value at risk (£m)	Risk (%)
R - No - savings are at risk	0.0	0.0	100%
G - Yes - savings are safe	0.0	0.0	0%
G - Saving has been secured and delivered	5.8	0.0	0%
Grand Total	5.8	0.0	0%

Top 5 largest savings at risk in 17/18 (ordered by size of saving at risk)

ID - Name of Proposal	Value at Risk in 17/18 (£'000s)
FP26 Hengrove Leisure Centre refinancing	12

18/19	Total value of savings (£m)	Value at risk (£m)	Risk (%)
R - No - no plan in place	1.3	1.2	90%
A - Yes - plan in place but still to deliver	2.7	0.3	9%
G - Yes - savings can be taken from budget	3.0	0.0	0%
Grand Total	7.1	1.4	20%

Top 5 largest savings at risk in 17/18 (ordered by size of saving at risk)

ID - Name of Proposal	Value at Risk in 17/18 (£'000s)
RS04 Reduce the number of library buildings & redesign the service	740
FP14 - In-house enforcement	347
FP11 Single city-wide Information, Advice and Guidance Service	250

5. Revenue Risks and Opportunities

There are no outstanding significant risks or opportunities to the year end forecast.

d: Capital

Revised Budget £8.3m	Expenditure to Date £3.1m 37% of budget	Forecast Outturn £6.6m 79% of budget	Outturn Variance (£1.7m)
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Key Messages

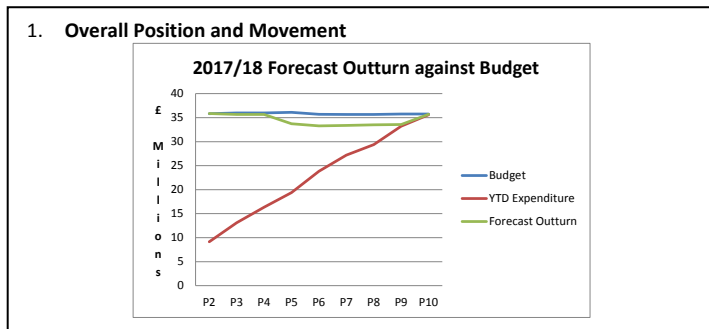
- The improved outturn variance position is due to a re-profiling of the budgeted expenditure to future years, the overall forecast outturn expenditure for 2017/18 has reduced by (£0.7m) since P9.

Gross expenditure by Programme	Current Year (FY2017)				Performance to budget		Scheme Total for Current Timeframe (FY2016 : FY2021)						Performance to budget			
	Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast	Budget	Total Expenditure to Date	Commitments	Variance - Total budget vs actual + commitments	Forecast (including prior years actuals)	Variance Total scheme budget vs total scheme forecast	Expenditure to date	Expenditure + Committed to date	Forecast	
	£000s				%		£000s						%			
Neighbourhoods																
NH01 Libraries for the Future	153	114	114	(40)	74%	74%	906	477	3	(426)	906	0	53%	53%	100%	
NH02 Investment in parks and green spaces	799	312	499	(300)	39%	62%	5,395	1,443	169	(3,783)	4,570	(825)	27%	30%	85%	
NH03 Cemeteries & Crematoria	0	0	0	0			1,000	0	0	(1,000)	1,000	0	0%	0%	100%	
NH04 Third Household Waste Recycling and Re-use Centre	0	0	0	0			4,000	0	0	(4,000)	4,000	0	0%	0%	100%	
NH05 Sports provision	0	0	0	0			4,500	0	0	(4,500)	4,500	0	0%	0%	100%	
NH06 Bristol Operations Centre	3,939	1,227	2,984	(954)	31%	76%	10,816	5,354	1,132	(4,330)	7,362	(3,454)	50%	60%	68%	
NH07 Housing Solutions	3,167	1,273	2,715	(452)	40%	86%	16,325	3,831	18	(12,475)	16,325	0	23%	24%	100%	
NH08 Omni Channel Contact Centre (ICT System development).	279	139	279	0	50%	100%	644	139	14	(491)	644	0	22%	24%	100%	
Total Neighbourhoods	8,337	3,063	6,591	(1,746)	37%	79%	43,586	11,244	1,337	(31,005)	39,307	(4,279)	26%	29%	90%	

a: 2017/18 Summary Headlines

Revised Budget £35.7m in P9 P10 £35.7m ⇒	Forecast Outturn £34.4m in P9 £34.3m ↓	Outturn Variance (£1.4m) in P9 £0.0m ↑	Movement from P9 £1.3m
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b: Budget Monitor

