

# Overview and Scrutiny Management Board Supplementary Information



**Date:** Monday, 22 January 2018

**Time:** 4.00 pm

**Venue:** Committee Room - City Hall, College Green,  
Bristol, BS1 5TR

## **Distribution:**

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**Issued by:** Andrea Dell, Democratic Services

City Hall, Bristol, BS1 5TR

Tel: 0117 92 22237

E-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

**Date:** Friday, 12 January 2018



# Supplementary Agenda

## 7. Bristol City Council 2018-19 Budget Proposals

(Pages 3 - 253)



## Decision pathway – Report Format

<b>Title: 2018/19 Budget Recommendations to Full Council and associated executive decisions</b>	
<b>Ward(s):</b>	ALL
<b>Author: Denise Murray</b>	<b>Job title: Service Director, Finance and Section 151 Officer</b>
<b>Cabinet lead: Craig Cheney</b>	<b>Director lead: Denise Murray</b>
<b>Proposal origin: Other</b>	
<b>Decision maker: Mayor</b> <b>Decision forum: Cabinet</b>	
<b>Timescales: Required prior to the 20<sup>th</sup> February 2018 Budget Full Council</b>	
<p><b>Purpose of Report:</b> To set out the Mayor's Revenue budget (in light of the decisions made by Council in respect of the Council Tax Base in January 2018), incorporating revenue spending and savings decisions for 2018/19 and future financial years; Capital Programme 2018/19 to 2022/23; Treasury Management Strategy; and Prudential Indicators to be considered by Cabinet in making recommendations for Council to approve the budget at its meeting on 20 February 2018.</p> <p>It should be noted that, at the time of producing this budget report, the Final 2018/19 Local Government Finance Settlement has not yet been published. The proposals within this budget report have been made on the basis of the latest information regarding the likely details of the settlement. The difference between these estimates and the details in the final settlement is likely to be insignificant and will be met by reserve contributions.</p> <p><b>Evidence Base:</b> In July 2017, Cabinet agreed the Medium Term Financial Plan (MTFP) which presented a challenging financial position and identified a funding gap of circa £108 million over the five year period. This report builds on both the detailed and comprehensive work undertaken on the MTFP and the more recent Corporate Strategy refresh.</p> <p>As is customary, where appropriate public consultation has been undertaken in relation to the budget proposals and feedback from the consultation process has been taken into account in making these final recommendations.</p> <p>This report proposes a budget in 2018/19 of £355.8 million and includes £76.4 million of savings to 2022/23 in response to Government funding reductions and service demand pressures.</p> <p>In the 2018/19 provisional settlement the Government announced that the council tax referendum threshold for Councils has been increased by 1% to 3% (in line with inflation) and the flexibility to Councils to apply the adult social care precept of 3% for 2018/19 (but not exceeding 6% over the original three year period up to 2019/20) remained.</p> <p>After due consideration, this report recommends a 4.99% council tax increase in the Councils band D council tax for 2018/19. This equates to an annual increase of £77.28 per band D household and excludes precepts from the Avon and Somerset Police and Crime Commissioner and the Avon Fire Authority.</p> <p>Taking these factors together a balanced budget will be set for 2018/19 and the Council should be well placed to meet its future financial challenges. The Council tracks and monitors performance monthly and any risks are reported through routine management reporting along with the progress being made against the savings targeted for the year.</p> <p>The report contains a large amount of important information and in order to make this accessible, the report is comprised of a main report and 8 appendices as follows:</p> <p>Appendix A – Budget Report for Full Council</p> <ol style="list-style-type: none"> <li>1. Appendix 1 – Detailed budget summary by Directorate and Service area</li> </ol>	

2. Appendix 2 – Capital Programme 2018/19 – 2022/23
3. Appendix 3 – Budget Risk Matrix
4. Appendix 4 – Treasury Management Strategy
5. Appendix 5 – Flexible Use of Capital Receipts Strategy
6. Appendix 6 – Savings Proposals
7. Appendix 7 – Budget Consultation report
8. Appendix 8 – Relevance Check

The information in the main report and appendices enables Cabinet to fully consider the position and make recommendations to Council in respect of the budget proposals.

**Cabinet Member / Officer Recommendations:**

**Appendix A: Budget Recommendations to Full Council**

To Note :

- The report from the Budget Scrutiny is to follow after the 18<sup>th</sup> and 22<sup>nd</sup> January Overview and Scrutiny Management Board meetings.
- The Dedicated Schools' Grant as set out in Section 10.
- The categorisation of Earmarked Reserves and provisions set out in Section 16.
- Consider the advice given by the Service Director Finance with respect to the robustness of the budget estimates and the adequacy of the Council's reserves as set out in Section 16.

To Agree to recommend to Full Council:

- An overall 4.99% increase in the Council's element of council tax for 2016/17 with 2% as a precept for Adult Social Care and a 2.99% general increase.
- The General Fund revenue budget for 2018/19, as summarised in Section 5, the detailed budget summary by Directorate and Service outlined in Appendix 1 and the proposals identified in Appendix 6 for business efficiencies, changing services, increasing income and reducing or stopping services - 2018/19 to 2022/23.
- The capital programme as set out in Appendix 2.
- The Treasury Management Strategy, including the Prudential Indicators measuring affordability, capital spending, external debt and treasury management, as set out in Appendix 4.
- That they note the results of consultation as set out in Section 18 and detailed in Appendix 7.

**Delegation of authority**

- To delegate authority to the Service Director Finance after consultation with the Deputy Mayor and Cabinet Member for Finance, Governance & Performance and the Mayor, to make any necessary adjustments following receipt of the final settlement information or other technical adjustments to the figures to be submitted to Full Council on 20 February 2018.

**Appendix B: West of England Combined Authority**

- To give consent to the Combined Authorities Borrowing Regulations, including a debt cap of £120m for the period till 2020/21 as set out in Appendix B.
- Delegate to the Service Director Finance after consultation with the Deputy Mayor and Cabinet Member for Finance, Governance & Performance and the Mayor, authority to make all related decisions and provide written authority to the Secretary of State of consent to the Combined Authorities Borrowing Regulations.

**Appendix C: Removal of Neighbourhood Action Funding**

- Approve the recommendations as set out in Appendix C.

**Appendix D: Changes to Culture Services**

- Approve the recommendations as set out in Appendix D.

**Appendix E: Improved Better Care Fund**

- To delegate authority to the Director – Adult Social Care to draw down funds associated with the supplementary funding for the Improved Better Care Fund for the period 2017/18 to 2019/20 to support proposed expenditure as set out in Appendix E.

<b>Revenue Cost: £ See Full Report</b>	<b>Source of Revenue Funding: <i>Various</i></b>
<b>Capital Cost: £ See Full Report</b>	<b>Source of Capital Funding: <i>Various</i></b>
<b>One off cost <input type="checkbox"/> Ongoing cost <input type="checkbox"/></b>	<b>Saving Proposal <input type="checkbox"/> Income generation proposal <input type="checkbox"/></b>

**Finance narrative:**

The Council's financial position has been set out in this report. Members are under a legal obligation (Local Government Finance Act 1992) to set a balanced budget and in doing so they are obliged, under normal administrative principles, to take into account the various relevant factors, particularly in respect of consultation and equalities.

Members are entitled to exercise their political judgement, paying due regard to the relevant factors rather than being absolutely determined by them.

The budget report sets out a comprehensive picture of the Council's finances over the short and medium term to assist in the decision making process in setting the 2018/19 budget and the forward look for the Council. .

Overall, expenditure in 2017/18 is expected to be largely contained within the agreed budgets, although there are significant variances within that overall result. In consequence, the general reserve is expected to be retained at £20m (5.6% of net revenue budget for 2018/19) with no need for amendment. This level of reserve is mid-range when compared to other core cities (3% - 10%) and England average 2016/17 revenue outturn is circa 8%.

In considering the budget report, the following key considerations should be highlighted in particular:

- The extent to which the service overspends in 2017/18 is recurrent and may present a risk in 2018/19, requiring further urgent savings to be agreed in-year to offset this.
- The delivery of the savings programme proposed in this report; which will require continuity in leadership, ownership and accountability.

Considerable management attention has been and is being devoted to ensure that these can be delivered, but it is important to stress that there is inherent risks in delivering such a large and complex programme.

Provisions have been made in the budget for risks and the budget proposed is realistic and affordable, albeit challenging.

The increases in council tax as set out in this report, if agreed in this and subsequent years will generate significant additional revenue over time, this could minimise the number of new decisions about funding for specific services to be proposed. If agreed, this budget would provide for affordable services in 2018/19 to 2021/22, but a further gap of c. £5.4m remains in 2022/23.

**Finance:** *Denise Murray, Service Director Finance, 15/01/2018*

**Corporate Strategy alignment:** The Corporate Strategy underpins the Council's budget.

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

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

The provisions of section 25, Local Government Act 2003 require that, when the Council is making

the calculation of its budget requirement, it must have regard to the report of the Chief Finance (s.151) Officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. It is essential, as a matter of prudence that the financial position continues to be closely monitored. In particular, Members must satisfy themselves that sufficient mechanisms are in place to ensure both that savings are delivered and that new expenditure is contained within the available resources.

Accordingly, any proposals put forward must identify the realistic measures and mechanisms to produce those savings. Service Directors have agreed the savings plans put forward as part of this budget process.

Consultation has taken place in accordance with the Council's duties under section 65 of the Local Government Finance Act 1992. The responses provided are attached as Appendix 7 to this report.

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

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

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

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

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

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

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

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

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

The Public Sector Equality Duty is that a public authority must, in the exercise of its functions, have due regard to the need to:

- (1) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or

under the Equality Act 2010;  
 (2) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and  
 (3) foster good relations between persons who share a relevant protected characteristic and persons who do not share it  
 Any decision made in the exercise of any function is potentially open to challenge if the duty has been disregarded. The duty applies both to Full Council when setting the budget and to Cabinet when considering particular decisions and noting referral to EQIAs and Consultation report.

Cabinet Members should also have regard to the detailed legal advice given in respect of the key decisions that are set out in the appendices to this report.

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

**Legal:** Shahzia Daya

**Implications on Workforce:** The budget proposals for 2018/19 may lead to some workforce reductions but these are not anticipated to be significant. Any requirement for redundancies will be mitigated through pro-active vacancy management and new strengthened redeployment arrangements which are being put in place. Where workforce reductions or service redesign is required, service managers will consult with employees and trade unions in accordance with agreed HR policies. As an employer, the City Council is under an obligation to avoid redundancies and will use its best endeavours to avoid any job losses.

**HR:** Mark Williams, Head of Human Resources – 15 January 2018

**City Benefits:** It is a statutory requirement to set a legal budget.

**Consultation Details:** Details of consultation are included within Appendix A

<b>DLT Sign-off</b>	Denise Murray / Shahzia Daya	[15/01/2018
<b>SLT Sign-off</b>	Denise Murray / Shahzia Daya	15/01/2018
<b>Cabinet Member sign-off</b>	Councillor Craig Cheney	15/01/2018
<b>For Key Decisions - Mayor's Office sign-off]</b>		15/01/2018

## 1. MAYOR'S BUDGET RECOMMENDATIONS TO COUNCIL

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That the Mayor's budget proposals in respect of 2018/19 be approved as set out in this report subject to any amendments agreed at this meeting:

### **To note:**

- a) The report from the Overview and Scrutiny Management Board.
- b) The budget consultation process that was followed and feedback as outlined in Section 18 and Appendix 7.
- c) That the consultation feedback and equality impact assessments have been taken into consideration and has informed the final budget proposals.
- d) The comments of the Service Director Finance (s151 Officer) on the robustness of the Budget and adequacy of reserves as set out at paragraph 16.

### **To agree:**

- e) The Bristol City Council levels of Council Tax increase of 4.99%; which includes 2% to support Adult Social Care and noting the precepts of the Police and Crime Commissioner for Avon and Somerset and the Avon Fire Authority.
- f) The Council's General Fund net revenue budget for the year 2018/19 as £355.8 million and expenditure allocations as set out in Appendix 1 and savings proposals identified in Appendix 6 (£76.4 million); subject to any budget amendments properly notified to and approved by Council in line with the Constitution.
- g) The Council's capital budget (including the HRA) for the year 2018/19 as £244.0 million (see paragraph 14) and set the capital budget for each of the Council's directorates.
- h) Agree the Council's provisional capital budget (including the HRA) for the years 2019/20 - 2022/23 totalling £691.6 million as set out in paragraph 14 and detailed in Appendix 2.
- i) The proposed total Schools budget of £341.3 million for 2018/19 as set out in paragraph 10, which will be funded by the Dedicated Schools Grant.
- j) The proposed Treasury Management Strategy for 2018/19 in Appendix 4, incorporating the Minimum Revenue Provision policy and the prudential indicators and limits.
- k) The calculations for determining the Council Tax requirement for the year 2018/19 in accordance with the Local Government Finance Act 1992.
- l) To approve the Strategy for the Flexible use of Capital Receipts as set out in Appendix 5.

### **Delegation of authority**

- m) The delegation of authority to the Service Director Finance after consultation with Deputy Mayor, Cabinet Member for Finance, Governance and Performance and the Mayor, to make any necessary technical adjustments or adjustments to the figures upon receipt of the final Local Government Finance Settlement.



## 2. LIST OF APPENDICES

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This report should be read alongside a series of appendices:

- Appendix 1 – Detailed budget summary by Directorate and Service area
- Appendix 2 – Capital Programme 2018/19 – 2022/23
- Appendix 3 – Budget Risk Matrix
- Appendix 4 – Treasury Management Strategy
- Appendix 5 – Flexible Use of Capital Receipts Strategy
- Appendix 6 – Saving Proposals
- Appendix 7 – Budget Consultation Report
- Appendix 8 – Relevance Check

## 3. EXECUTIVE SUMMARY

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3.1. The Council is required to set an annual balanced budget (Local Government Finance Act 1992) presenting how its financial resources, are to be allocated and utilised; thus showing the Council's financial plan for the coming year with regard to core, statutory and regulatory services as well as local key priorities and objectives. This report builds on both the detailed and comprehensive work undertaken on the development of the Medium Term Financial Plan (MTFP) and the Corporate Strategy.

3.2. The Council has faced significant financial challenges due to reductions in funding along with cost pressures within services. Whilst the national context of austerity and climate of increasing demands will continue for the foreseeable future, our approach has allowed us to plan for the longer-term.

3.3. Consequently the Council has examined every area of operation to identify opportunities to increase efficiencies, generate additional income or reduce costs and is also investing through its capital programme to ensure its asset portfolio remains fit for purpose to deliver first class services and generate inclusive economic growth. These processes are on-going but with appropriate management action, financial discipline and prudence at the core of our approach to budget setting the Council can deliver a balanced budget for 2018/19 and beyond.

3.4. This will only happen as a consequence of robust medium and long term planning and in key areas requires a transformational approach. Overall the report proposes total expenditure of over £1.2 billion will be incurred during 2018/19 on both capital investments and on-going revenue services. In planning for services at this level whilst meeting these funding challenges, the Council has had to identify a total savings requirement of £76.4m. This encompasses savings due to reduced government grant and cross cutting pressures to finance the net additional impact of direct service pressures. The proposals identified are set out in Appendix 6 to this report.

### **Council Tax Implications**

3.5. During this period of continued austerity and uncertainties for the economy arising from global events, we are conscious of the impact of council tax increases on Bristol residents. At the same time residents have made it clear they value the services they receive and the environment in which they live. That provides a difficult balancing act between council tax increases; income charges; income generation; and service reductions.

3.6. Whilst council tax capping rules remain in place, for 2018/19 the referendum threshold set by central government was increased by 1% to 3% (announced in the

December provisional Local Government Settlement). Where council tax is set below the referendum threshold the council tax yield will be permanently reduced with no opportunity to make up that baseline income in future years, should the economy pick up, without the costly exercise of a referendum.

3.7. Therefore after due consideration the recommendation of this report is to maintain flexibility locally as to how pressures will be managed and future budgets balanced.

3.8. The proposal within the report is that the 2018/19 budget should be predicated on the basis of a council tax increase of 4.99%. This overall level was consulted upon and is expected by our residents. However this will change the breakdown as follows:

- 2.99% annual increase broadly in line with projected inflation (consultation 1.99%);
- 2.0% adult social care precept (up to 3% available to 2019/20) with the flexibility to utilise the additional 1% adult social care precept in 2019/20, should the pressures in social care not be resolved by permanent government funding (consultation 3.0%).