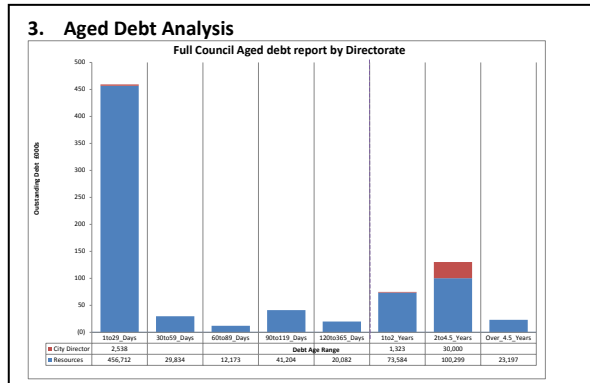


2. Revenue Position by Division

Budget Area	P10 Over/ (under) spend £m	P9 Over/ (under) spend £m	Movement in forecast since P9	Element Due to Budget Virement
Legal and Democratic Services	0.2	0.2	0.0	0.0
ICT	0.0	0.0	0.0	0.0
Resource Transformation	0.0	0.0	0.0	0.0
Finance	0.0	(0.4)	0.4	0.4
HR & Workplace	0.0	(0.9)	0.9	0.9
Executive Office Division a	(0.1)	(0.1)	0.0	0.0
Policy, Strategy & Communications	(0.1)	(0.2)	0.1	0.1
Total	0.0	(1.4)	1.3	1.4

Key messages

- As part of the supplementary estimate process, £1.4m of previously identified budget underspend for Resources and City Director has been transferred to the People Directorate for 2017/18 only. This accounts for the majority of the movement in forecast outturn variance with a slight reduction of £0.1m on forecast outturn expenditure.
- The YTD expenditure line in the chart above is showing above forecast but will come in to line with forecast in P12 when prepayments in ICT and income for Legal are taken into account
- Aged debt reflects the quarter three invoices issued through the Legal and Coroners service
- All risks and opportunities for 2017/18 have been challenged and built into forecast



c: Risks and Opportunities

4. Savings Delivery RAG Status

17/18				18/19			
	Total value of savings (£m)	Value at risk (£m)	Risk (%)		Total value of savings (£m)	Value at risk (£m)	Risk (%)
R No - savings are at risk	0.1	0.0	40%	R No - no plan in place	1.1	0.4	34%
G Yes - savings are safe	3.1	0.0	0%	A Yes - plan in place but still to deliver	6.2	0.2	3%
C - Saving has been secured and delivered	2.5	0.0	0%	G Yes - savings can be taken from budget	5.3	0.0	0%
Grand Total	5.7	0.0	1%	Grand Total	12.6	0.5	4%

Top 5 largest savings at risk in 17/18 (ordered by size of saving at risk)		Top 5 largest savings at risk in 17/18 (ordered by size of saving at risk)	
ID - Name of Proposal	Value at Risk in 17/18 (£'000s)	ID - Name of Proposal	Value at Risk in 17/18 (£'000s)
IN10 Increase external income from design services	40	R1 Reduce spending on telecoms	200
		BE23 Registrar's Office - improvements	130
		IN06 Increase bookings for Lord Mayor's Mansion House & Chapel	100
		TEMP1824 More income from commercial opportunities	50

d: Capital

Revised Budget £2.9m	Expenditure to Date £0.9m 32% of budget	Forecast Outturn £2.8m 94% of budget	Outturn Variance (£0.2m)
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Key Messages

- The capital budget now shows the re-profiled position

SUMMARY HEADLINES

1. Overall Position and Movement

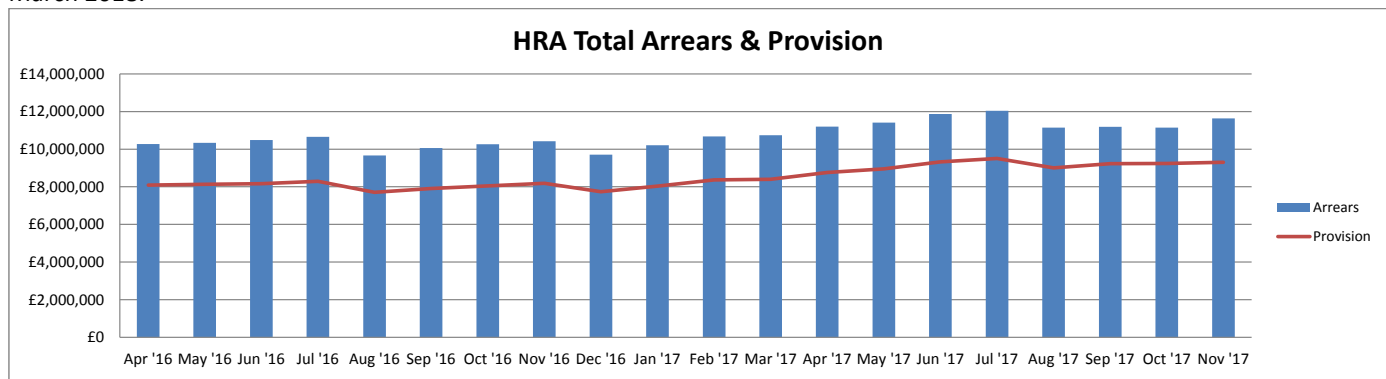
Forecast 2017 / 18 - Underspend -£9.4m											
Revised Budget £0m	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	-0.9	-1.2	-1.3	-1.3	-8.9	-8.4	-8.5	-8.9	-9.4		
	▼	▼	▼	▲	▼	▲	▼	▼	▼		