3.9. This change in methodology will mean the Council remains within the overall level of 4.99% consulted on during November and December 2017, with funds directed in line with the original plan. Should further uplifts in council tax be required in 2019/20 and in subsequent years this approach will make any future increase more manageable for our residents.

3.10. As well as the revenue budget, the Council is in the early stages of an ambitious capital programme which is set out in detail over a five year period from 2018/19 to 2022/23 at a gross budget of £658.6 million (£196.9m 2018/19, excluding the HRA) and is fully funded through the use of external funding, capital receipts and borrowing. Including the HRA, the gross programme for this five year period is £935.6 million. A number of the general fund schemes are earmarked only with business cases pending approval. Should approval not be forthcoming these funds may be redirected to ensure maximum available capital investment is targeted to works that begin to address the ambition to make Bristol a more equal, aspirational and resilient city where everyone can share in its success. Further details on the refreshed rolling capital programme are contained in Appendix 2.

3.11. Throughout the process of setting the budget the Council has been very mindful of the impact of service changes or reductions on residents and the Equalities Impact Assessments (EQIAs) are included in the savings schedule - Appendix 6. Decision makers will need to take these into account when considering this budget report. We will continue to engage with our residents and partners so that there is a shared understanding of progress over the first year of our plan, as well as the implications of delivering our proposals to 2022/23.

## 4. FINANCIAL PLANNING AND STRATEGIC OVERVIEW

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4.1. The Council has taken a long-term and strategic approach to its corporate and financial planning, linking the MTFP and Corporate Strategy to the annual budget decisions set out by way of this report.

4.2. The Council is required by law to balance its budget in this year as in all years. In order to balance the budget a range of principles were agreed as part of the MTFP process that has assisted in developing proposals that meet core, statutory, regulatory and strategic priorities, whilst ensuring we can deliver sustainable services and remain resilient. The full list of our MTFP principles are outlined in the Cabinet Report ([link](#)) and summary of key principles considered are outlined below:

- Principles by which we will spend:

- Aligning spend with corporate priorities (subject to the delivery of core responsibilities)
- Being resilient to future uncertainty
- Maintain sustainable finances as a priority
- Themes by which we will invest:
  - Invest for sustainable inclusive growth
  - Invest to improve and maintain
  - Invest to save and generate return
- Principles by which we will save:
  - Balance sheet review, capital financing, investments and borrowing
  - Fees and charges; as a minimum all locally determined charges will be increased annually in line with general inflation
  - Council tax increases - reviewed annually and only levied where necessary and justifiable.
  - Be more 'entrepreneurial' in our approach to delivery and commissioning.
  - Workforce - develop the right organisational design that enables delivery of mayoral priorities, including structure, pay and grading framework, and capacity.
  - Maximising asset utilisation - assets held must support a strategic need or offer a net financial return that supports the financial resilience of the Council.

## **Affordability**

4.3. The net budget proposals need to be sustainable within the available resources:

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

4.4. As a last resort other necessary measures will be considered to ensure a balanced budget can be delivered in each of the financial years; including divestment where non-priority outcomes are no longer cost-effective or affordable.

4.5. Our strategy for 2018/19 builds on stronger foundations. Since 2010 we have continued to deliver a wide range of essential services within the overall agreed budget despite unprecedented financial challenges in a rapidly changing and uncertain environment. These services include:

- **People Services** e.g. adult social care integrated care services; schools, family services, children centres, children social care service commissioning and improvement, special education needs and disabled children;
- **Neighbourhood Services** e.g. Public Health (substance misuse, health commissioning and sexual health services); libraries; homelessness and temporary accommodation; administration of housing benefit payments to residents and housing providers; street cleansing; waste collection; provision of parks and amenities; and licensing;

Housing Revenue Account e.g. the provision of affordable social housing;

- **Place Services** e.g. Asset management and corporate landlord; development and strategic planning applications; maintain the highways; winter maintenance; public transport; residential parking; car parking; parking enforcement; museum and archives;

- **Enabling Resources** e.g. Policy and communications; corporate finance; audit; legal and democratic services; ICT services; procurement of goods and services and contract management.

4.6. As well as dealing with funding reductions across the whole range of services the Council has had to respond to ever growing demands, legislative and operational issues. This includes financing contractual and salary inflation, pension cost increases, capital financing and other pressures on our services. Consequently, as previously mentioned we have and will continue throughout this medium term to examine every area of operation to identify opportunities to improve services, reduce costs and/or generate additional income.

4.7. There are two significant areas of uncertainty in the Council's current operating environment and financial plans of which the impact on the Council is not clear and brings both potential risk and opportunity.

- Firstly, business rates – announcement in the provisional Local Government Finance Settlement that a review is underway of the relative needs formula which will set new baseline funding allocations for local authorities based on a more up to date assessment of their relative needs and resources. From 2020/21 the sector nationally will retain 75% of business rates. This will be through incorporating existing grants into business rate retention including the residual Revenue Support Grant, and the Public Health Grant. This is a move away from the fully localised 100% business rates previously planned, which Bristol as part of the West of England Combined Authority is piloting until 2019/20. In addition within the existing business rates system the Council must contend with the impacts of on-going issues, the decisions for which are beyond its control e.g. business rates resets, outstanding appeals and NHS Trust requests for charitable status.
- Secondly, the withdrawal from the European Union (EU) - the impact of the implementation of Article 50 will not be known for some time. The uncertainty over the outcome of the negotiations and timescales involved brings with it challenges in drawing up financial estimates and a long term strategic plan. In particular, the future economic outlook and uncertainty has the potential to impact on, amongst other things, interest rates (both for capital borrowing and investment of working cash balances), general inflation rates as well as specific issues such as labour costs in adult social care and property values or rents. All of these factors, as well as the general performance of the economy and central government's potential ability to fund future public expenditure, could be affected by Brexit and this has the potential to impact on the Council's future financial outlook – either positively or negatively.

4.8. The Council has risen to its financial challenge of 2016/17 and is now in a stronger place to be able to develop a 5 year plan, but it is clear that financial discipline and prudence must continue to be at the core of our approach to budget setting and financial management.

4.9. The refreshed Corporate Strategy 2018-2023 sets out our strategic direction. The current financial position and economic outlook outlined in the MTFP provides the policy and financial framework upon which the annual revenue and capital budgets have been set. Under section 25 of the Local Government Act 2003 the Chief Financial Officer, is required to provide a view as to the robustness of the estimates made for the purpose of calculating the Council's budget. This statement is set out in paragraph 16.

## 5. REVENUE BUDGET POSITION FOR 2017/18

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5.1. This report is concerned mainly with the budget estimates for 2018/19. However in

adopting an incremental approach to budgeting it is important to consider current performance against budget.

5.2. The latest position, as at period 08 (November 2017), is a forecast year end revenue overspend of circa £0.9 million. Pressures within social care and property have meant this near balanced position for 2018/19 has in part been delivered by use of non-recurring savings and budgets held in abeyance. This presents a risk for future years.

## 6. REVENUE BUDGET OVERVIEW 2018/19

### Context

6.1. In commencing 2018/19 budget setting the Council faced a financial gap of £14.3 million (as per the MTFS agreed by Council February 2017).

6.2. The table below provides a summary of the 2018/19 budget for approval and indicative funding and spending plans for the period to 2022/23.

17/18 £m		18/19 £m	19/20 £m	20/21 £m	21/22 £m	22/23 £m
192.2	Council Tax*	204.5	214.3	222.4	230.8	239.5
149.8	Business Rates (NNDR)	138.4	128.8	128.8	128.8	128.8
10.1	New Homes Bonus	7.6	7.2	7.3	7.4	7.6
0.3	Improved Better Care Fund	12.0	14.5	11.6	11.6	11.6
2.0	Adults Social Care Grant	0.0	0.0	0.0	0.0	0.0
10.4	Collection Fund Surplus/(Deficit)	(6.8)	0.0	0.0	0.0	0.0
<b>364.7</b>	<b>Total Funding</b>	<b>355.8</b>	<b>364.8</b>	<b>370.2</b>	<b>378.7</b>	<b>387.5</b>
345.4	Base Budget c/fwd	360.6	357.4	362.0	370.6	378.7
8.9	Pay & Inflation	12.4	11.9	12.1	12.5	12.9
(4.9)	Capital Financing	1.8	5.3	7.7	0.6	3.7
44.2	Investment in Services	12.8	4.5	1.4	2.2	2.5
(33.1)	Savings Programme	(30.2)	(17.0)	(12.6)	(7.1)	(4.8)
<b>360.6</b>	<b>Net Expenditure</b>	<b>357.4</b>	<b>362.0</b>	<b>370.6</b>	<b>378.7</b>	<b>393.0</b>
4.1	Planned contribution to/(from) Reserves	(1.6)	2.8	(0.4)	0.0	0.0
<b>364.7</b>		<b>355.8</b>	<b>364.8</b>	<b>370.2</b>	<b>378.7</b>	<b>393.0</b>
<b>0.0</b>	<b>Budget Surplus/(Deficit)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>(5.4)</b>

\*Note: Modelling assumes 4.99% council tax increases in 2018/19, maximum annual increase thereafter which is subject to annual consideration.

	Base Budget 2018/19 £m	Pay & Inflation £m	Virement £m	Growth £m	Savings £m	Draft 2018/19 Budget £m
People	210.8	2.0	(0.1)	1.6	(9.9)	204.4
Resources	35.9	1.0	0.9	-	(2.7)	35.1
Neighbourhoods	67.6	1.1	(0.1)	2.4	(7.5)	63.5
Place	15.2	1.1	1.2	0.3	(6.2)	11.6
Corporate Expenditure	30.8	7.0	(1.9)	14.7	(7.8)	42.8
<b>Total</b>	<b>360.3</b>	<b>12.1</b>	<b>0.0</b>	<b>19.0</b>	<b>(34.1)</b>	<b>357.4</b>

## Changes and Key Assumptions

### Base Budget

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

### Inflation

6.4. This increase reflects the inflationary allowances built into financial plans. The principal assumptions are:

- 3.7% per annum for pay inflation (pay award and increments);
- Employers pension fund contributions in line with triennial pension fund valuation;
- Contract inflation based on relevant indices.

	18/19 £m	19/20 £m	20/21 £m	21/22 £m	22/23 £m
Pay Inflation	7.3	6.7	6.7	7.0	7.2
Contract Inflation	5.1	5.2	5.3	5.5	5.6
	12.4	11.9	12.1	12.5	12.9

### Service Pressures and Investments

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

6.6. There are other areas where the current budget is not adequate for the level of

demand within the service, loss of grants or reduction in income is anticipated. Whilst these can be addressed it may not be possible to mitigate these changes immediately due to the need to revise commissioned activity or develop exit strategies.

6.7. £12.8 million has been invested in priority service areas in 2018/19 to facilitate growth for emerging pressures/new burdens.

	18/19 £m	19/20 £m	20/21 £m	21/22 £m	22/23 £m	Total £m
<b>Demand Pressures</b>						
Adult Social Care	2.0	1.6	1.8	0.9	1.1	7.4
Waste Services	2.4	6.1	2.4	1.3	1.3	13.6
<b>Other Pressures</b>						
Education Services Grant	0.5	0.0	0.0	0.0	0.0	0.5
Discretionary Fund for Care Leavers	0.1	0.0	0.0	0.0	0.0	0.1
Docks Dredging	0.3	(0.2)	0.0	0.0	0.0	0.1
Sleep-ins Provision	0.7	0.0	0.0	0.0	0.0	0.7
Partnership Working	0.0	0.0	0.0	0.0	0.0	0.1
SEN reform grant	0.3	0.0	0.0	0.0	0.0	0.3
Childrens Social Care base pressure	1.3	0.0	0.0	0.0	0.0	1.3
Trading with Schools Base Pressure	0.3	0.0	0.0	0.0	0.0	0.3
improved Better Care	5.8	(2.9)	(2.9)	0.0	0.0	0.0
Small Grants	0.1	(0.1)	0.0	0.0	0.0	0.0
Removal of one-off investments	(0.9)	(0.2)	0.0	0.0	0.0	(1.1)
<b>Total</b>	<b>12.8</b>	<b>4.5</b>	<b>1.4</b>	<b>2.2</b>	<b>2.5</b>	<b>23.2</b>

## Savings Proposals

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

6.9. Over the last 7 years, significant savings have been required to meet revenue grant reductions arising from cuts in funding for local government as part of the ongoing austerity programme. Since 2010/11 over £200 million of savings have been identified, another £34.5 million of savings are proposed in the 2018/19 budget, and £41.9 million for future years. Full details of the savings recommended for approval are set out in Appendix 6 and summarised in the table below.

## Summary of Savings Proposals

	18/19 £m	19/20 £m	20/21 £m	21/22 £m	22/23 £m	Total £m
Improving our Business Efficiency	9.9	3.5	3.7	3.3	3.2	23.6
Changing how we fund and provide services	15.9	10.6	6.5	2.1	0.5	35.5
Increasing our Income	4.6	2.7	2.4	1.5	1.1	12.2
Reducing or Stopping Services	4.2	0.6	0.0	0.3	0.0	5.1
<b>Total</b>	<b>34.5</b>	<b>17.4</b>	<b>12.6</b>	<b>7.1</b>	<b>4.8</b>	<b>76.4</b>

6.10. Every service has been subject to a review and varying degrees of consultation and engagement has ensued. The outcome from this process will help determine future service delivery models. The propositions are at different stages of development and may require subsequent consultation prior to implementation and this will need to be reflected in the assessment of reserves.

6.11. As in previous years a fund has been established to provide project management, specialist support and a gateway process designed to ensure that directorates are equipped and have the capacity to meet the demands of managing services whilst delivering complex service transformation.

### Commercial Investments

6.12. The Council has a range of commercial interests and is the single shareholder for a number of wholly owned companies. 5 year business plans have been approved and when appropriate these will be refreshed and presented to Cabinet for approval and where necessary budgets will be realigned.

6.13. These businesses will be able to deliver services, whilst at the same time accessing a wider market to generate income from additional customers. As with many new ventures or company start-ups investment will be required and it is anticipated that from this investment the Council will eventually benefit from the generation of profits. Following the pay-back period the profits can be used as appropriate to support the Council's revenue budget position or deliver key priorities.

6.14. Where investments are made in 2018/19, this will be subject to the performance parameters agreed by the Shareholder and reported to the Shareholder Group quarterly. To ensure the Council's investment is protected, commercial information that could impact on an individual company value will be managed sensitively. As a public authority it will be necessary to consider the sensitivity of the information being requested at the time of the request and the nature of any harm that would be caused prior to disclosure.

## 7. FUNDING

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### Local Government Finance Settlement



7.1. The government announced the provisional Local Government Finance Settlement for 2018/19 on 19<sup>th</sup> December 2017. The Local Government Finance Settlement determines how much grant central government will give to each local authority in the forthcoming financial year.

7.2. The date for publication of final settlement by the Department for Communities and Local Government is not yet known. The budget therefore will be set based on the provisional Local Government Settlement and authority delegated to the Service Director Finance after consultation with Cabinet Member for Finance, Governance and Performance and the Mayor, to make the necessary adjustments following notification of the final settlement via a reserve adjustment.

### **Provisional Local Government Finance Settlement – Key changes**

#### **Core Spending Power**

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

- i) The Settlement Funding Assessment – represents the government's current approach to funding local authorities through Revenue Support Grant and retained business rates.
- ii) Council tax income – for 2018/19 to 2019/20, the figures have been estimated by applying each local authority's average annual growth in the council tax base between 2013/14 and 2017/18 throughout the period to 2019/20. This also assumes that local authorities increase council tax in line with the referendum limit.
- iii) The potential additional council tax available from the adult social care levy flexibility. For 2018/19 to 2019/20, this has been estimated by assuming all eligible local authorities also continue to take up the maximum precept available to them (6%).
- iv) Improved Better Care Funding from 2017/18.
- v) The 2017/18 Adult Social Care Grant - £241 million to be distributed according to the adult social care relative needs formula, of which the Council's allocation was £2 million.
- vi) Funding for the New Homes Bonus which has now reduced from 6 to 4 years from 2018/19 and with the introduction of a 0.4% baseline growth before any funding is allocated.

7.4. From this the government has provided the following exemplification of core spending power for Bristol City Council which indicates a change in spending power of 1.0% over the Spending Review period.