2. HRA Income & Expenditure Position

	2017/18 Budget £'m	Forecast Outturn P10 £'m	Variance £'m
Income	-121.3	-121.6	-0.3
Repairs & Maintenance	31.7	30.2	-1.5
Supervision & Management	25.9	27	1.1
Special Services (Rechargeable)	8.4	8.8	0.4
Rents, Rates & Taxes	1.9	1.9	0
Interest, Depn & Capital Charges	53.9	46.3	-7.6
Funding from Reserves	-0.4	-1.9	-1.5
Total Surplus on the HRA	0.1	-9.3	-9.4

The **Housing Revenue Account** is forecasting a surplus for the year of £9.3m at P10 an increase of £0.5m on P9. The forecast financial position is mostly as a consequence of slippage in the capital programme funded from revenue (£7.6m), details below in the capital section, and a forecast underspend in Repairs & Maintenance (£1.3m). The underspend in R&M is mostly due to the change of life cycle for the paint programme from 7 to 10 years, and saving in repairs work due to regular servicing of items such as lifts. There is an expected draw down from reserves of £1.9m to offset the forecast in year costs of implementing the replacement housing management system. The £0.5m change from month 9 is mainly due to an increase in the forecast for rent.

3. Debt The HRA currently has rental arrears of £11.6m and a provision of £9.3m (80%). The arrears have increased throughout the year as a result of various factors relating to welfare reform. The rent arrears policy is being reviewed to support a clear RENT FIRST message to tenants and a further impact assessment is underway for Universal Credit roll out from March 2018.



Capital Budget Monitor Report for Period 201710 - Gross Expenditure per Service & Scheme
Division: Housing Services Capital - Housing Revenue Account

Gross expenditure by *Programme & Scheme	Current Year (2017)						Scheme Total for Current Timeframe (FY2016 : FY2021)						Performance to budget		
	Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast	Budget	Total Expenditure to Date	Commitments	Variance Total scheme budget vs actual + commitments	Forecast (including prior years actuals)	Variance Total scheme budget vs total scheme forecast	Expenditure to date	Expenditure + Committed to date	Forecast
	£000s						£000s						%		
13612 Capital - Professional Charges - Planned	1,541	0	1,541	0	0%	100%	2,294	752	0	(1,541)	2,294	0	33%	33%	100%
13613 Capital - Professional Charges - SP&G	1,025	0	1,025	(0)	0%	100%	1,374	349	0	(1,025)	1,374	(0)	25%	25%	100%
13614 Capital - Capitalised Works	3,985	2,356	3,985	0	59%	100%	4,570	2,941	1	(1,629)	4,570	(0)	64%	64%	100%
13615 Capital - Disabled Adaptations	2,530	1,855	2,530	(0)	73%	100%	5,286	4,611	11	(664)	5,286	(0)	87%	87%	100%
13616 Capital - Investment in Blocks - Planned	5,307	2,980	5,017	(289)	56%	95%	25,275	22,948	33	(2,293)	24,986	(289)	91%	91%	95%
13617 Capital - Investment in Blocks - SP&G	0	0	0	0	0	0	22	22	0	0	22	0	100%	100%	100%
13618 Capital - Miscellaneous Schemes	306	34	306	0	11%	100%	475	203	1	(271)	475	0	43%	43%	100%
13619 Capital - Neighbourhood Investment Projects	600	107	600	0	18%	100%	1,231	738	0	(493)	1,231	0	60%	60%	100%
13620 Capital - New Build / Land Enabling Works	7,225	4,596	6,725	(500)	64%	93%	16,297	13,669	4,685	2,056	15,797	(500)	84%	113%	97%
13621 Capital - Planned Programme	11,831	8,621	11,811	(20)	73%	100%	247,250	23,040	660	(223,550)	205,930	(41,320)	9%	10%	83%
13622 Capital - Priority Stock	0	0	0	0	0	0	44	44	0	0	44	0	100%	100%	100%
HRA1 Housing Revenue Account (HRA)	34,350	20,549	33,541	(809)	60%	98%	304,118	69,317	5,391	(229,410)	262,009	(42,109)	23%	25%	86%

The HRA Capital Programme is forecasting a £0.8m underspend based on the revised budget of £35.4m due to: an £0.2m slippage in this year on replacement of lifts due to contractual issues, and a further reduction of £0.5m in New Build programme due to delays in procurement.