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

	15/16 £m	16/17 £m	17/18 £m	18/19 £m	19/20 £m
Settlement Funding Assessment	176.3	153.7	137.1	127.8	117.6
Compensation for under-indexing the business rates multiplier	1.4	1.4	1.2	2.0	3.1
Council Tax	169.0	178.4	192.2	208.5	219.8
Improved Better Care Fund	0.0	0.0	9.1	12.0	14.5
New Homes Bonus	11.5	13.5	10.1	7.6	7.2
New Homes Bonus returned funding	0.3	0.2	0.2	0.0	0.0
Adult Social Care Support Grant	0.0	0.0	2.0	0.0	0.0
<b>Core Spending Power</b>	<b>358.5</b>	<b>347.2</b>	<b>351.9</b>	<b>357.8</b>	<b>362.1</b>
Change over the Spending Review period (£m)					3.6
Change over the Spending Review period (% change)					1.0%

## Settlement Funding Assessment/Business Rates

7.6. The Settlement Funding Assessment is the element of income funded by retained business rates and revenue support grant. This is based on the previous relative needs assessment of local authorities in 2013/14.

7.7. Bristol City Council is currently a pilot authority for 100% business rate retention. In return they will forego Revenue Support Grant (RSG) and a number of other funding streams. Under this arrangement we theoretically retain 94% of business rates collected, with 5% going to the West of England Combined Authority (WECA) and 1% to Avon Fire Authority. Each authority's tariffs and top-ups will be adjusted to ensure cost neutrality.

7.8. These pilots have been created ahead of a move to increase the overall share of business rates retained nationally by local government from 50% to 75% as announced in the provisional Local Government Finance Settlement.

7.9. For the period of the pilot, the allocation of the business rates income from the 100% pilot to individual authorities would be on the basis of the amount of retained rates the authority would have achieved under the existing 50% scheme, and distribution of any remaining surplus based on the contribution from each authority.

7.10. There are two key benefits from the 100% business rate retention proposal. Firstly growth in business rate income above the baseline will all be retained by the authorities rather than being shared with government (50:50). Secondly because a levy would no longer be payable on the additional business rates received, as would have happened under the existing scheme. The Council will however pay a higher tariff to ensure cost neutrality with the rolling in of the revenue support and other grants. There are also risks associated through the 100% retention e.g. business rates volatility and appeals.

## Council Tax

7.11. In calculating the income from council tax central government have assumed that authorities will take the maximum council tax rises available to them (2.99%), and have based growth in the council tax base on historic trends of 2.4%. However this includes changes in the tax base which are not expected to continue at the same rate, such as reductions in number of discounts for second homes, Council Tax Reduction Scheme and

single person occupancy.

### **Adult Social Care Funding**

7.12. In response to growing national pressures on social care services in recent years there have been several different announcements regarding funding to support financial pressures on adult social care. These include the adult social care precept, improved Better Care Fund and 2017/18 Adult Social Care Grant. There will be a green paper on the long term funding of social care in summer 2018.

#### **Social Care Precept**

7.13. The adult social care council tax precept was established in 2016-17 and enabled social care authorities such as Bristol to charge an additional 2% on top of the 2% core increase without triggering a referendum, specifically to fund adult social care services. In 2017-18 and 2018-19 local authorities were given additional flexibility to bring forward the final year of the precept and as an alternative increase council tax by up to 3% each year, provided that the total increase in the years 2017-18 to 2019-20 does not exceed 6%.

7.14. Previously Bristol City Council has taken the option of the precept, increasing council tax by an additional 2% in 2016/17 and 3% in 2017/18. Therefore there is a further 3% available over 2018/19 and 2019/20.

7.15. The recommended budget within this report assumes the Council will take up the original 2% and for the final 1% retains flexibility in 2019/20 should social care pressures continue.

#### **New Homes Bonus**

7.16. The New Homes Bonus was introduced in 2011 to reward those authorities in delivering additional housing growth either through new build or bringing empty properties into use. Under this scheme each additional property attracted grant funding, based on the national average band D council tax rate, with an additional uplift for affordable housing. In 2015 the government amended the scheme with savings from the revised scheme being used to finance the new Adult Social Care Support Grant.

7.17. From 2011 to 2016/17 payments were made to Councils for 6 years for each additional home, however in 2017/18 this was reduced to 5 years and further to 4 years from 2018/19 and thereafter. In addition a 0.4% baseline was introduced in 2017/18 so that authorities need to attract growth above this to receive any grant.

7.18. New Homes Bonus returns funding if the assumed targets are not achieved nationally and the full funding is not allocated through the formula. DCLG have confirmed there will be no returned funding for 2018/19.

## **8. COLLECTION FUND SURPLUS/DEFICIT**

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

8.2. As previously reported to Council on 15 January 2018 overall there is an estimated deficit on the Collection Fund for the year ending 31 March 2018 of £14.013 million. This is comprised of an estimated deficit of £0.037 million for council tax and an estimated deficit of £13.976 million for Non-Domestic Rates (NDR). Bristol City Council's share of the overall estimated deficit is £6.753 million, comprised of an estimated deficit of £0.032 million for council tax and £6.721 million for NDR.

## 9. COUNCIL TAX 2018/19

9.1. The referendum threshold for increasing the council tax has been increased to 6% to take account of the flexibility regarding the Social Care Precept and extension of core council tax increase to 3%. The precept will need to be identified separately and the S151 Officer will be expected to notify the Secretary of State of the amount intended to be raised and verify that the funding has been used for adult social care.

### Calculation of the Council's Tax Base

9.2. At its meeting on 15 January 2018 the Council agreed Bristol City Council's tax base for the year 2018/19 as 125,798. This represents an increase of some 1.4% on the previous year's tax base (124,083).

### Council Tax by Band

9.3. It is recommended that the following amounts be submitted for agreement by Full Council for the year 2018/19:-

- a. **£204,538,742 (2017/18 £192,162,379)** being the sum to be met from council tax in 2018/19 for services provided by the Council;
- b. Bristol City's Council's share of the council tax for the year 2018/19 for the services it provides for each category of dwelling shown as follows:-

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band G
Total Dwellings	29,660	55,113	31,978	15,264	7,941	4,363	2,686	275
2018/19 Council Tax £	1,083.96	1,264.62	1,445.27	1,625.94	1,987.26	2,348.57	2,709.90	3,251.88
2017/18 Council Tax £	1,032.44	1,204.51	1,376.58	1,548.66	1,892.81	2,236.95	2,581.10	3,097.32
<b>Percentage Increase</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>	<b>4.99%</b>
Annual Increase	51.52	60.11	68.69	77.28	94.45	111.62	128.80	154.56
Monthly Increase	4.29	5.01	5.72	6.44	7.87	9.30	10.73	12.88
Weekly Increase	0.99	1.16	1.32	1.49	1.82	2.15	2.48	2.97

## 10. DEDICATED SCHOOLS GRANT

10.1. The Dedicated Schools Grant is being considered as a separate report on this agenda. Schools Forum considered the proposals on the use and distribution of the available funding at its meeting on 16th January 2018. The Dedicated Schools Grant for 2018/19, advised by the Education and Skills Funding Agency is as follows:

DSG Block	Purpose	Comparable DSG 2017/18	DSG 2018/19	Change £m
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		£m	£m	
Schools Block	For distribution through the mainstream formula for maintained schools and academies and for growing schools	£242.4m	£252.0m	+£9.6m
Central School Services Block	For Local Authority core functions, admissions and historic commitments	£2.7m	£2.8m	+£0.1m
High Needs Block	Funding for pupils with special educational needs in mainstream, special and out-borough schools, for pupils in alternative provision and local authority or commissioned services for high needs pupils.	£49.7m	£50.9m	+£1.2m
Early Years Block	Funding for distribution to Early Years settings for 2, 3 and 4 year old early years provision, with some provision for central oversight and co-ordination.	£33.5m	£35.6m	+£2.1m
<b>Total</b>		<b>£328.3m</b>	<b>£341.3m</b>	<b>+£13.0m</b>

10.2. Across the DSG 1,200 extra pupils are funded, compared to 2017/18 and there is an increase in per pupil funding of 1.5%.

10.3. This explains the £13 million increase in funding between years. The proposals being considered aim to provide mainstream schools with at least the same per pupil funding as in 2017/18 and to distribute the equivalent of 1.5% per pupil through the funding formula. Decisions on the Central Schools Services Block are for Schools Forum to make. The High Needs budget is overspending and has a cumulative overspend at Period 8 2017/18 of £6.3 million, so Schools Forum is considering transfers of funding between blocks and a programme of savings and mitigations to bring the High Needs Budget back to balance over three years. The Early Years budget will be tight for settings and for the central team. The service has been planning for some time for the introduction of a national funding formula for early years. For Bristol, this has meant a reduction in the hourly rate for 3 and 4 year olds from £6.30 in 2016/17 to £6.00 in 2017/18 to £5.70 for 2018/19. Settings will have to manage a 2.8% reduction in the base 2017/18 rate for each child, albeit that the number of children is due to rise because of the expansion of the early years offer to 30 hours (from 15 hours) for eligible families.

10.4. For 2018/19 and possibly 2019/20, the DSG is proposed to be supplemented by £4.1 million from the Council's General Fund budget to match the extra costs of the PFI affordability gap on the two multi-school PFI contracts. These financial pressures are not unique to Bristol. Officers have worked with the participating schools, the PFI contractors, Schools Forum and the Department for Education to consider how best to tackle this issue. These are schools costs and ultimately should be funded from the Dedicated Schools Grant. Although there are no guarantees, the Department for Education has indicated that it may be possible for the increase in the affordability gap deficit to be addressed in the anticipated National Funding Formula for schools from 2020/21, provided that the full costs are shown in the Dedicated Schools Grant for the next two years. If this is successful, schools would, in principle, receive an increase in dedicated resources to meet PFI

liabilities. The use of General Fund monies in the meantime helps neutralise the impact of the PFI issue on school budgets.

## 11. PUBLIC HEALTH GRANT

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11.1. The Council's public health grant for 2018/19 is £32.5 million, a reduction of 2.6% from its 2017/18 allocation. The service had anticipated this reduction and has planned to manage within its reducing financial resources. A further reduction of 2.6% has been notionally allocated for 2019/20 and the service is currently undertaking a thorough financial review to ensure that delivery is brought within this reducing budget envelope, reflecting key priorities. The government is due to consult on options for fully funding local authorities public health spending for current public health duties from their retained business rates as part of the move to 100% rates retention. The ring-fence on public health spending will be maintained in 2018/19.

11.2. Through working with our city partners we will embed the critical system leadership approach for improved health outcomes across the city. Improving health sits at the heart of all we are trying to achieve as a city, so we are making this fundamental commitment to drive forward the level of step change to really make a difference.

## 12. HOUSING REVENUE ACCOUNT

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12.1. In a separate report the Mayor is asked to approve the 2018/19 Housing Revenue Account budget within the context of the 30 year business plan. HRA self-financing, whereby the Council retains all rental income but must finance all capital and revenue costs associated with its stock, has been in effect since 2012. It was intended to facilitate greater assurance for sustainable long term planning and improved asset management.

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

12.3. The Council has a duty to agree a balanced HRA budget for the next financial year, as well as a sustainable long term business plan, which takes account of capital investment needs in its stock and the revenue costs of managing and maintaining it. Although the account is ring-fenced, which means there can be no cross-subsidy between the revenue cost of services provided through the General Fund and the HRA, there are many services provided to both and paid for through recharges.

## 13. WEST OF ENGLAND COMBINED AUTHORITY

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13.1. The Budget for the WECA will be set on 2<sup>nd</sup> February 2018 by the WECA Committee – at the time of writing the budget assumptions set out below are based upon the WECA Budget proposals and are subject to the outcome of the above meeting.

13.2. The following elements of the WECA Budget and MTFP have therefore been incorporated within the Council Budget proposal:

- Capital Grant payments in respect of Highways Maintenance and Transport Improvement funding will continue in line with the 4-year allocations provided indicatively by Department for Transport covering 2017/18 to 2020/21. The total allocation for the Council is £6.5 million including £0.7 million for the highest level of

incentive grants which is automatically provided for Mayoral Combined Authority areas.

- Appropriate commissioning payments from the WECA to the Council for delivery of transport activities to ensure continuity of service provision in line with the Inter-Authority Agreements (concessionary travel, community transport and bus information).
- Contributions to the WECA from the Council (from existing budgets) to meet the Levy for costs of associated transport functions (concessionary travel, community transport and bus information). The basis of the levy remains in line with the Council's estimated share of costs and is assumed to be set at £7.9 million for 2018/19, a reduction of £0.5 million from the 2017/18 levy. The net impact, for the year is neutral for the Council as this reflects the movement of funds between Bristol City Council and the Combined Authority in line with the devolution arrangements.
- Within the Business Rates Collection Fund to continue to provide for an appropriate share of business rates to be allocated to the WECA in accordance with the 100% Business Rate Retention pilot to meet the costs of Highways Maintenance and Transport Improvement Grants (this does not impact on the Council's significant benefits from participation in the pilot).
- Grants funding received from the WECA for feasibility studies and business case development for infrastructure schemes including £2 million for the Temple Meads area planning framework, and additional funding to support transport infrastructure need to support the Hengrove (£0.8 million) and £0.5 million for the Lockleaze development areas. These are funded from the additional investment funds received by the WECA as part of the devolution arrangements and reflected accordingly with the Councils revenue and capital budget proposals. Further bids for infrastructure funding may be made in line with the WECA Strategy and Assurance Framework and may come forward for inclusion in the capital programme in line with future delivery arrangements.

13.3. The WECA is not permitted to raise a council tax to fund any of its activity and therefore no precept will be requested.

13.4. The Council will continue to work with the WECA to identify opportunities to deliver efficiencies and savings particularly relating to transport and infrastructure functions, and collaborative working to support the major regeneration opportunities with the city.

13.5. The WECA will not seek to hold significant financial reserves. The associated risks will be mitigated through a number of financial control and management measures although as WECA is not a precepting body, it is ultimately underwritten by the constituent councils.

13.6. Full details of the WECA Budget proposals will be available at [www.westofengland-ca.gov.uk](http://www.westofengland-ca.gov.uk)

## 14. CAPITAL PROGRAMME

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

14.2. The Council has an ambitious capital programme of just under £1 billion over the next five years. A significant proportion of this programme is aligned to investments that will generate long term economic growth across the city, such as transport infrastructure, redevelopment of Colston Hall, and developing the Bristol Arena and wider Temple Quarter; with a newly incorporated Housing investment in the 2017/18 budget on top of the investment through the HRA in the Council's housing stock. These will all be subject to separate Cabinet decisions.

14.3. Capital and revenue expenditure cannot be considered in isolation of each other. A larger and more ambitious capital programme on the one hand can facilitate more cost effective asset management, improving efficiency and the need to incur cost of maintenance, and can help deliver economic growth. But this means the Council will incur a higher level of fixed costs for the foreseeable future and impacts upon revenue resources available to fund day-to-day services. The programme set out will increase capital financing charges by an estimated £20 million by 2022/23.

14.4. The Council's agreed MTFP incorporates the principle that there will be no increase the indicative prudential borrowing commitment in the annually approved capital programme unless substituting a current scheme or where the Council can make an evidenced return on investment.

14.5. The programme has been reviewed in terms of implementation, funding assumptions and profiling. As a result of this review the amount of funding required to be financed from prudential borrowing has reduced from £425 million to £329 million over the period of the MTFP. This has been reflected in the capital financing costs within the base budget.

14.6. Over the last 3 years there has been significant scheme slippage and current forecasts for 2017/18 are showing a likely underspend for the year of some 20-25%, including Housing Revenue Account capital expenditure. Within the General Fund revenue estimates for 2018/19 an over programming allowance of 10% has been factored into the capital financing assumptions, as well as separately highlighting those schemes that have yet to be in development of a robust business case.

14.7. Prioritisation of the programme is essential to ensure it remains within an affordable envelope and has involved broadly ranking any new pressures as essential or high priority. The outcome of that exercise is reflected in the programme that is now recommended to Council. Improved governance arrangements for the development and management of capital projects will be introduced to ensure greater assurance of delivery.

14.8. During the year ahead a renewed capital strategy will be developed, as prescribed in the new prudential code for capital finance. It will be aligned to the financing principles set out in the MTFP – ensuring that the development of all prospective schemes is based on clear evidence base, and whole-life costing with, where appropriate anticipated pay-back of the investment. The capital strategy will be developed in parallel with the asset management strategy, will outline the approach to capital investment, ensuring that it is affordable, sustainable and prudent, and aligned to the Council's corporate priorities. It will aim to support the provision of the right blend of investment in key priority areas to do the following:

- *undertake mandatory duties keeping the public safe and maintain its investment,*
- *invest to grow the economy; and*



- *invest to save by reducing costs that would be borne by the revenue account or generating external income.*

14.9. The Council must ensure sufficient funding is available to meet the requirements of the agreed projects within its Treasury Management Strategy which is regularly reviewed and updated to reflect projects as they are refined or become ready for delivery. The draft Treasury Management Strategy is set out as Appendix 4 to this report.