SUMMARY HEADLINES

1. Overall Position and Movement

Fore cast 2017 / 18 - Over spend £3.5m (in-year), £5.1m cumulative											
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Revised Budget £ 325.4m	4.4	4.4	4.4	4.9	4.6	3.7	3.5	3.7	3.5		
	▲	▲	▲	▲	▼	▼	▼	▲	▼		

2. Revenue Position by Division

	Brought forward position April 2017 £m	In-year Over/ (under) spend 2017/18 £m	Forecast Carry Forward position March 2018 £m
Retained DSG			
Maintained Schools	0.0	0.0	0.0
Academy Recoupment	0.0	0.0	0.0
Early Years Block	-0.4	0.3	-0.1
High Needs Block	2.3	4.0	6.3
Schools Block (Central)	-0.3	-0.8	-1.1
Total	1.6	3.5	5.1

3. Latest Financial Position

There is still an overall cumulative forecast overspend of £5.1m for P10 which includes £1.6m brought forward from previous year.

Schools Forum considered the financial position at its meeting on 16th January 2018. The High Needs Budget continues to be the main concern, with offsetting underspends in the Growth Fund.

The overspend in the retained DSG coincides with decreasing balances in individual schools. Officers estimate that around 18 individual schools will be in deficit by the end of the financial year, with net school balances across the maintained sector running at £3m surplus by March 2018, rather than the £5m surplus at the end of 2016/17. The retained and devolved DSG overall will be in deficit and will need to be under-written by the General Fund under the position is regularised. Processes for monitoring, challenging and supporting schools in deficit are being strengthened. A reintroduction of Licenced Deficits will assist to provide formal acknowledgement of governing bodies' plans. Some deficits in schools with very large historic deficits or which have become academies, leaving the LA with the deficit, may need to be considered for write-off. The Service Director: Education and Skills is preparing an analysis of the status of deficits in schools.

4. Risks and Opportunities

The underlying position on the High Needs Budget in particular remains a great concern. The measures set out in Table 5 are starting to be delivered with £0.750m already reflected in this month's 2017/18 forecast, but full and swift delivery will not be straightforward for all components. For instance, discussions with Special Schools about a revised model for funding them are at an early stage. The savings measures on their own are only going to address the in-year position, rather than the historic deficit, too. Cabinet agreed to make available £2.7m more to the High Needs Block than the allocation in the DSG itself for 2018/19. Combined with the savings measures in Table 5, this is part of a three year recovery plan for the service.

5. Savings measures and mitigations being developed in the High Needs Block.

Category	Proposal	Savings measures 2017/18 £'000	Savings measures 2018/19 £'000	Savings measures 2019/20 £'000	Total £'000	Status
1. Places only	1.1 Revise agreed places, based on occupancy, including FE		-761	-95	-856	On track
2. SEN Top-ups	2.1 Negotiate lower contributions to FE Element 2s and to standardised FE top-ups	-500	-466		-966	On track
	2.2 Review how we fund Bands 2 and 3 without EHC plans and process for allocating top-ups.	-250	-1,151		-1,401	On track
	2.3 Develop revised models for special schools		-1,166	-834	-2,000	Early Stages
3. AP Top-ups	3.1 Develop revised models for PRUs		-150		-150	Planned
4. Other SEN provision	4.1 Use Capital Strategy to re-provide local, less expensive provision		0		0	Early Stages
5. Other AP provision	5.1 Share funding for Early Intervention Bases with schools		-450		-450	Planned
	5.2 Target saving for Hospital Education Service		-200		-200	Planned
	5.3 Restrict external AP provision to budget		-350	-150	-500	Planned
6. Services	6.1 Target saving for services		-408	-242	-650	Planned
Total full-year impact		-750	-5,102	-1,321	-7,173	

SUMMARY HEADLINES

1. Overall Position and Movement Since Previous Period

Forecast 2017 / 18 - Underspend -£0.7m											
Revised Budget £0m	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	-0.4	-0.4	-0.5	-0.5	-0.2	-0.5	-0.4	-0.6	-0.7		
	▼	▼	▼	▲	▲	▼	▲	▼	▼		

2. Revenue Position by Area

Budget Area	Over/ (under) spend £m
Third Party Payments	0.7
Support Services	0.2
Premises	0.0
Employees	(0.1)
Supplies & Services	(0.5)
Income	(1.0)
Total	(0.7)

Latest Financial Position:

The (£0.1m) movement in the month is due to a further forecast saving of £43k on GP contracts in relation to healthchecks (where take-up is lower than planned), £40k saving on staff costs for community health teams.

Any unspent balance at the financial year end is expected to be transferred to the Public Health reserve for use in future years (in line with Department of Health guidance).

Debt Management:

£432k of historical outstanding income has now been settled and payment has been agreed.