14.10. Table below summarises our current capital spending plans for the next five years that total £935.6 million. The detailed draft programme and its financing are set out in Appendix 2.

	18/19 £m	19/20 £m	20/21 £m	21/22 £m	22/23 £m	Total £m
People	33.2	51.5	10.3	7.5	7.5	110.0
Place	133.1	142.3	90.1	65.5	3.7	434.7
Neighbourhoods	8.6	6.4	4.6	2.7	2.7	24.9
Resources	3.5	0.0	0.0	0.0	0.0	0.0
Corporate/Pending Development of Business Case	18.6	20.0	21.2	15.7	10.0	86.2
Housing Revenue Account	47.0	63.0	56.0	55.0	56.0	277.0
<b>Total</b>	<b>244.0</b>	<b>283.2</b>	<b>182.2</b>	<b>146.3</b>	<b>79.9</b>	<b>935.6</b>
<i>Financing by:</i>						
Prudential Borrowing	112.1	118.2	57.6	27.7	13.7	329.2
Grant	68.3	77.2	15.0	10.2	10.2	180.9
Developer Contributions	10.5	0.9	0.9	0.8	-	13.1
Capital Receipts (GF)	4.2	23.8	52.7	52.7	-	133.4
Revenue/Reserves (GF)	1.9	0.1	-	-	-	2.0
Housing Revenue Account	47.0	63.0	56.0	55.0	56.0	277.0
<b>Total</b>	<b>244.0</b>	<b>283.2</b>	<b>182.2</b>	<b>146.3</b>	<b>79.9</b>	<b>935.6</b>

## 15. TREASURY MANAGEMENT STRATEGY

15.1. The Council's Treasury Management Strategy, Minimum Revenue Provision Policy, Investment Strategy and Prudential Indicators are set out in Appendix 4.

## 16. RISK MANAGEMENT AND FINANCIAL ASSURANCE STATEMENT

16.1. Section 25 of the Local Government Act 2003 requires that when a local authority is making its budget calculations, the Chief Finance Officer of the authority must report to the Council on the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves.

16.2. In light of the challenging financial climate and budget shortfall from previous years, the Council has recognised the on-going need to identify risks and have measures in place to mitigate should they occur (risks by their nature can never be completely removed).

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

16.4. We adopt a risk-based approach to financial planning, which aims to:

- Ensure adequate funding is provided for all known liabilities, provide sufficient resources to enable service transformation and support services through transformation.
- Ensure earmarked reserves are set at a reasonable level to cover the specific financial risks faced by the Council and reduces as the risks decrease.
- Provide temporary cover for any slippage in planned savings through the financial risk reserve.
- Ensure the general reserve is set at a reasonable level – this is our ‘last line of defence’ should unforeseen financial difficulties emerge (such as in-year funding cuts in government grants).

16.5. Our risk-based approach takes into account relevant external factors such as the economic climate, demand for services, and any potential changes to the underlying financial assumptions within the MTFP.

16.6. The 2018/19 revenue budget has been prepared on the basis of robust estimates and where it is deemed more in-depth due diligence and/or consultation is still required, adequate financial balances and reserves are available over the medium term.

16.7. As part of the strengthened governance arrangements introduced in 2017/18 for revenue the following can be noted:

- Budget performance is monitored on a monthly basis with proportionate financial challenge to ensure budget propositions are being implemented.
- Other base budget variances, risks and opportunities are identified, mitigated and reported in a timely manner to the Directorate Leadership Teams, Strategic Leadership Team, Cabinet and Overview and Scrutiny Management Board.

16.8. Further work is however required to strengthen the governance arrangements for capital in line with the processes implemented for revenue. Interim measures have been taken to reduce the programme liability and this is outlined in more depth in section 14 above.

16.9. General or unallocated reserves are held against the risk of unanticipated expenditure or reduced income arising in any particular year and earmarked reserves for specific liabilities which can be reduced as the risk decreases.

16.10. As can be seen in the table in section 17 Reserves and Balances, General reserve and Earmarked reserves are recommended to total £74.6 million, which represents 21.0% of 2018/19 net revenue expenditure.

16.11. The Council must ensure reserves and balances are retained at an appropriate level in order to provide an adequate buffer for any series of one-off pressures – or to provide sufficient time to identify on-going mitigations in a systematic way.

## **Risks**

16.12. There will always be risks inherent in the budget process. What is important is that these are identified and mitigated and managed effectively.

16.13. A practical and appropriate assessment of risk for the overall 2018-19 budget has been undertaken and many of the details used to inform this assessment are set out in the other sections of this report and are therefore not replicated here.

16.14. The Corporate Risk Register (CRR) has recently been refreshed following consultation across the organisation. This is a live document which seeks to provide assurance to senior management and Members that the Council's main risks have been identified and arrangements are in place to manage those risks within agreed tolerance.

16.15. Appendix 3 – Budget Risk Matrix contains a summary of selected key strategic risks, causes, impact, mitigating actions and provides an indicative assessment of how the risks identified in the CRR could be managed should they be realised during this medium term.

16.16. In addition an assessment covering the further areas below has been undertaken. It is important to recognise, however, this list should not be seen as exhaustive but a sample of the factors the Service Director Finance has taken into account.

Other Risks	Y/N	Response
Is performance against the current year's budget on track and where variances are evident, ongoing and unavoidable, are they appropriately reflected in the plans?	Y	Management action plans presented to Budget Scrutiny containing propositions to manage, include a provision to offset against Future Council Support or request a supplementary estimate.
Has 'at risk' external funding been identified?	Y	Included in the medium term modelling and incorporated in the calculation of the budget gap
Has a reasonable estimate of demand cost pressures been made?	Y	
Have one-off cost pressures been identified?	Y	Risks, pressures and identification of mitigating opportunities.
Has a reasonable estimate of future income been made?	Y	The income aspects of the overall budget are calculated based on previous and current trends, known influences and identified risks
Are arrangements for monitoring and reporting performance against the budget and savings plans robust?	Y	Monthly budget monitoring, includes a savings tracker. Governance via DLTs, SLT, Delivery Working Group, Delivery Executive, Budget Executive, Cabinet and OSMB.
Are resources available to support the delivery of the transformation plans?	Y	£9m over the medium term of which - £5m for 2018/19
Is there a reasonable contingency available to cover the financial risks faced by the Council?	Y	Risk reserves as at 31 March 2018 - £7m.
Is there a reasonable level of reserves, which could be used to mitigate any issues arising?	Y	General Fund reserves as at 31 March 2018 - £20m
Has there been a degree and quality of engagement with colleagues and councillors in the process to develop and construct the budget?	Y	There has been widespread and practical engagement throughout the budget development and construction process with senior colleagues, Executive Councillors and Scrutiny MTFP task and finish group.

16.17. General Fund non-earmarked reserve of £20 million and a financial risk reserve totalling £7 million estimated as at 31 March 2018, which when combined represent 7.6% of the 2018/19 net revenue budget.

16.18. Based on the results of this risk assessment, which is set out in Appendix 3 and the factors set out above, the Service Director Finance considers the planned level of reserves and balances to be adequate.

## 17. RESERVES AND BALANCES

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17.1. The Council holds a number of reserves as part of its approach to maintaining a sound financial position and to demonstrate that there are no material uncertainties about the Council as a going concern. The requirement for financial reserves is linked to legislation

such as Local Government Act 1992 which requires Councils to “have regard” to the level of reserves needed to meet future expenditure when calculating a budget.

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

17.3. In addition some specific/earmarked reserves are set aside to manage timing differences between the receipt of income and expenditure being incurred, in accordance with accounting rules.

### **General Reserve**

17.4. The purpose of the Council’s General Reserve will be to cover emergency events only such as unforeseen financial liabilities or natural disasters and support one-off and limited on-going revenue spending.

17.5. This reserve will be maintained at a minimum level of between 5% and 6% of the council’s net revenue budget.

17.6. The balance of the General Fund Reserve at 31 March 2018 is anticipated to be £20 million. This will be reviewed annually and maintained at this level for 2018/19.

### **Earmarked Reserves**

17.7. The purpose of the Council’s earmarked reserves is to meet identified spending commitments. These reserves will only be used for the purpose for which they were created and will be reviewed periodically but as a minimum annually.

17.8. The opening balance on Earmarked Reserves at 1 April 2017 was £65 million. During 2017/18 there was a planned contribution of £11 million from Collection Fund Surplus and review of MRP overprovision from previous years. In accordance with the policy on reserves all forecasted balances at 31 March 2018 have been reviewed for their continuing need, alignment with council priorities and a risk assessment considering internal and external factors undertaken.

17.9. There is a forecast drawdown of reserves of some £23 million leaving a forecast closing balance at 31<sup>st</sup> March 2018 of £53 million.

17.10. The table below summarises the movement and shows estimated earmarked reserves at 1 April 2018 and indicative reduction based on timing of known liabilities.

	Opening Balance 01.04.17	Net Increase/ Decrease 17/18	Closing Balance 31.03.18	Net Increase/ Decrease 18/19	Closing Balance 31.03.19	Net Increase/ Decrease 2019-2023	Closing Balance 31.03.23
Capital Investment	(14.0)	(2.3)	(16.3)	2.3	(14.0)	(5.0)	(19.0)
Business Transformation	(12.0)	8.7	(3.2)	3.2	0.0	0.0	0.0
Risk Management	(6.1)	1.8	(4.3)	(0.9)	(5.2)	(2.6)	(7.9)
Statutory/Ring-Fenced	(12.0)	0.1	(12.0)	2.0	(10.0)	6.7	(3.2)
Financing	(11.8)	6.7	(5.1)	4.1	(1.0)	0.4	(0.6)
Service Specific	(9.5)	4.1	(5.4)	1.7	(3.7)	2.7	(0.9)
Legal	0.0	(0.4)	(0.4)	(0.1)	(0.5)	0.0	(0.5)
Mayors Consultation Reserve	0.0	(1.0)	(1.0)	0.5	(0.5)	0.0	(0.5)
Risk	0.0	(6.1)	(6.1)	(0.5)	(6.6)	0.0	(6.6)
<b>Total Earmarked Reserves</b>	<b>(65.4)</b>	<b>11.6</b>	<b>(53.8)</b>	<b>12.4</b>	<b>(41.4)</b>	<b>2.2</b>	<b>(39.2)</b>
General Reserve	(20.0)	0.0	(20.0)	0.0	(20.0)	0.0	(20.0)
<b>Total Revenue Reserves</b>	<b>(85.4)</b>	<b>11.6</b>	<b>(73.8)</b>	<b>12.4</b>	<b>(61.4)</b>	<b>2.2</b>	<b>(59.2)</b>

17.11. The combined total of the reserves is anticipated to be £73.8 million at the start of 2018/19, with the general balances in isolation representing 5.6% of the net budget requirement. Over the period of the MTFP a total of £29.5m of additional one-off contributions to earmarked reserves has been assumed from a reassessment of prior years' MRP overprovision within capital financing assumptions. A review of earmarked reserves has been undertaken in conjunction with key risks, as set out in paragraph 16 above, and the capital programme. Provision has been set aside for potential capital investment that will be required following the outcome of such issues as the harbour review and flood risk assessment. These are in addition to contingencies contained within the draft capital programme

17.12. The levels of General and Earmarked reserves recommended in this report for the financial year 2018/19 are believed to be sufficient to meet all of the Council's obligations and have been based on a detailed risk assessment. The limits will be reviewed on an annual basis against prevailing risk assessments which consider both internal and external factors.

### Capital Receipts to Fund Transformation

17.13. Local Authorities have flexibility for a limited period to use capital receipts to fund delivery of on-going savings and transforming service delivery. Between 2016/17 and 2022/23 any capital receipts received can be used to fund expenditure for delivery of savings and service transformation.

17.14. The Flexible Use of Capital Receipts Strategy is set out in Appendix 5.

## 18. CONSULTATION AND SCRUTINY INPUT:

### Internal consultation:

18.1. Development of the MTFP and budget has been reviewed and challenged by a Task and Finish Group of the Council's Overview and Scrutiny Management Board from July to December. The Overview and Scrutiny Management board will consider the final budget proposals and the Capital Programme in two meetings scheduled for 18<sup>th</sup> and 22<sup>nd</sup> January.

18.2. Comments received from Overview and Scrutiny Management Board on any individual matter arising will be incorporated in this report for Full Council.

### External consultation:

18.3. The consultation on the Council's draft Corporate Strategy 2018 - 2023 and budget was open for six weeks from 6<sup>th</sup> November 2017 until 17<sup>th</sup> December 2017. 696 individual responses were received via the survey and additional responses were received from organisations and individuals via email, suggestion boxes and at events and the final report summarising the result is attached at Appendix 7.

18.4. The consultation ran alongside several consultations on specific savings proposals. The outcome of all these consultations has informed decisions on the final budget recommendations in this paper. Appendix 6 provides the comprehensive list of propositions for increasing income and reducing costs totalling £76.4m million, of which £34.5 million form part of the 2018/19 budget.

18.5. Following consultation and further due diligence five proposals have been removed, as shown in the table below. Other savings have changed in their total amount and profile; these are identified within Appendix 6.

	18/19	19/20	20/21	21/22	22/23	Total
	£m	£m	£m	£m	£m	£m
Schools Crossing Patrols	0.065					<b>0.065</b>
Review Colston Hall Business Plan	0.250	0.250	0.500			<b>1.000</b>
Introducing a financial assessment for Special Guardians allowance	0.050					<b>0.050</b>
Hengrove PFI Refinancing	0.113					<b>0.113</b>
Council Tax Reduction Scheme	1.200					<b>1.200</b>

### Consultation Principles for New Proposals

18.6. The Mayor and the Cabinet are keen to listen to any ideas for generating efficiencies and increase in income. Where it has been identified that further public consultation is required in relation to a new proposal or specific implementation of an existing proposition the opportunity will be provided to discuss with the city the details of exactly how the proposed savings could be made within the approved cash limits.

18.7. Principles:

- Where specific consultation is still considered necessary, Full Council will set the service cash limit but not make decisions on operation issues within the service budget.

- Decision (and consultation) in respect of detailed operational proposals are a matter for Cabinet.
- Following Full Council, Cabinet will decide how best to allocate funds within the designated cash limits, when making decisions on specific proposals within budget lines taking into consideration consultation responses and Equalities Impact Assessments where needed, and fully recognising the constraints on any departure from the Council's budget / financial plan.
- Services should ensure consultation is undertaken on defined proposals, gives consultees enough time and information to respond properly, and that responses are taken into account. Informal engagement at a formative stage of proposals can also be beneficial.

## 19. OTHER OPTIONS CONSIDERED:

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19.1. Throughout the budget process, a large number of individual cost reduction, income and investment options are considered. These in turn impact on the level of reserves. This is a complex process with many iterations and possibilities too numerous to present as discrete options. This report presents the final overall package of detailed proposals which together seek to balance levels of investment, cost reduction and an appropriate level of income.

## 20. PUBLIC SECTOR EQUALITY DUTIES:

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

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

20.3. This report sets out the Mayor's budget proposals for Full Council to set the budget. Some proposals will need further development for Cabinet to make a specific decision. The process for this is set out in the section on consultation on new proposals (Para 18.6). For these proposals a relevance check is required and, where it is indicated as needed by the relevance check, a full Equalities Impact Assessment will be undertaken to inform Cabinet when making that decision.