Appendix A-9 Period 10 Budget Monitoring - Summary Table

	2017/18 - Year to date			2017/18 - Full Year				Period 9 Forecast	
	Revised Budget	Net Expenditure	Variance	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance	Movement in Forecast	Forecast Outturn
	£000s			£000s				£000s	
People									
Strategic Commissioning & Commercial Relations	591	1,513	922	735	780	767	(13)	(13)	780
Care & Support - Adults	113,164	128,449	15,285	135,971	138,206	138,206	(1)	(0)	138,206
Care & Support – Children & Families	50,949	47,035	(3,913)	61,352	61,626	61,626	(0)	(0)	61,626
Education & Skills	12,215	9,285	(2,930)	10,318	15,441	15,470	29	29	15,441
Management - People	2,057	3,227	1,171	2,497	2,526	2,524	(1)	(2)	2,526
Early Intervention & Targeted Support	0	0	0	0	0	0	0	0	0
Capital - People	0	0	0	0	0	0	0	0	0
Total People	178,976	189,510	10,534	210,873	218,580	218,593	14	14	218,579
Resources and City Director									
ICT	10,092	12,780	2,689	12,437	12,110	12,110	0	0	12,110
Legal and Democratic Services	5,542	5,966	423	6,651	6,651	6,890	239	(8)	6,898
Finance	2,892	4,660	1,769	3,957	3,100	3,100	(0)	(0)	3,100
HR & Workplace	3,368	3,523	155	5,275	3,190	3,180	(10)	35	3,145
Resource Transformation	3,578	4,630	1,052	585	4,294	4,294	(0)	(0)	4,294
Policy, Strategy & Communications	2,237	2,171	(66)	2,833	2,613	2,506	(107)	(94)	2,600
Executive Office Division a	1,950	1,856	(94)	2,225	2,340	2,217	(122)	(8)	2,225
Total Resources and City Director	29,659	35,586	5,927	33,963	34,298	34,297	(0)	(75)	34,372
Neighbourhoods									
Citizen Services	11,335	7,695	(3,640)	13,436	13,102	13,102	(0)	(480)	13,582
Waste	26,233	26,591	359	26,607	27,479	27,479	(0)	0	27,479
Neighbourhoods & Communities	11,209	12,026	817	12,068	13,351	13,122	(229)	(127)	13,249
Women's Commission	4	(168)	(172)	5	5	5	0	0	5
Public Health – General Fund	1,478	666	(812)	2,084	1,425	1,424	(0)	28	1,396
Housing Options	12,808	10,219	(2,589)	13,202	12,332	12,268	(64)	204	12,064
Capital - Neighbourhoods	0	(0)	(0)	0	0	0	0	0	0
Total Neighbourhoods	63,067	57,028	(6,039)	67,402	67,694	67,401	(293)	(374)	67,775
Place									
Property	(2,678)	2,831	5,509	(2,713)	(3,141)	(1,079)	2,062	(78)	(1,001)
Planning	540	(833)	(1,373)	1,256	933	599	(334)	250	349
Transport	6,284	(11,791)	(18,076)	9,031	7,011	6,072	(939)	143	5,929
Economy	5,617	6,651	1,034	5,925	6,741	6,327	(414)	0	6,327
Economy - ABS Team	0	0	0	1,369	0	0	0	0	0
Capital - Place	0	(2)	(2)	0	0	0	0	0	0
Energy	2,021	883	(1,138)	3,478	2,425	1,946	(479)	85	1,861
Total Place	11,784	(2,262)	(14,046)	18,346	13,969	13,865	(104)	400	13,465
SERVICE NET EXPENDITURE	283,485	279,862	(3,623)	330,583	334,540	334,157	(383)	(34)	334,191
Levies									
Levies	933	931	(2)	1,119	1,119	1,119	0	0	1,119
Corporate Expenditure	24,726	52,870	28,143	33,010	18,459	18,279	(180)	33	18,246
Capital Financing	436	523	87	0	2,013	2,188	175	0	2,188
Insurance Fund	0	1,252	1,252	0	0	0	0	0	0
Year-end Transactions	7,328	8,850	1,522	0	8,854	8,854	0	0	8,854
Corporate Revenue Funding	(303,951)	22,321	326,272	(364,741)	(365,015)	(365,015)	0	0	(365,015)
RELEASED FROM RESERVES	0	0	0	0	0	0	0	0	0
TOTAL REVENUE NET EXPENDITURE	12,957	366,608	353,651	(29)	(30)	(418)	(388)	(1)	(417)

HOUSING REVENUE ACCOUNT SUMMARY

	2017/18 - Year to date			2017/18 - Full Year				Period 9 Forecast	
	Revised Budget	Net Expenditure	Variance	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance	Movement in Forecast	Forecast Outturn
	£000s			£000s				£000s	
Housing Revenue Account									
Strategy, Planning & Governance	(90,137)	(113,443)	(23,306)	(111,159)	(111,161)	(111,289)	(128)	(2,328)	(108,961)
Responsive Repairs	19,749	18,497	(1,252)	25,467	25,833	27,256	1,422	1,894	25,362
Planned Programmes	14,096	11,284	(2,812)	18,231	17,730	15,642	(2,088)	(89)	15,731
Estate Management	9,353	8,163	(1,190)	15,576	15,711	16,117	405	(0)	16,117
HRA - Funding & Expenditure	(209)	0	209	12,210	12,210	10,768	(1,442)	(0)	10,768
HRA - Capital Financing	0	0	0	14,958	14,958	7,374	(7,584)	0	7,374
HRA - Year-end transactions	0	0	0	24,718	24,718	24,718	0	0	24,718
Total Housing Revenue Account	(47,149)	(75,498)	(28,350)	(0)	(0)	(9,415)	(9,414)	(523)	(8,892)

RING FENCED PUBLIC HEALTH and DSG

	2017/18 - Year to date			2017/18 - Full Year				Period 9 Forecast	
	Revised Budget	Net Expenditure	Variance	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance	Movement in Forecast	Forecast Outturn
	£000s			£000s				£000s	
Public Health	(4,973)	450	5,423	29	29	(718)	(747)	(185)	(533)
Dedicated Schools Grant	(0)	(3,254)	(3,254)	(0)	(0)	5,055	5,055	(190)	5,245
Total Ring Fenced Budgets	(4,973)	(2,804)	2,169	29	29	4,337	4,307	(374)	4,711

Overview and Scrutiny Management Board
12th April 2018



Report of: Shahzia Daya, Service Director, Legal and Democratic Services

Title: Mayor's Forward Plan (Standing Item)

Ward: City Wide

Officer Presenting Report: Lucy Fleming, Democratic and Scrutiny Manager

Contact Telephone Number: 0117 9222483

Recommendation

That the Board receive the current edition of the Mayor's Forward Plan of Key Decisions to help inform the Scrutiny Work Programme for 2017/18 and beyond.

Summary

The report provides the latest version of the Mayor's Forward Plan

The significant issues in the report are:

The Board will wish to identify any forthcoming Key Decisions that will require input from Scrutiny.



Background

1. The Mayor's Forward Plan is published monthly to give notice of key decisions that will be considered by the Cabinet, Health & Wellbeing Board or Learning City Partnership Board. A key decision is defined as one which;

- Will result in expenditure of £500K or over
- Will result in savings of £500K or over
- Be significant in terms of its effects on communities living or working in two or more wards in the city

2. The Overview and Scrutiny Management Board (OSMB) will wish to review the list of forthcoming Key Decisions to ensure any relevant items can be considered by Scrutiny.

The latest version of the report can be found at appendix A.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.

Appendix A – Mayor's Forward Plan

Forward plan



THIS DOCUMENT GIVES NOTICE OF
ANTICIPATED KEY DECISIONS TO BE TAKEN
AT CABINET AND OTHER MEETINGS

This update published 29 March 2018

Democratic Services

Contact: Sam Wilcock, Democratic Services Officer, email: sam.wilcock@bristol.gov.uk

Tel: 0117 92 23846

**BRISTOL CITY COUNCIL - FORWARD PLAN
INDEX OF PROPOSED KEY DECISIONS**

The Forward Plan gives notice of anticipated key decisions to be taken at Cabinet, Health and Wellbeing Board and Learning City Partnership Board meetings. It will be updated and published on the Council website www.bristol.gov.uk on a monthly basis.

Key Decision

Under the Council's constitution, the definition of a key decision is a decision which is likely to:

- 1) Result in expenditure of £500,000 or over.
- 2) Result in savings of £500,000 or over.
- 3) Be significant in terms of its effects on communities living or working in two or more wards in the city.

Non-key Decision

For additional information and completeness the Forward Plan also contains those items which are outside the definition of a key decision.

Cabinet Meetings

The Cabinet will normally meet on a Tuesday on a six weekly cycle. Meetings start at 4pm and are currently held at City Hall, College Green Bristol, BS1 5TR. Meetings of the Cabinet are open to the public with the exception of discussion regarding reports which contain exempt/confidential, commercially sensitive or personal information which will be identified in the Mayor's Forward Plan).

Reports submitted to the Mayor and Cabinet will be available on the council's website 5 clear working days before the date the decision can be made. If you would like a copy by email please contact democratic.services@bristol.gov.uk

Glossary:

HWB Health and Wellbeing Board

LCPB Learning City Partnership Board

APR15 Under the Council’s Constitution if a key decision needs to be taken with less than 28 days’ notice, it can still be taken under **APR15 – General Exception**, if it is impracticable to defer it until the next scheduled Cabinet meeting. The relevant Scrutiny Commission must be notified and the report published as part of the agenda 5 clear working days ahead of the Cabinet meeting

Description of Exempt Information :- England, Part 1 of Schedule 12A of the local Government Act 1972

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; Or (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime.