**2018 / 19 Budget setting - Full Council Summary by Division (General Fund)**

2018/19 Budget - For Council Review						
Division	Base Budget 2018/19 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings £000	Proposed 2018/19 Budget £000
<b>People</b>						
11 Strategic Commissioning & Commercial Relations	770	32	242	0	(64)	980
14 Care & Support - Adults	135,796	889	(368)	854	(6,665)	130,506
15 Care & Support – Children & Families	61,138	700	(124)	0	(1,579)	60,135
16 Education & Skills	10,610	117	368	312	(1,017)	10,392
18 Management - People	2,468	227	(229)	465	(550)	2,380
<b>People</b>	<b>210,783</b>	<b>1,964</b>	<b>(111)</b>	<b>1,631</b>	<b>(9,874)</b>	<b>204,392</b>
<b>Resources</b>						
21 ICT	12,493	167	334	0	(530)	12,463
22 Legal and Democratic Services	6,651	203	(21)	0	(667)	6,166
24 Finance	3,470	153	16	0	(530)	3,109
25 HR & Workplace	4,055	96	(49)	0	(764)	3,337
27 Resource Transformation	4,333	209	73	0	(126)	4,489
28 Policy, Strategy & Communications	2,838	78	(12)	0	(71)	2,832
54 Executive Office Division a	2,067	65	548	0	(26)	2,654
<b>Resources</b>	<b>35,907</b>	<b>969</b>	<b>888</b>	<b>0</b>	<b>(2,714)</b>	<b>35,050</b>
<b>Neighbourhoods</b>						
23 Citizen Services	12,651	505	(7)	0	(1,576)	11,574
31 Waste	26,607	1	0	2,431	(51)	28,987
33 Neighbourhoods & Communities	13,511	360	(197)	0	(2,780)	10,894
34 Public Health	29	1	0	0	0	31
35 Women's Commission	5	0	0	0	0	5
36 Public Health - General Fund	1,836	0	(16)	0	(1,201)	619
37 Housing Options	12,932	219	134	0	(1,857)	11,436
<b>Neighbourhoods</b>	<b>67,571</b>	<b>1,086</b>	<b>(86)</b>	<b>2,431</b>	<b>(7,465)</b>	<b>63,546</b>
<b>Place</b>						
41 Property	(3,247)	317	1,451	280	(2,342)	(3,541)
42 Planning	933	187	(56)	0	(421)	644
43 Transport	7,810	337	(146)	0	(2,395)	5,606
44 Economy	6,741	242	(5)	0	(655)	6,323
53 Energy	2,924	58	(35)	0	(418)	2,529
<b>Place</b>	<b>15,161</b>	<b>1,140</b>	<b>1,209</b>	<b>280</b>	<b>(6,230)</b>	<b>11,560</b>
<b>Corporate Funding &amp; Expenditure</b>						
X2 Levies	1,119	0	0	0	(162)	957
X3 Corporate Expenditure	29,726	6,975	(1,900)	14,702	(7,633)	41,870
X8 Corporate Revenue Funding	(354,341)	0	0	(993)	(420)	(355,754)
<b>Corporate Funding &amp; Expenditure</b>	<b>(323,496)</b>	<b>6,975</b>	<b>(1,900)</b>	<b>13,709</b>	<b>(8,215)</b>	<b>(312,927)</b>
<b>Bristol City Council Total</b>	<b>5,926</b>	<b>12,134</b>	<b>0</b>	<b>18,050</b>	<b>(34,498)</b>	<b>1,621</b>

## Detailed budget summary by division - service

### Division: Strategic Commissioning & Commercial Relations

#### Services provided by Strategic Commissioning & Commercial Relations

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

#### Summary by Service

Service		2018 / 19 Budget					Proposed 2018 / 19 Budget £000
		Base Budget 2018 / 19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000	
117	Service Director- Sp&C	770	32	242	0	(64)	980
<b>Total Strategic Commissioning &amp; Commercial Relations</b>		<b>770</b>	<b>32</b>	<b>242</b>	<b>0</b>	<b>(64)</b>	<b>980</b>

#### Summary by CIPFA group (Account Type)

CIPFA description		2018 / 19 Budget					Proposed 2018 / 19 Budget £000
		Base Budget 2018 / 19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000	
1	Employees	1,189	32	(87)	0	(64)	1,070
3	Transport-Related Expenditure	3	0	(1)	0	0	2
4	Supplies & Services	11	0	(1)	0	0	10
5	Third Party Payments	17	0	(17)	0	0	0
7	Support Services	2	0	(1)	0	0	1
<b>Expenditure</b>		<b>1,222</b>	<b>32</b>	<b>(107)</b>	<b>0</b>	<b>(64)</b>	<b>1,083</b>
9	Income	(453)	0	349	0	0	(103)
<b>Income</b>		<b>(453)</b>	<b>0</b>	<b>349</b>	<b>0</b>	<b>0</b>	<b>(103)</b>
<b>NET Expenditure</b>		<b>770</b>	<b>32</b>	<b>242</b>	<b>0</b>	<b>(64)</b>	<b>980</b>

#### Savings proposals within Strategic Commissioning & Commercial Relations

Saving Name	Description	Savings £000	Savings Reference
Organisational redesign	An organisational redesign to include the cost of senior management structures.	(64)	BE7
<b>Total savings proposals</b>		<b>(64)</b>	

## Detailed budget summary by division - service

### Division: Care & Support - Adults

#### Services provided by Care & Support - Adults

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

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
111 Joint Commissioning (Adults)	839	22	(132)	0	0	729
141 Head of Service - North	62,985	152	(121)	527	(2,164)	61,379
142 Head of Service - South	41,963	157	103	326	(1,239)	41,310
143 Safeguarding/Deprivation of Liberty	2,026	52	(21)	0	0	2,058
145 Reablement, Intermediate Care & Regulated Services	7,981	246	(34)	0	(1,200)	6,992
146 Technical Specialist Mental Health/PSW	1,075	20	20	0	0	1,115
147 Head of Service – Senior Professional Lead	(4,792)	4	(2)	0	0	(4,790)
148 Contracts & Quality Assurance	11,430	77	19	0	(1,526)	10,000
152 0-25 Integrated Service	6,684	26	(300)	0	(41)	6,371
1A2 Early Intervention – Adults	5,605	133	100	0	(494)	5,343
<b>Total Care &amp; Support - Adults</b>	<b>135,796</b>	<b>889</b>	<b>(368)</b>	<b>854</b>	<b>(6,665)</b>	<b>130,506</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	30,548	889	171	0	(815)	30,793
2 Premises-Related Expenditure	465	0	53	0	(3)	515
3 Transport-Related Expenditure	307	0	75	0	(3)	379
4 Supplies & Services	3,254	0	(72)	0	(50)	3,132
5 Third Party Payments	124,033	0	1,202	1,062	(6,134)	120,164
6 Transfer Payments	14,357	0	297	126	0	14,780
7 Support Services	767	0	(33)	0	0	733
<b>Expenditure</b>	<b>173,732</b>	<b>889</b>	<b>1,693</b>	<b>1,189</b>	<b>(7,005)</b>	<b>170,497</b>
9 Income	(37,936)	0	(2,061)	(335)	804	(39,528)
<b>Income</b>	<b>(37,936)</b>	<b>0</b>	<b>(2,061)</b>	<b>(335)</b>	<b>804</b>	<b>(39,528)</b>
N Income & Expenditure outside of Net Cost of Service	0	0	0	0	(464)	(464)
<b>Other items outside of the Net Cost of Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(464)</b>	<b>(464)</b>
<b>NET Expenditure</b>	<b>135,796</b>	<b>889</b>	<b>(368)</b>	<b>854</b>	<b>(6,665)</b>	<b>130,506</b>

#### Savings proposals within Care & Support - Adults

Saving Name	Description	Savings £000	Savings Reference
Business process improvements within our admin and business	Following the initial streamlining of our admin and business support function from separate teams to create a single, multi-disciplinary team, these savings relate to the continuing business improvement reviews.	(366)	BE3
Develop a partnership model to deliver learning difficulties employment or	The provision of employment opportunities for people with learning difficulties increases their independence and leads to a reduced pressure on the SEN residential care budget.	(41)	FP24
Introduce Better Lives Programme (Improving outcomes for adults in Bristol)	We'll be looking to deliver a transformation programme to change our adult social care services in order to ensure a more joined up and efficient service for the city. The programme will focus on ensuring people have the right level of care and ensuring residents can maximise their own independence; ensuring commissioning decisions can be better investigated to ensure good investment; and making sure our teams can work more efficiently and effectively with our partners.	(6,221)	FP33
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(13)	IN24
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(1)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(21)	IN22
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(2)	IN22
<b>Total savings proposals</b>		<b>(6,665)</b>	

## Detailed budget summary by division - service

### Division: Care & Support – Children & Families

#### Services provided by Care & Support – Children & Families

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

#### Summary by Service

Service		2018 / 19 Budget					Proposed 2018 / 19 Budget £000
		Base Budget 2018 /19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000	
		112	Joint Commissioning (Children)	4,143	15	7	
113	Targeted Support	7,943	121	(449)	0	(1,356)	6,259
153	Quality Assurance, BSCB	1,380	41	(0)	0	0	1,421
154	Area Social Work (North)	2,253	58	(3)	0	0	2,309
155	Area Social Work (East/Central)	3,546	65	20	0	(52)	3,579
156	Area Social Work (South)	2,450	62	75	0	0	2,588
157	Placements Service	6,770	130	(89)	0	250	7,061
158	Looked After Children & Aftercare	28,528	95	362	0	(706)	28,279
159	Children & Family Support - Management	970	20	(17)	0	285	1,257
15A	Safeguarding and Area Services	1,657	50	(0)	0	0	1,706
15B	Specialist Services	1,499	43	(30)	0	0	1,512
<b>Total Care &amp; Support – Children &amp; Families</b>		<b>61,138</b>	<b>700</b>	<b>(124)</b>	<b>0</b>	<b>(1,579)</b>	<b>60,135</b>

#### Summary by CIPFA group (Account Type)

CIPFA description		2018 / 19 Budget					Proposed 2018 / 19 Budget £000
		Base Budget 2018 /19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000	
		1	Employees	25,778	700	(431)	
2	Premises-Related Expenditure	343	0	(5)	0	0	338
3	Transport-Related Expenditure	618	0	(40)	0	4	582
4	Supplies & Services	2,534	0	(328)	0	10	2,217
5	Third Party Payments	41,155	0	(65)	0	(2,088)	39,002
6	Transfer Payments	300	0	131	0	0	431
7	Support Services	1,835	0	(247)	0	0	1,587
<b>Expenditure</b>		<b>72,564</b>	<b>700</b>	<b>(985)</b>	<b>0</b>	<b>(1,862)</b>	<b>70,417</b>
9	Income	(11,426)	0	861	0	(2)	(10,566)
<b>Income</b>		<b>(11,426)</b>	<b>0</b>	<b>861</b>	<b>0</b>	<b>(2)</b>	<b>(10,566)</b>
N	Income & Expenditure outside of Net Cost of Service	0	0	0	0	285	285
<b>Other items outside of the Net Cost of Service</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>285</b>	<b>285</b>
<b>NET Expenditure</b>		<b>61,138</b>	<b>700</b>	<b>(124)</b>	<b>0</b>	<b>(1,579)</b>	<b>60,135</b>

#### Savings proposals within Care & Support – Children & Families

Saving Name	Description	Savings £000	Savings Reference
Commission a youth housing pathway	This proposal forms part of a large scale commissioning project to provide a youth housing advice 'hub' and a range of accommodation with the support needed for young people at risk of homelessness or going into care. This will help them at the earliest possible stage to prevent housing and care crises, and/or enable young people to access the housing and support they need in a more planned way.	(32)	FP20
Youth services contracts	As part of the council's work to join up services for children, young people and families, we will be looking to partners to help carry out activity. A targeted youth contract is due to be commissioned by March 2018. This is already expected to involve a £1.2m reduction in funding and is now likely to offer a further £700k worth of savings. The contract is out for commissioning and the council is currently evaluating bids. In addition a support grant of £350k is being offered to an organisation which can manage and distribute smaller grants to community organisations to tackle medium and longer term issues as well as responding to emerging social problems in communities	(1,168)	FP07
Strengthening Families Programme	To respond to national and local challenges in children's social care, we are embarking on a 3-year programme to improve outcomes for children, young people and families and put us on a sustainable financial footing. The Statement of Intent for the Programme is to make cost savings whilst holding our ambition of improving outcomes, commissioning and delivering quality services and keeping "children and families" at the heart of what we do. There are three angles from which we are approaching the challenge: 1. DEMAND – tackling the number of children, young people and families that need our support and reducing the level of that need; 2. SUPPLY – how we organise our resources and commission in order to respond to that demand and, within that; 3. WORKFORCE – how we organise and support our staff to deliver the most effective and timely response to families. We are currently developing this proposal and if it leads to a potential significant change in services we will carry out public consultation	(277)	FP31
Bring services delivered by Shelter in house	We had a contract with the charity Shelter to offer guidance and support to vulnerable homeless children and young people. This has now ended and we are doing the work ourselves through our Early Help services.	(50)	BE41
Reduction in funding budget for families with no recourse to public funds	We will reduce our funding for supporting families who are not already on benefits or reliant on other public funds. However we will work to ensure we are still able to help those families most dependent on our services including immigrants and asylum seekers. The budget allocated was greater than the need and we are able to reduce this without impacting upon the level of service provided.	(50)	FP32
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(2)	IN24
<b>Total savings proposals</b>		<b>(1,579)</b>	

## Detailed budget summary by division - service

### Division: Education & Skills

#### Services provided by Education & Skills

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

#### Summary by Service

		2018 / 19 Budget					
Service		Base Budget 2018 /19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000	Proposed 2018 / 19 Budget £000
161	Early Years Learning	4,567	3	(2)	0	(840)	3,727
162	Primary Learning	450	2	0	0	0	452
163	Secondary Learning	7	0	0	0	0	7
164	Additional Learning Needs	5,700	97	329	312	(2)	6,436
165	Employment, Learning & Skills	760	16	42	0	(175)	642
166	Trading with Schools	(873)	0	0	0	0	(873)
<b>Total Education &amp; Skills</b>		<b>10,610</b>	<b>117</b>	<b>368</b>	<b>312</b>	<b>(1,017)</b>	<b>10,392</b>

#### Summary by CIPFA group (Account Type)

		2018 / 19 Budget					
CIPFA description		Base Budget 2018 /19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000	Proposed 2018 / 19 Budget £000
1	Employees	10,493	117	(18)	0	(90)	10,503
2	Premises-Related Expenditure	207	0	12	0	0	219
3	Transport-Related Expenditure	1,020	0	0	0	0	1,020
4	Supplies & Services	2,728	0	(21)	0	(50)	2,657
5	Third Party Payments	5,781	0	(31)	0	(125)	5,625
6	Transfer Payments	10	0	0	0	0	10
7	Support Services	10,823	0	6	0	(750)	10,079
<b>Expenditure</b>		<b>31,062</b>	<b>117</b>	<b>(53)</b>	<b>0</b>	<b>(1,015)</b>	<b>30,112</b>
9	Income	(20,452)	0	421	312	(2)	(19,720)
<b>Income</b>		<b>(20,452)</b>	<b>0</b>	<b>421</b>	<b>312</b>	<b>(2)</b>	<b>(19,720)</b>
<b>NET Expenditure</b>		<b>10,610</b>	<b>117</b>	<b>368</b>	<b>312</b>	<b>(1,017)</b>	<b>10,392</b>

#### Savings proposals within Education & Skills

Saving Name	Description	Savings £000	Savings Reference
Youth services contracts	As part of the council's work to join up services for children, young people and families, we will be looking to partners to help carry out activity. A targeted youth contract is due to be commissioned by March 2018. This is already expected to involve a £1.2m reduction in funding and is now likely to offer a further £700k worth of savings. The contract is out for commissioning and the council is currently evaluating bids. In addition a support grant of £350k is being offered to an organisation which can manage and distribute smaller grants to community organisations to tackle medium and longer term issues as well as responding to emerging social problems in communities	(70)	FP07
Implementing Children's Centres' redesign	Children's centres provide valuable services including much of our early intervention work with young families. They also support public health to deliver their programmes. This proposal keeps our commitment to those services and the value they bring, and recommends a change to the way that we organise our offer, as part of a (0-19) multi-agency early help family support model.	(750)	RS03
Remove subsidy for adult education at Stoke Lodge	We pay to provide Stoke Lodge as a base for adult learning. Following the restructure of the service, this funding will end and the service will become self-funding and the venue will be available for hire.	(55)	RS19
Bring together existing advice services into one city-wide Information, Advice and Guidance	We currently provide advice services on a wide range of things including money, tenancies and finding jobs. This proposal would bring all of these services together making it more efficient and easier for people to get the help they need. Online help would be the first port of call.	(90)	FP11
Funding project work with our tenants	We have won external funding to support 1,500 Bristol social housing tenants, helping them develop skills to improve their household income. We are using some of this funding to cover the management and staffing cost of running it.	(50)	FP35
Inflation for fees and charges for council	Fees and charges set by the council for specific services (not including council tax) will be increased in line with inflation each year as a minimum.	(2)	IN22
<b>Total savings proposals</b>		<b>(1,017)</b>	

## Detailed budget summary by division - service

### Division: Management - People

#### Services provided by Management - People

NA

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
181 Management - People	2,468	227	(229)	465	(550)	2,380
<b>Total Management - People</b>	<b>2,468</b>	<b>227</b>	<b>(229)</b>	<b>465</b>	<b>(550)</b>	<b>2,380</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	2,955	227	(244)	0	(53)	2,884
3 Transport-Related Expenditure	4	0	0	0	0	4
4 Supplies & Services	122	0	0	0	0	122
5 Third Party Payments	2,320	0	(1)	0	0	2,319
7 Support Services	(983)	0	(28)	0	0	(1,011)
<b>Expenditure</b>	<b>4,418</b>	<b>227</b>	<b>(273)</b>	<b>0</b>	<b>(53)</b>	<b>4,319</b>
9 Income	(1,950)	0	43	0	823	(1,084)
<b>Income</b>	<b>(1,950)</b>	<b>0</b>	<b>43</b>	<b>0</b>	<b>823</b>	<b>(1,084)</b>
N Income & Expenditure outside of Net Cost of Service	0	0	0	465	(1,320)	(855)
<b>Other items outside of the Net Cost of Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>465</b>	<b>(1,320)</b>	<b>(855)</b>
<b>NET Expenditure</b>	<b>2,468</b>	<b>227</b>	<b>(229)</b>	<b>465</b>	<b>(550)</b>	<b>2,380</b>

#### Savings proposals within Management - People

Saving Name	Description	Savings £000	Savings Reference
Organisational redesign	An organisational redesign to include the cost of senior management structures.	(53)	BE7
Reduced education services grant	The Government is ending the grant it gives to councils for education services. Instead of an immediate loss of £1.8m from education services, we are proposing to phase the reduction over two years. We will reduce some of the services we fund for schools and further develop the services we trade to schools. Education Services Grant . The loss of the Education Services Grant and the overall reduction in funding for local authority education services will result in reduced capacity to fulfil our statutory duties. Tapered containment of grant reduction (identified pressure) by safely transforming education services from Council funding to Dedicated Schools Fund and trading services. If not re-commissioned via the DSG this will impact on our support for sufficiency of school places, school finance support and audit, admissions, education welfare, school HR support, asset management, health & safety, and national curriculum assessments,	(497)	FP05
<b>Total savings proposals</b>		<b>(550)</b>	

**Detailed budget summary by division - service****Division: ICT****Services provided by ICT**

ICT provide high quality Information and Communications Technology (ICT) needed to enable the council to safely deliver efficient and effective business services.

**Summary by Service**

Service	2018 / 19 Budget						Proposed 2018 / 19 Budget £000
	Base Budget 2018 /19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000		
	212	ICT Delivery	9,545	75	544	0	
213	Digital Transformation	3,810	71	(156)	0	0	3,724
21A	Business Change & ICT	(1,675)	0	(44)	0	(280)	(1,999)
21B	ICT Sourcing	814	20	(10)	0	(50)	774
<b>Total ICT</b>		<b>12,493</b>	<b>167</b>	<b>334</b>	<b>0</b>	<b>(530)</b>	<b>12,463</b>

**Summary by CIPFA group (Account Type)**

CIPFA description	2018 / 19 Budget						Proposed 2018 / 19 Budget £000
	Base Budget 2018 /19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000		
	1	Employees	6,015	167	(317)	0	
2	Premises-Related Expenditure	0	0	0	0	0	0
3	Transport-Related Expenditure	10	0	(0)	0	0	10
4	Supplies & Services	8,930	0	427	0	(200)	9,157
7	Support Services	269	0	(269)	0	0	0
<b>Expenditure</b>		<b>15,223</b>	<b>167</b>	<b>(158)</b>	<b>0</b>	<b>(306)</b>	<b>14,926</b>
9	Income	(2,730)	0	492	0	(224)	(2,462)
<b>Income</b>		<b>(2,730)</b>	<b>0</b>	<b>492</b>	<b>0</b>	<b>(224)</b>	<b>(2,462)</b>
<b>NET Expenditure</b>		<b>12,493</b>	<b>167</b>	<b>334</b>	<b>0</b>	<b>(530)</b>	<b>12,463</b>

**Savings proposals within ICT**

Saving Name	Description	Savings £000	Savings Reference
Organisational redesign	An organisational redesign to include the cost of senior management structures.	(106)	BE7
Council staff involvement in externally funded projects	Our support service teams currently work on projects which are funded by other organisations, for example by government grants. This technical adjustment would ensure where time is billed it is appropriately accounted for and reduces the impact on the council's mainstream funding (General Fund)	(174)	BE40
Rebate scheme with temporary staff supplier	Implement a newly negotiated rebate scheme with the council's temporary staff provider.	(50)	BE50
Reduce spending on telecoms	Review all telecoms contracts, systems and devices to switch to best contracts and tariffs and deliver better value for money.	(200)	BE49
<b>Total savings proposals</b>		<b>(530)</b>	

## Detailed budget summary by division - service

### Division: Legal and Democratic Services

#### Services provided by Legal and Democratic Services

Legal Services includes the child protection team, community and litigation team, property team, planning transport and the regulatory team. The division also includes statutory registration services and democratic services.

#### Summary by Service

Service	Base Budget 2018 /19 £000	Pay, inflation and other adjustments £000	2018 / 19 Budget			Proposed 2018 / 19 Budget £000
			Virements £000	Growth £000	Savings £000	
221 Legal - Place	3,019	95	(1)	0	0	3,113
222 Statutory & Democratic Services	2,636	30	(2)	0	(377)	2,286
224 Legal - People	(348)	4	(16)	0	(59)	(420)
225 Legal Services - Other	(230)	47	(1)	0	(199)	(381)
291 Electoral Services	1,574	27	(1)	0	(32)	1,569
<b>Total Legal and Democratic Services</b>	<b>6,651</b>	<b>203</b>	<b>(21)</b>	<b>0</b>	<b>(667)</b>	<b>6,166</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	Base Budget 2018 /19 £000	Pay, inflation and other adjustments £000	2018 / 19 Budget			Proposed 2018 / 19 Budget £000
			Virements £000	Growth £000	Savings £000	
1 Employees	7,032	203	119	0	(143)	7,211
2 Premises-Related Expenditure	31	0	(1)	0	0	30
3 Transport-Related Expenditure	200	0	(21)	0	0	179
4 Supplies & Services	4,266	0	(128)	0	(68)	4,071
5 Third Party Payments	1	0	0	0	0	1
7 Support Services	448	0	(57)	0	0	391
<b>Expenditure</b>	<b>11,978</b>	<b>203</b>	<b>(88)</b>	<b>0</b>	<b>(211)</b>	<b>11,883</b>
9 Income	(5,327)	0	67	0	(303)	(5,564)
<b>Income</b>	<b>(5,327)</b>	<b>0</b>	<b>67</b>	<b>0</b>	<b>(303)</b>	<b>(5,564)</b>
N Income & Expenditure outside of Net Cost of Service	0	0	0	0	(153)	(153)
<b>Other items outside of the Net Cost of Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(153)</b>	<b>(153)</b>
<b>NET Expenditure</b>	<b>6,651</b>	<b>203</b>	<b>(21)</b>	<b>0</b>	<b>(667)</b>	<b>6,166</b>

#### Savings proposals within Legal and Democratic Services

Saving Name	Description	Savings £000	Savings Reference
Council staff involvement in externally funded projects	Our support service teams currently work on projects which are funded by other organisations, for example by government grants. This technical adjustment would ensure where time is billed it is appropriately accounted for and reduces the impact on the council's mainstream funding (General Fund)	(34)	BE40
Review funding for the Lord Mayor's chapel	Review the operating costs of the Lord Mayor's Chapel . This is part of a wider review and commercialisation of the council's assets.	(23)	BE58
School appeals service	Ensure Bristol's schools appeals service is charging competitive rates to fully recover costs and promote this service to schools and academies who don't currently use it.	(30)	IN28
Reduce spending on civic robes and catering	Ensure that where possible civic robes are re-used and re-allocated. Reduce non-essential spend on catering for civic and council meetings.	(36)	BE53
Review wedding services fees and availability	Provide the statutory wedding room two days a week and increase priority service and booking fees and charge additionally for out of hours appointments.	(41)	BE52
Reduce electoral register canvassing	Continue to promote online registration for the electoral roll and communicate more via email rather than letters where legally permitted. Where households don't respond to the electoral canvass, reduce visits to ask them in person from two visits to one. This is in line with legal requirements and best practice.	(32)	BE54
Improvements to legal case management system	An improved case management system will help improve workflows and semi-automate some admin tasks. This will reduce the admin time of our lawyers, reduce external spend and free up their time for income generation.	(49)	BE13
Increase bookings for Lord Mayor's Mansion House and Chapel	Income generation from increased number of weddings and use of lodgeWe plan to increase income from room hire, weddings and events in the Lord Mayor's Mansion House and Chapel.	(75)	IN06
Savings from staff changes in the Statutory and	Savings from staff changes in the Statutory and Democratic Service, which took place during 2017.	(143)	BE51
Registrar's Office Improvements	Under this proposal we will explore options to improve the efficiency of the registrar's office to better meet the needs of our customers. This will include consideration of the most appropriate office accommodation.	(130)	BE23
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(40)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(34)	IN22
<b>Total savings proposals</b>		<b>(667)</b>	



## Detailed budget summary by division - service

### Division: Finance

#### Services provided by Finance

Finance comprises our financial planning function, financial management budget support services, internal and external reporting, finance operations and finance business partnering. Finance also includes the management of our internal audit services.

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
242 Corporate Finance	2,708	127	18	0	(492)	2,360
243 Chief Internal Auditor	762	26	(2)	0	(38)	748
<b>Total Finance</b>	<b>3,470</b>	<b>153</b>	<b>16</b>	<b>0</b>	<b>(530)</b>	<b>3,109</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	5,090	153	(31)	0	0	5,212
3 Transport-Related Expenditure	5	0	0	0	0	5
4 Supplies & Services	74	0	6	0	0	79
7 Support Services	117	0	(11)	0	0	105
<b>Expenditure</b>	<b>5,285</b>	<b>153</b>	<b>(37)</b>	<b>0</b>	<b>0</b>	<b>5,401</b>
9 Income	(1,815)	0	53	0	(280)	(2,042)
<b>Income</b>	<b>(1,815)</b>	<b>0</b>	<b>53</b>	<b>0</b>	<b>(280)</b>	<b>(2,042)</b>
N Income & Expenditure outside of Net Cost of Service	0	0	0	0	(250)	(250)
<b>Other items outside of the Net Cost of Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(250)</b>	<b>(250)</b>
<b>NET Expenditure</b>	<b>3,470</b>	<b>153</b>	<b>16</b>	<b>0</b>	<b>(530)</b>	<b>3,109</b>

#### Savings proposals within Finance

Saving Name	Description	Savings £000	Savings Reference
Restructure HR, Finance and associated support teams	Restructure the support teams to combine functions and outline clear responsibilities, objectives and reporting lines; convert temporary posts to permanent posts and stop recruiting to vacant posts. Scaling it to fit the smaller organisation which the council is becoming.	(250)	BE1
Council staff involvement in externally funded projects	Our support service teams currently work on projects which are funded by other organisations, for example by government grants. This technical adjustment would ensure where time is billed it is appropriately accounted for and reduces the impact on the council's mainstream funding (General Fund)	(280)	BE40
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(0)	IN22
<b>Total savings proposals</b>		<b>(530)</b>	

## Detailed budget summary by division - service

### Division: HR & Workplace

#### Services provided by HR & Workplace

HR provides both a strategic and advisory role for the attraction, delivery and continuous development of a strong, capable, agile and effective workforce.

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
251 People Operations	2,428	56	(46)	0	(671)	1,767
252 Change & Performance	1,492	0	0	0	(1)	1,491
283 Corporate Communications	135	40	(3)	0	(92)	80
<b>Total HR &amp; Workplace</b>	<b>4,055</b>	<b>96</b>	<b>(49)</b>	<b>0</b>	<b>(764)</b>	<b>3,337</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	5,057	96	(199)	0	(498)	4,456
2 Premises-Related Expenditure	1	0	(1)	0	0	1
3 Transport-Related Expenditure	8	0	(5)	0	0	3
4 Supplies & Services	2,030	0	(377)	0	(45)	1,608
7 Support Services	69	0	(18)	0	0	51
<b>Expenditure</b>	<b>7,165</b>	<b>96</b>	<b>(599)</b>	<b>0</b>	<b>(543)</b>	<b>6,119</b>
9 Income	(3,111)	0	549	0	(221)	(2,782)
<b>Income</b>	<b>(3,111)</b>	<b>0</b>	<b>549</b>	<b>0</b>	<b>(221)</b>	<b>(2,782)</b>
<b>NET Expenditure</b>	<b>4,055</b>	<b>96</b>	<b>(49)</b>	<b>0</b>	<b>(764)</b>	<b>3,337</b>

#### Savings proposals within HR & Workplace

Saving Name	Description	Savings £000	Savings Reference
Restructure HR, Finance and associated support teams	Restructure the support teams to combine functions and outline clear responsibilities, objectives and reporting lines; convert temporary posts to permanent posts and stop recruiting to vacant posts. Scaling it to fit the smaller organisation which the council is becoming.	(315)	BE1
Council staff involvement in externally funded projects	Our support service teams currently work on projects which are funded by other organisations, for example by government grants. This technical adjustment would ensure where time is billed it is appropriately accounted for and reduces the impact on the council's mainstream funding (General Fund)	(202)	BE40
Reduce occupational health costs	Working together with the NHS on occupational health support and helping reduce need for the service.	(45)	BE48
Changes to staff training to reduce costs	Reallocate training team salary costs from the HR budget to the learning and development budget to reflect the true cost of service and create HR salary budget savings.	(183)	BE47
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(7)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(12)	IN22
<b>Total savings proposals</b>		<b>(764)</b>	

**Detailed budget summary by division - service****Division: Resource Transformation****Services provided by Resource Transformation**

NA

**Summary by Service**

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
253 Admin Business Support	3,695	149	(254)	0	(126)	3,463
271 Change Services	638	60	327	0	0	1,026
<b>Total Resource Transformation</b>	<b>4,333</b>	<b>209</b>	<b>73</b>	<b>0</b>	<b>(126)</b>	<b>4,489</b>

**Summary by CIPFA group (Account Type)**

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	7,205	209	401	0	0	7,815
2 Premises-Related Expenditure	0	0	0	0	0	0
3 Transport-Related Expenditure	14	0	0	0	0	14
4 Supplies & Services	18	0	0	0	0	18
7 Support Services	24	0	(11)	0	0	13
<b>Expenditure</b>	<b>7,261</b>	<b>209</b>	<b>390</b>	<b>0</b>	<b>0</b>	<b>7,859</b>
9 Income	(2,689)	0	(517)	0	0	(3,206)
<b>Income</b>	<b>(2,689)</b>	<b>0</b>	<b>(517)</b>	<b>0</b>	<b>0</b>	<b>(3,206)</b>
N Income & Expenditure outside of Net Cost of Service	(239)	0	201	0	(126)	(165)
<b>Other items outside of the Net Cost of Service</b>	<b>(239)</b>	<b>0</b>	<b>201</b>	<b>0</b>	<b>(126)</b>	<b>(165)</b>
<b>NET Expenditure</b>	<b>4,333</b>	<b>209</b>	<b>73</b>	<b>0</b>	<b>(126)</b>	<b>4,489</b>

**Savings proposals within Resource Transformation**

Saving Name	Description	Savings £000	Savings Reference
Business process improvements within our admin and business	Following the initial streamlining of our admin and business support function from separate teams to create a single, multi-disciplinary team, these savings relate to the continuing business improvement reviews.	(126)	BE3
<b>Total savings proposals</b>		<b>(126)</b>	

## Detailed budget summary by division - service

### Division: Policy, Strategy & Communications

#### Services provided by Policy, Strategy & Communications

The services included are Policy & Strategic Planning, International, PR & Communications, Business Intelligence & Performance, Resilience and Social Action

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
282 Public Relation, Consultation and Engagement	527	15	2	0	0	544
284 Performance & Intelligence	918	34	(46)	0	0	906
285 Strategic Planning & Development	1,027	22	32	0	(28)	1,053
512 European & International Programme	366	7	(1)	0	(43)	330
<b>Total Policy, Strategy &amp; Communications</b>	<b>2,838</b>	<b>78</b>	<b>(12)</b>	<b>0</b>	<b>(71)</b>	<b>2,832</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	2,667	78	21	0	(4)	2,761
2 Premises-Related Expenditure	14	0	1	0	0	15
3 Transport-Related Expenditure	11	0	(3)	0	10	18
4 Supplies & Services	309	0	(37)	0	(68)	204
5 Third Party Payments	160	0	0	0	0	160
7 Support Services	18	0	(10)	0	0	8
<b>Expenditure</b>	<b>3,180</b>	<b>78</b>	<b>(28)</b>	<b>0</b>	<b>(62)</b>	<b>3,167</b>
9 Income	(341)	0	16	0	(9)	(334)
<b>Income</b>	<b>(341)</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>(9)</b>	<b>(334)</b>
<b>NET Expenditure</b>	<b>2,838</b>	<b>78</b>	<b>(12)</b>	<b>0</b>	<b>(71)</b>	<b>2,832</b>