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Cabinet Members

- Marvin Rees (Lab) - Mayor of Bristol
- Cllr Craig Cheney (Lab) – Designated Deputy Mayor (with special responsibility for Finance, Governance and Performance)
- Cllr Asher Craig (Lab) – Deputy Mayor (with special responsibility for Communities - Public Health, Public Transport, Libraries, Parks, Events and Equalities)
- Cllr Nicola Beech – Cabinet Member for Spatial Planning and City Design
- Cllr Kye Dudd (Lab) – Cabinet Member for Energy, Waste and Regulatory Services
- Cllr Helen Godwin (Lab) – Cabinet Member for Children’s Services
- Cllr Helen Holland (Lab) – Cabinet Member for Adult Social Care
- Cllr Anna Keen (Lab) – Cabinet Member for Education and Skills
- Cllr Paul Smith (Lab) – Cabinet Member for Housing
- Cllr Mhairi Trelfall (Lab) – Cabinet Member for Transport and Connectivity

The City Council’s website www.bristol.gov.uk contains all supporting documents and decisions for formal meetings and lots more about the City Council.

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Terry Dafter terry.dafter@bristol.gov.uk	<p>Better Lives Programme A report to consider the Better Lives programme approach and objectives, and the investment priorities for the Improved Better Care Fund (IBCF)</p> <p>Open</p>	Cabinet 3 Apr 2018	Councillor Helen Holland	Overview & Scrutiny Management Board/ People Scrutiny Commission
Jacqui Jensen Jacqui.Jensen@bristol.gov.uk	<p>Strengthening Families Programme This report recommends endorsement of the approach, objectives and investment priorities Strengthening Families Programme, a system-wide transformation of children's services.</p> <p>Open</p>	Cabinet 3 Apr 2018	Councillor Helen Godwin	Overview & Scrutiny Management Board/ People Scrutiny Commission
Ann James Ann.James@bristol.gov.uk	<p>Care Leaver Social Impact Bond – DfE Innovations fund award and next steps This report recommends: Accepting the Innovations fund award; Entering into grant agreement with the Department for Education in relation to this funding; Establishing a partnership agreement between Bristol, South Gloucestershire, North Somerset and Bath and North East Somerset councils</p> <p>Open 3</p>	Cabinet 3 Apr 2018	Councillor Helen Godwin	Overview & Scrutiny Management Board/ People Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Bonnie Curran bonnie.curran@bristol.gov.uk	<p>Council Tax Discretionary Relief Policy for Care Leavers This report seeks agreement to implement the Council Tax Discretionary Relief Policy for Care Leavers to the age of 25, from the 1st of April 2018.</p> <p>Open</p>	Cabinet 3 Apr 2018	Councillor Helen Godwin	Overview & Scrutiny Management Board/ Neighbourhoods Scrutiny Commission
Katherine Williams katherine.williams@bristol.gov.uk	<p>Substance Misuse Re-commissioning - Complex Needs Element A key decision is sought as: a) the treatment model that was originally approved by the H&WBB has changed in response to the Complex Needs lot; and b) the proposed solution seeks to invest more in commissioned services than the original approved commissioning budget.</p> <p>Open</p>	Cabinet 3 Apr 2018	Councillor Asher Craig	Overview & Scrutiny Management Board/ Neighbourhoods Scrutiny Commission
David White david.white@bristol.gov.uk	<p>Delivery of energy efficiency and renewable energy measures to reduce fuel poverty, household expenditure and carbon emissions This report seeks permission for the council to deliver energy efficiency, smart energy-related technology and renewable energy measures to homeowners and rented homes across the City and beyond, formalising the role that the council has been undertaking since the administration of its former managing</p>	Cabinet 3 Apr 2018	Councillor Kye Dudd	Overview & Scrutiny Management Board/ Place Scrutiny