#### Savings proposals within Policy, Strategy & Communications

Saving Name	Description	Savings £000	Savings Reference
Income from 'Can Do Bristol' platform	Use our new online social action platform to host Employer Sponsored Volunteer schemes, volunteer banks and campaigns for external partners, up to and including fully managed volunteering services. Make money by charging fees depending on the level of service required. (Note: We would not charge users or VCSE organisations using the normal functions of Can Do Bristol.)	(9)	IN30
Restructure Policy and Strategy Team	Refocus and restructure the Policy and Strategy Team to increase policy, public affairs, equalities and consultation capacity. Seek investment from other city partners in our international work, carrying a risk of reduction in this work if willing partners can't be found.	(62)	BE56
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(0)	IN22
<b>Total savings proposals</b>		<b>(71)</b>	

**Detailed budget summary by division - service****Division: Executive Office Division a****Services provided by Executive Office Division a**

NA

**Summary by Service**

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
541 Management - City Director	715	15	(7)	0	0	723
542 Senior Leadership Team	1,352	50	555	0	(26)	1,931
<b>Total Executive Office Division a</b>	<b>2,067</b>	<b>65</b>	<b>548</b>	<b>0</b>	<b>(26)</b>	<b>2,654</b>

**Summary by CIPFA group (Account Type)**

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	1,622	65	948	0	(26)	2,609
2 Premises-Related Expenditure	6	0	10	0	0	16
3 Transport-Related Expenditure	10	0	0	0	0	10
4 Supplies & Services	248	0	(73)	0	0	175
5 Third Party Payments	172	0	(98)	0	0	74
7 Support Services	9	0	8	0	0	17
<b>Expenditure</b>	<b>2,067</b>	<b>65</b>	<b>795</b>	<b>0</b>	<b>(26)</b>	<b>2,901</b>
9 Income	0	0	(247)	0	0	(247)
<b>Income</b>	<b>0</b>	<b>0</b>	<b>(247)</b>	<b>0</b>	<b>0</b>	<b>(247)</b>
<b>NET Expenditure</b>	<b>2,067</b>	<b>65</b>	<b>548</b>	<b>0</b>	<b>(26)</b>	<b>2,654</b>

**Savings proposals within Executive Office Division a**

Saving Name	Description	Savings £000	Savings Reference
Organisational redesign	An organisational redesign to include the cost of senior management structures.	(26)	BE7
<b>Total savings proposals</b>		<b>(26)</b>	

## Detailed budget summary by division - service

### Division: Waste

#### Services provided by Waste

This includes the management of our key contract with the Bristol Waste Company and the administration for associated services, e.g. bulky waste and garden waste collections.

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 / 19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
311 Waste	26,607	1	0	2,431	(51)	28,987
<b>Total Waste</b>	<b>26,607</b>	<b>1</b>	<b>0</b>	<b>2,431</b>	<b>(51)</b>	<b>28,987</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 / 19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	16	1	0	0	0	17
2 Premises-Related Expenditure	116	0	0	0	0	116
4 Supplies & Services	23	0	0	0	0	23
5 Third Party Payments	40,532	0	3,000	2,431	(50)	45,913
7 Support Services	35	0	0	0	0	35
<b>Expenditure</b>	<b>40,722</b>	<b>1</b>	<b>3,000</b>	<b>2,431</b>	<b>(50)</b>	<b>46,103</b>
9 Income	(14,115)	0	(3,000)	0	(1)	(17,116)
<b>Income</b>	<b>(14,115)</b>	<b>0</b>	<b>(3,000)</b>	<b>0</b>	<b>(1)</b>	<b>(17,116)</b>
<b>NET Expenditure</b>	<b>26,607</b>	<b>1</b>	<b>0</b>	<b>2,431</b>	<b>(51)</b>	<b>28,987</b>

#### Savings proposals within Waste

Saving Name	Description	Savings £000	Savings Reference
Bristol Waste Company (BWC) income generation	We planned to introduce a pilot scheme to offer residents a premium additional service for a fee which would include weekly collections or larger bins. BWC Income Generation. We did not introduce the pilot scheme in 17/18 but made the saving through other operational efficiencies given the concerns that a premium service may encourage the creation of more waste rather than the behaviour change we need to deliver a cleaner city. The 18/19 saving will be delivered through further operational efficiencies by the company.	(50)	BW02
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(1)	IN22
<b>Total savings proposals</b>		<b>(51)</b>	

## Detailed budget summary by division - service

### Division: Neighbourhoods & Communities

#### Services provided by Neighbourhoods & Communities

Neighbourhood and Communities comprises: Neighbourhood Management, which includes Neighbourhood Partnerships and VCS infrastructure, Library Services and Parks and Green Spaces, including a number of traded services e.g cemeteries and crematoria.

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 / 19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
331 Neighbourhood Management	2,447	52	(85)	0	(1,004)	1,409
332 Library Services	4,293	78	(0)	0	(748)	3,623
335 Parks and Green Spaces	2,949	230	(50)	0	(783)	2,346
336 Bristol Investment Fund	3,822	0	(62)	0	(245)	3,516
<b>Total Neighbourhoods &amp; Communities</b>	<b>13,511</b>	<b>360</b>	<b>(197)</b>	<b>0</b>	<b>(2,780)</b>	<b>10,894</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 / 19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	13,714	360	(75)	0	(971)	13,027
2 Premises-Related Expenditure	1,116	0	(42)	0	0	1,074
3 Transport-Related Expenditure	343	0	0	0	0	343
4 Supplies & Services	2,761	0	(253)	0	0	2,509
5 Third Party Payments	7,372	0	219	0	(902)	6,689
7 Support Services	844	0	(65)	0	0	780
<b>Expenditure</b>	<b>26,151</b>	<b>360</b>	<b>(217)</b>	<b>0</b>	<b>(1,873)</b>	<b>24,421</b>
9 Income	(12,640)	0	19	0	(906)	(13,527)
<b>Income</b>	<b>(12,640)</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>(906)</b>	<b>(13,527)</b>
<b>NET Expenditure</b>	<b>13,511</b>	<b>360</b>	<b>(197)</b>	<b>0</b>	<b>(2,780)</b>	<b>10,894</b>

#### Savings proposals within Neighbourhoods & Communities

Saving Name	Description	Savings £000	Savings Reference
Review and reduce spend on services provided by external partners	The council's Neighbourhoods directorate currently spends £88 million on services provided by external partners. This proposal will consider how we can buy these services more efficiently and reduce the overall cost by £4.4 million	(85)	FP01
New ways of running parks and open spaces	We are developing a plan for the future of our parks and open spaces. We want to get to a place where our Parks Service costs less so we are looking at all options, including how parks could bring in money for the council. We have also been exploring how we can work with community groups more effectively.	(470)	FP02
Bring together existing advice services into one city-wide Information, Advice and Guidance	We currently provide advice services on a wide range of things including money, tenancies and finding jobs. This proposal would bring all of these services together making it more efficient and easier for people to get the help they need. Online help would be the first port of call.	(160)	FP11
New ways of providing public toilets	Currently the provision of toilets is low quality and we want to look at how modern alternatives can be provided within community and public buildings. By working in partnership to provide more toilets across the city, we are hoping to provide a better service for the public whilst reducing costs to the council.	(400)	FP13
Organisational redesign	An organisational redesign to include the cost of senior management structures.	(46)	BE7
Redesign of library service	Redesign of library of service by focussing effort and investment in providing service through fewer library buildings.	(740)	RS04
Reduce the number of community development	Redesign community development and public health communities teams with a view to aligning resources to shared outcomes and reduce overall size of team.	(100)	BE55
Removal of remaining funding supporting neighbourhood action	Removal of grant funding for Neighbourhood Action (formerly Wellbeing Funding) This was the subject of a consultation. A summary of responses is available here <a href="https://www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation">https://www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation</a>	(257)	RS31
New funding model for Ashton Court	Ashton Court is currently funded by a council subsidy and the income from running weddings, conferences and events. We will explore new ways of operating the site without the council subsidy and identifying new funding sources for investment in the building.	(85)	RS18
New funding models for city-wide public health	We will seek new funding models for city-wide services linked to protecting and improving people's health.	(200)	FP40
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(37)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be confirmed) will be increased in line with inflation each year as a minimum.	(199)	IN22
<b>Total savings proposals</b>		<b>(2,780)</b>	

**Detailed budget summary by division - service****Division: Public Health****Services provided by Public Health**

Public Health comprises health protection and sexual health protection, mental health and social inclusion, services for adults and older people, children and young people and core support provided to the CCG.

**Summary by Service**

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
341 Public Health	29	1	0	0	0	31
<b>Total Public Health</b>	<b>29</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31</b>

**Summary by CIPFA group (Account Type)**

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	3,843	1	0	0	0	3,845
2 Premises-Related Expenditure	69	0	0	0	0	69
3 Transport-Related Expenditure	1	0	0	0	0	1
4 Supplies & Services	12,910	0	0	0	0	12,910
5 Third Party Payments	20,543	0	0	0	1,800	22,343
7 Support Services	838	0	0	0	0	838
<b>Expenditure</b>	<b>38,204</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1,800</b>	<b>40,006</b>
9 Income	(38,175)	0	0	0	(1,800)	(39,975)
<b>Income</b>	<b>(38,175)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,800)</b>	<b>(39,975)</b>
<b>NET Expenditure</b>	<b>29</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31</b>

**Savings proposals within Public Health**

Saving Name	Description	Savings £000	Savings Reference
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**Detailed budget summary by division - service****Division: Women's Commission****Services provided by Women's Commission**

NA

**Summary by Service**

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
352 Women's Commission	5	0	0	0	0	5
<b>Total Women's Commission</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

**Summary by CIPFA group (Account Type)**

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
4 Supplies & Services	5	0	0	0	0	5
<b>Expenditure</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>
<b>NET Expenditure</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

**Savings proposals within Women's Commission**

Saving Name	Description	Savings £000	Savings Reference

## Detailed budget summary by division - service

### Division: Public Health - General Fund

#### Services provided by Public Health - General Fund

Public Health activity enabled by the general fund includes the management of our sports strategy, city-wide leisure contracts and sports and physical activity development

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
342 Public Health - Non PHE Funded	1,836	0	(16)	0	(1,201)	619
<b>Total Public Health - General Fund</b>	<b>1,836</b>	<b>0</b>	<b>(16)</b>	<b>0</b>	<b>(1,201)</b>	<b>619</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	494	0	0	0	0	494
2 Premises-Related Expenditure	30	0	0	0	0	30
3 Transport-Related Expenditure	2	0	0	0	0	2
4 Supplies & Services	188	0	(9)	0	0	179
5 Third Party Payments	4,647	0	(7)	0	0	4,639
7 Support Services	3	0	0	0	0	3
<b>Expenditure</b>	<b>5,364</b>	<b>0</b>	<b>(16)</b>	<b>0</b>	<b>0</b>	<b>5,348</b>
9 Income	(3,527)	0	0	0	(1,201)	(4,728)
<b>Income</b>	<b>(3,527)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,201)</b>	<b>(4,728)</b>
<b>NET Expenditure</b>	<b>1,836</b>	<b>0</b>	<b>(16)</b>	<b>0</b>	<b>(1,201)</b>	<b>619</b>

#### Savings proposals within Public Health - General Fund

Saving Name	Description	Savings £000	Savings Reference
New funding models for city-wide public health	We will seek new funding models for city-wide services linked to protecting and improving people's health.	(1,200)	FP40
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(1)	IN22
<b>Total savings proposals</b>		<b>(1,201)</b>	

## Detailed budget summary by division - service

### Division: Housing Options

#### Services provided by Housing Options

Housing Services includes our management of work within the private housing sector and accessible homes, e.g. housing adaptations

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
131 Housing Options	11,418	139	153	0	(1,587)	10,123
132 GF - Private Housing & Accessible Homes	1,287	80	(11)	0	(174)	1,182
135 Housing Solutions	227	0	0	0	(96)	131
<b>Total Housing Options</b>	<b>12,932</b>	<b>219</b>	<b>142</b>	<b>0</b>	<b>(1,857)</b>	<b>11,436</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	7,815	219	719	0	(268)	8,484
2 Premises-Related Expenditure	448	0	6	0	0	454
3 Transport-Related Expenditure	44	0	4	0	0	48
4 Supplies & Services	721	0	167	0	0	888
5 Third Party Payments	14,791	0	862	0	(1,565)	14,088
7 Support Services	2,576	0	979	0	0	3,555
<b>Expenditure</b>	<b>26,396</b>	<b>219</b>	<b>2,737</b>	<b>0</b>	<b>(1,833)</b>	<b>27,518</b>
9 Income	(13,464)	0	(2,486)	0	(25)	(15,975)
<b>Income</b>	<b>(13,464)</b>	<b>0</b>	<b>(2,486)</b>	<b>0</b>	<b>(25)</b>	<b>(15,975)</b>
R Transfer to \ from Reserves	0	0	(108)	0	0	(108)
<b>Transfer to \ from reserves</b>	<b>0</b>	<b>0</b>	<b>(108)</b>	<b>0</b>	<b>0</b>	<b>(108)</b>
<b>NET Expenditure</b>	<b>12,932</b>	<b>219</b>	<b>142</b>	<b>0</b>	<b>(1,857)</b>	<b>11,436</b>

#### Savings proposals within Housing Options

Saving Name	Description	Savings £000	Savings Reference
Review and reduce spend on services provided by external partners	The council's Neighbourhoods directorate currently spends £88 million on services provided by external partners. This proposal will consider how we can buy these services more efficiently and reduce the overall cost by £4.4 million	(71)	FP01
Recommissioning support for adults and families affected by homelessness	We have already reduced our spend on contracts with our partners who provide supported housing, through commissioning plans that were approved in 2017. These reductions take effect in both 2017/18 and in 2018/19.	(250)	FP12
Organisational redesign	An organisational redesign to include the cost of senior management structures.	(96)	BE7
Proactive work with families and young people to prevent homelessness, and where it does occur to reduce accommodation	Reduce use of temporary accommodation. In line with the new Homelessness Reduction Act we will continue to use more prevention and early intervention to avoid families becoming homeless. Coupled with reducing demand we are purchasing emergency accommodation from a framework contract which is seeing at least 15% reduction in the rates charged to the council.	(150)	FP15
Commission a youth housing pathway	This proposal forms part of a large scale commissioning project to provide a youth housing advice 'hub' and a range of accommodation with the support needed for young people at risk of homelessness or going into care. This will help them at the earliest possible stage to prevent housing and care crises, and/or enable young people to access the housing and support they need in a more planned way.	(94)	FP20
Alternative income to pay for home adaptations and	We will work with external partners to identify alternative and more appropriate income to contribute towards home adaptations and equipment.	(72)	FP37
Private Housing Service Review	Review private housing services and realise savings by re-prioritising work and discontinuing some health related work, currently duplicated in other services.	(100)	RS30
Identify alternative funding to continue to support people in Council	Identify alternative funding to support Council Housing tenants most at risk of vulnerability, marginalisation and exclusion alongside efficiencies in existing advice and support services	(1,000)	FP36
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(1)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(24)	IN22
<b>Total savings proposals</b>		<b>(1,857)</b>	

## Detailed budget summary by division - service

### Division: Property

#### Services provided by Property

The strategic and operational management of the council's land, buildings and office accommodation (excluding social housing). The estate comprises property held for either service delivery, investment or development purposes.