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>agent in 2015.</p> <p>Part exempt 3</p>			
<p>John Walsh john.walsh@bristol.gov.uk</p>	<p>HR & Payroll System – procurement, implementation and integration of other systems</p> <p>This report seeks delegated approval for capital spend on the implementation, decommissioning and archiving costs of a HR and Payroll solution and integration of other back office systems. Also requested is approval for delegated authority to award a contract for a HR & Payroll system.</p> <p>Part exempt 3</p>	<p>Cabinet 3 Apr 2018</p>	<p>Councillor Craig Cheney</p>	<p>Overview & Scrutiny Management Board/ Resources Scrutiny Commission</p>
<p>Kurt James kurt.james@bristol.gov.uk</p>	<p>The Environmental Offences (Fixed Penalties) (England) Regulations 2017 Changes to Fixed Penalty Rates – retention of early payment rates</p> <p>This report requests that Bristol City Council increases its fixed penalties relating to the environment from 1 April 2018. These revised penalties will be within the range set out in Environmental Offences (Fixed Penalties) (England) Regulations 2017.</p> <p>Open</p>	<p>Cabinet 3 Apr 2018</p>	<p>Councillor Kye Dudd</p>	<p>Overview & Scrutiny Management Board/ Place Scrutiny Commission</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>Urgent Item APR16 - West of England Combined Authority Business Rates Supplements) Order 2018</p> <p>Open</p>	Mayor – at Cabinet 3 Apr 2018	Councillor Craig Cheney	Overview & Scrutiny Management Board
Terry Dafter terry.dafter@bristol.gov.uk	<p>Bristol - becoming an Age-Friendly City (Non-key)</p> <p>This report seeks approval to start the process for Bristol to become a World Health Organisation Age-Friendly City and to join the Global Network for Age-Friendly Cities and Communities.</p> <p>Open</p>	Cabinet 3 Apr 2018	Councillor Helen Holland	Overview and Scrutiny Management Board/ People Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<p>2017/18 Budget Monitoring Report - P10 (Non-key)</p> <p>The Council approved budgets and directorate spending limits for the 2017/18 financial year on 21 February 2017. The purpose of this report is to inform Cabinet of the Council's overall financial performance against revenue and capital budgets as at the end of January 2018</p> <p>Open</p>	Cabinet 3 Apr 2018	Councillor Craig Cheney	Overview and Scrutiny Management Board/ Resources Scrutiny Commission
Alison Comley	Re-tender for a swipe card and barcode payment service for	Cabinet	Councillor Craig	Overview and

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
alison.comley@bristol.gov.uk	<p>Council Tax, Business Rates and Council tenant rents This report recommends the approval of a re-tender process for a service which processes payments of council tax, business rates and rents at Post Offices / Paypoint outlets across Bristol.</p> <p>Open</p>	1 May 2018	Cheney	Scrutiny Management Board/ Resources Scrutiny Commission
Gemma Dando gemma.dando@bristol.gov.uk	<p>Parks and Green Spaces – future funding model 2018-2020 - NEW ITEM This report seeks approval for the income generation and service reduction plan for Parks and Green Spaces.</p> <p>Open</p>	Cabinet 1 May 2018	Councillor Asher Craig	Overview and Scrutiny Management Board/ Neighbourhoods Scrutiny Commission
David White david.white@bristol.gov.uk	<p>City Leap Prospectus - NEW ITEM This report seeks approval for the publication of the City Leap Prospectus and to commence a soft market testing exercise.</p> <p>Open</p>	Cabinet 1 May 2018	Councillor Kye Dudd	Overview and Scrutiny Management Board/ Place Scrutiny Commission
Alison Comley alison.comley@bristol.gov.uk	<p>Bristol: Social Action Plan 2018-2020. The Mayor's call to action - NEW ITEM This report seeks approval for the Social Action Plan to mobilise the city to take action in support of local communities and to</p>	Cabinet 1 May 2018	Councillor Asher Craig	Overview and Scrutiny Management Committee

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	<p>focus some of that action on citywide priorities.</p> <p>Open</p>			
<p>Colin Molton colin.molton@bristol.gov.uk</p>	<p>Harbour Condition Surveys - NEW ITEM This report seeks authority to commission preliminary structural surveys of a range of existing Harbour and New Cut assets.</p> <p>Open</p>	<p>Cabinet 1 May 2018</p>	<p>Councillor Craig Cheney</p>	<p>Overview and Scrutiny Management Board/ Place</p>
<p>Jane Taylor jane.taylor@bristol.gov.uk</p>	<p>Devolution of the Adult Education Budget – Legislative Process - NEW ITEM This report recommends that Cabinet agree the WECA (Adult Education Functions) Order 2018, prepared by the Department for Education, passing statutory duties regarding the provision of adult education currently held by the Secretary of State for Education to WECA.</p> <p>Open</p>	<p>Cabinet 1 May 2018</p>	<p>Councillor Anna Keen</p>	<p>Overview & Scrutiny Management Board/ People Scrutiny Commission</p>
<p>Colin Molton colin.molton@bristol.gov.uk</p>	<p>Update on Arena Project - NEW ITEM This report will provide an update on the Arena project.</p> <p>Part exempt</p>	<p>Cabinet 1 May 2018</p>	<p>Mayor</p>	<p>Overview and Scrutiny Management Board</p>

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	3			
Bill Edrich bill.edrich@bristol.gov.uk	Colston Hall - NEW ITEM This report seeks a decision in relation to the funding arrangements for the Colston Hall and the Bristol Music Trust. Part exempt 3	Cabinet 1 May 2018	Councillor Craig Cheney	Overview and Scrutiny Management Board
Tim Borrett tim.borrett@bristol.gov.uk	Business Plan 2018/19 (non-key) - NEW ITEM This item presents the Business Plan for April 2018-March 2019, for noting. The plan explains actions we're taking as part of our Corporate Strategy 2018–2023, which sets out our priorities and vision for Bristol. Non Key Open	Cabinet 1 May 2018	Councillor Craig Cheney	Overview & Scrutiny Management Board