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
411 Facilities Management	1,181	254	1,451	280	374	3,540
412 Asset Strategy	1,650	45	0	0	(2,076)	(382)
413 Property Management	(6,078)	18	0	0	(640)	(6,700)
<b>Total Property</b>	<b>(3,247)</b>	<b>317</b>	<b>1,451</b>	<b>280</b>	<b>(2,342)</b>	<b>(3,541)</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	10,636	317	17	0	(53)	10,916
2 Premises-Related Expenditure	8,283	0	(6)	0	(1,044)	7,233
3 Transport-Related Expenditure	2,477	0	(300)	0	0	2,177
4 Supplies & Services	3,511	0	(653)	0	(24)	2,833
5 Third Party Payments	220	0	0	280	0	500
6 Transfer Payments	68	0	0	0	0	68
7 Support Services	(3,139)	0	(28)	0	1,619	(1,548)
8 Depreciation and Impairment Losses	1,751	0	(5)	0	0	1,745
<b>Expenditure</b>	<b>23,806</b>	<b>317</b>	<b>(975)</b>	<b>280</b>	<b>498</b>	<b>23,925</b>
9 Income	(27,053)	0	2,426	0	(2,240)	(26,867)
<b>Income</b>	<b>(27,053)</b>	<b>0</b>	<b>2,426</b>	<b>0</b>	<b>(2,240)</b>	<b>(26,867)</b>
N Income & Expenditure outside of Net Cost of Service	0	0	0	0	(600)	(600)
<b>Other items outside of the Net Cost of Service</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(600)</b>	<b>(600)</b>
<b>NET Expenditure</b>	<b>(3,247)</b>	<b>317</b>	<b>1,451</b>	<b>280</b>	<b>(2,342)</b>	<b>(3,541)</b>

#### Savings proposals within Property

Saving Name	Description	Savings £000	Savings Reference
Organisational redesign	An organisational redesign to include the cost of senior management structures.	(53)	BE7
Improving the performance of the council's Commercial/Investment Property portfolio	Review our commercial property portfolio and where appropriate rationalise and redirect to those that generate better rates of return and/or support wider economic objectives. Also increase income through a programme of rents/lease reviews introducing more commercial arrangements for the use of council commercial assets.	(80)	BE57
Increasing the use of community managed or owned spaces	Rethink assets that have potential to provide sustainable community benefits, giving local people more direct control over the management of a particular building or activity and simultaneously reduce the financial burden on the council.	(100)	FP39
Review our approach to managing and optimising	Work with partners across the region to make the most of investment in land and buildings. Unlock difficult sites for development.	(1,550)	FP38
Reviewing options for cash payments and/or	Work with partners across the region to make the most of investment in land and buildings. Unlock difficult sites for development.	(50)	IN31
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(113)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(395)	IN22
<b>Total savings proposals</b>		<b>(2,342)</b>	

## Detailed budget summary by division - service

### Division: Planning

#### Services provided by Planning

Planning is divided into Strategic City Planning, Development Management which includes Building Control and Planning Enforcement, City Design which includes Engineering Design and City Innovation, Sustainability and Civil Protection.

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
421 Strategic City Planning	713	22	(3)	0	(4)	728
422 City Design	146	76	(230)	0	(44)	(52)
425 Development Management	(674)	72	179	0	(334)	(756)
511 City Innovation, Sustainability and Civil Protection	749	17	(2)	0	(40)	724
<b>Total Planning</b>	<b>933</b>	<b>187</b>	<b>(56)</b>	<b>0</b>	<b>(421)</b>	<b>644</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	6,632	187	101	0	(17)	6,903
2 Premises-Related Expenditure	19	0	9	0	0	29
3 Transport-Related Expenditure	23	0	(3)	0	0	20
4 Supplies & Services	1,732	0	460	0	0	2,192
5 Third Party Payments	225	0	(200)	0	0	25
6 Transfer Payments	40	0	0	0	(40)	0
7 Support Services	445	0	141	0	0	585
8 Depreciation and Impairment Losses	0	0	200	0	0	200
<b>Expenditure</b>	<b>9,116</b>	<b>187</b>	<b>707</b>	<b>0</b>	<b>(57)</b>	<b>9,953</b>
9 Income	(7,587)	0	(702)	0	(364)	(8,654)
<b>Income</b>	<b>(7,587)</b>	<b>0</b>	<b>(702)</b>	<b>0</b>	<b>(364)</b>	<b>(8,654)</b>
R Transfer to \ from Reserves	(595)	0	(61)	0	0	(656)
<b>Transfer to \ from reserves</b>	<b>(595)</b>	<b>0</b>	<b>(61)</b>	<b>0</b>	<b>0</b>	<b>(656)</b>
<b>NET Expenditure</b>	<b>933</b>	<b>187</b>	<b>(56)</b>	<b>0</b>	<b>(421)</b>	<b>644</b>

#### Savings proposals within Planning

Saving Name	Description	Savings £000	Savings Reference
Reduce the scope of upgrading the city's advertising and signage	We are currently updating wayfinding signage across the city; distinctive blue displays with maps and directions on them. Plans to extend the system in to new areas have been reduced.	(20)	RS32
Cease financial support for Bristol Pound	The Bristol Pound is a local currency run by a separate, independent organisation. We supported it during the startup phase and now that it is fully established we will be withdrawing our supporting funds.	(40)	RS26
New ways of funding Development Management services	Development Management provides paid for services that generates an income for the council. For the next four financial years the service will will raise its income target and pursue more paid for work to cover the costs of existing job roles. Additionally, staffing will be slightly reduced by half a post to ensure the service can be more self-sufficient.	(184)	IN29
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(84)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(93)	IN22
<b>Total savings proposals</b>		<b>(421)</b>	

## Detailed budget summary by division - service

### Division: Transport

#### Services provided by Transport

The Service is split into four distinct areas of operation - Strategic City Transport, Traffic, Highways and Sustainable Transport.

#### Summary by Service

		2018 / 19 Budget					
Service		Base Budget 2018 /19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000	Proposed 2018 / 19 Budget £000
431	Highways	5,238	57	265	0	(280)	5,281
432	Traffic	(9,634)	130	(93)	0	(1,598)	(11,195)
433	Strategic City Transport	1,227	47	(3)	0	(7)	1,265
434	Sustainable Transport	10,979	102	(316)	0	(509)	10,256
<b>Total Transport</b>		<b>7,810</b>	<b>337</b>	<b>(146)</b>	<b>0</b>	<b>(2,395)</b>	<b>5,606</b>

#### Summary by CIPFA group (Account Type)

		2018 / 19 Budget					
CIPFA description		Base Budget 2018 /19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000	Proposed 2018 / 19 Budget £000
1	Employees	11,195	337	46	0	0	11,577
2	Premises-Related Expenditure	1,406	0	198	0	(100)	1,504
3	Transport-Related Expenditure	5,032	0	(297)	0	0	4,735
4	Supplies & Services	2,077	0	(188)	0	(78)	1,811
5	Third Party Payments	16,029	0	237	0	(690)	15,576
6	Transfer Payments	0	0	0	0	0	0
7	Support Services	2,902	0	834	0	(95)	3,641
8	Depreciation and Impairment Losses	600	0	(300)	0	0	300
<b>Expenditure</b>		<b>39,242</b>	<b>337</b>	<b>530</b>	<b>0</b>	<b>(963)</b>	<b>39,145</b>
9	Income	(31,306)	0	(676)	0	(1,432)	(33,414)
<b>Income</b>		<b>(31,306)</b>	<b>0</b>	<b>(676)</b>	<b>0</b>	<b>(1,432)</b>	<b>(33,414)</b>
R	Transfer to \ from Reserves	(126)	0	0	0	0	(126)
<b>Transfer to \ from reserves</b>		<b>(126)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(126)</b>
<b>NET Expenditure</b>		<b>7,810</b>	<b>337</b>	<b>(146)</b>	<b>0</b>	<b>(2,395)</b>	<b>5,606</b>

#### Savings proposals within Transport

Saving Name	Description	Savings £000	Savings Reference
Park and Ride contract re-tendering	A re-tendering of the contracts for Portway and Brislington Park & Ride bus services has resulted in savings to the operational budget.	(40)	FP17
Complete implementation of parking tariff increase.	Complete implementation of parking tariff review (agreed in 2016) and contribute additional income to transport budget.	(357)	IN01
Residents parking income	When people pay for residents parking permits this is used to pay back the cost of installing the scheme. Once this money is paid back the income will be used firstly to cover parking services costs with any surplus being used to support transport related initiatives.	(4)	IN03
Reintroduce Sunday charging for parking on-	This would reintroduce charging on Sundays when people use on-street parking bays. This charge was removed in 2012.	(150)	IN07
Savings to road maintenance budget	We are changing, the way we maintain our roads, by adopting more preventative longer term treatments at the right time to extend the life of the road surface and reduce the amount we need to spend on day to day repairs.	(250)	RS02
Reduce subsidies for bus services that complement the commercial network	The council provides subsidy for bus services that are not commercially provided but that is considers to be socially necessary. The council spends around £1.8m per year subsidising some routes. This proposal reduces our spending by half, meaning that services would cease to operate unless commercial provision is made.	(450)	RS06
Estimated increase in bus lane enforcement income	The enforcement of new bus lanes will generate new income. Where this additional income exceeds the value required to run the parking service it will contribute to funding needed for other transport-related activities.	(100)	IN32
Changes to parking services	This is a combination of budget adjustments in parking services, but also includes a proposal to introduce parking charges in off-street car parks in Residents' Parking Scheme areas, which are currently free to park in. This would help improve turnover in these car parks for wider benefit and potentially raise income that can be spent of wider transport objectives.	(385)	IN33
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(153)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(506)	IN22
<b>Total savings proposals</b>		<b>(2,395)</b>	

## Detailed budget summary by division - service

### Division: Economy

#### Services provided by Economy

The Economy team supports the delivery of capital programmes and projects including culture, specific interventions, the development of housing, the physical regeneration of Bristol Temple Quarter Enterprise Zone and building schools across the City.

#### Summary by Service

Service	2018 / 19 Budget						Proposed 2018 / 19 Budget £000
	Base Budget 2018 / 19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000		
	441	Culture Services	3,586	153	(2)	0	
442	Cultural Development	1,027	0	0	0	0	1,027
443	Economic Development	1,029	25	(30)	0	(119)	905
444	Major Projects	1,228	64	(0)	0	(66)	1,225
445	Management – Place	(129)	0	27	0	(4)	(105)
<b>Total Economy</b>		<b>6,741</b>	<b>242</b>	<b>(5)</b>	<b>0</b>	<b>(655)</b>	<b>6,323</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget						Proposed 2018 / 19 Budget £000
	Base Budget 2018 / 19 £000	Pay, inflation and other adjustments £000	Virements £000	Growth £000	Savings £000		
	1	Employees	8,296	242	162	0	
2	Premises-Related Expenditure	814	0	42	0	0	856
3	Transport-Related Expenditure	45	0	6	0	0	51
4	Supplies & Services	1,577	0	25	0	(10)	1,592
5	Third Party Payments	2,461	0	10	0	(190)	2,281
6	Transfer Payments	766	0	0	0	(58)	708
7	Support Services	333	0	52	0	0	385
<b>Expenditure</b>		<b>14,291</b>	<b>242</b>	<b>297</b>	<b>0</b>	<b>(361)</b>	<b>14,470</b>
9	Income	(7,551)	0	(302)	0	(294)	(8,147)
<b>Income</b>		<b>(7,551)</b>	<b>0</b>	<b>(302)</b>	<b>0</b>	<b>(294)</b>	<b>(8,147)</b>
N	Income & Expenditure outside of Net Cost of Service	0	0	0	0	0	0
<b>Other items outside of the Net Cost of Service</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET Expenditure</b>		<b>6,741</b>	<b>242</b>	<b>(5)</b>	<b>0</b>	<b>(655)</b>	<b>6,323</b>

#### Savings proposals within Economy

Saving Name	Description	Savings £000	Savings Reference
Organisational redesign	An organisational redesign to include the cost of senior management structures.	(63)	BE7
Reduce staffing in museum service	To save on operating costs, we will consider reviewing the staffing numbers in the museum collections team.	(50)	BE16
Gradually reduce funding to DestinationBristol	The council makes an annual £482k contribution to Destination Bristol, which works to attract tourists, visitors and conferences to the city. This proposal will gradually reduce our contribution over five years to allow time to find alternative funding sources.	(58)	FP16
Increase income from museum buildings	We will look at ways to increase income from our cultural assets such as the museum and art gallery and the M Shed, and various events the council runs. This could include re-tendering the café contract, reviewing our exhibitions programme and retail offerings at these venues	(50)	IN05
Increase office rental capacity at Filwood Green	Increase income potential from rented office accommodation by refitting the Filwood Green Business Park Work Hub.	(22)	IN26
Increase income generation and efficiency across culture services	Proposals include introducing adult admission fees for Red Lodge and Georgian House Museums; increasing major event income through sponsorship and making the Bristol Film Office and Site Permissions services self-financing. This could be achieved by working to increase the number of events held in the city and productions filmed here. This was the subject of a consultation. A summary of responses is available here <a href="https://www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation">https://www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation</a>	(5)	IN25
Reduce funding to key arts providers	The council provides £1m per year to key arts providers following a bidding process. This supports a wide range of arts and culture activities, including lots of work with the community, education and training.	(190)	RS11
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(141)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(76)	IN22
<b>Total savings proposals</b>		<b>(655)</b>	

## Detailed budget summary by division - service

### Division: Energy

#### Services provided by Energy

The Energy Service is made up of a number of different teams, including Housing (Warm Up Bristol), Investment programmes, Infrastructure, Community Energy, Environmental performance, energy supply and marine.

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
531 Energy Programme Manager (Corporate)	2,603	22	17	0	(338)	2,303
532 Energy Programme Manager (Community)	321	36	(52)	0	(79)	226
<b>Total Energy</b>	<b>2,924</b>	<b>58</b>	<b>(35)</b>	<b>0</b>	<b>(418)</b>	<b>2,529</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	2,048	58	(281)	0	(66)	1,758
2 Premises-Related Expenditure	8,255	0	(1,112)	0	(51)	7,092
3 Transport-Related Expenditure	6	0	(4)	0	0	2
4 Supplies & Services	216	0	(12)	0	0	204
5 Third Party Payments	2	0	121	0	0	123
7 Support Services	229	0	11	0	0	240
8 Depreciation and Impairment Losses	137	0	170	0	0	307
X Capital Financing Costs	274	0	0	0	0	274
<b>Expenditure</b>	<b>11,166</b>	<b>58</b>	<b>(1,108)</b>	<b>0</b>	<b>(117)</b>	<b>9,999</b>
9 Income	(8,242)	0	1,073	0	(301)	(7,470)
<b>Income</b>	<b>(8,242)</b>	<b>0</b>	<b>1,073</b>	<b>0</b>	<b>(301)</b>	<b>(7,470)</b>
<b>NET Expenditure</b>	<b>2,924</b>	<b>58</b>	<b>(35)</b>	<b>0</b>	<b>(418)</b>	<b>2,529</b>

#### Savings proposals within Energy

Saving Name	Description	Savings £000	Savings Reference
Organisational redesign	An organisational redesign to include the cost of senior management structures.	(66)	BE7
Generating and saving money through energy generation and efficiency	Bristol City Council's Energy Service is committed to making Bristol a carbon neutral city by 2050. The team will manage and support a range of projects such as heat networks, energy efficiency and energy generation available to residents and businesses across the city. Taking a more entrepreneurial approach to these projects, the team will raise an income to fund their activity whilst saving the council money by improving its energy usage.	(180)	IN27
Review our approach to managing and optimising	Work with partners across the region to make the most of investment in land and buildings. Unlock difficult sites for development.	(51)	FP38
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(72)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(49)	IN22
<b>Total savings proposals</b>		<b>(418)</b>	



## Detailed budget summary by division - service

### Division: Levies

#### Services provided by Levies

NA

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 / 19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
X20 Levies	1,119	0	0	0	(162)	957
<b>Total Levies</b>	<b>1,119</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(162)</b>	<b>957</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 / 19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
5 Third Party Payments	1,119	0	0	0	(162)	957
<b>Expenditure</b>	<b>1,119</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(162)</b>	<b>957</b>
<b>NET Expenditure</b>	<b>1,119</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(162)</b>	<b>957</b>

#### Savings proposals within Levies

Saving Name	Description	Savings £000	Savings Reference
New ways of running parks and open spaces	We are developing a plan for the future of our parks and open spaces. We want to get to a place where our Parks Service costs less so we are looking at all options, including how parks could bring in money for the council. We have also been exploring how we can work with community groups more effectively.	(162)	FP02
<b>Total savings proposals</b>		<b>(162)</b>	

## Detailed budget summary by division - service

### Division: Corporate Expenditure

#### Services provided by Corporate Expenditure

NA

#### Summary by Service

Service	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
X30 Corporate Expenditure	29,726	6,975	(1,900)	14,702	(7,633)	41,870
<b>Total Corporate Expenditure</b>	<b>29,726</b>	<b>6,975</b>	<b>(1,900)</b>	<b>14,702</b>	<b>(7,633)</b>	<b>41,870</b>

#### Summary by CIPFA group (Account Type)

CIPFA description	2018 / 19 Budget					
	Base Budget 2018 /19	Pay, inflation and other adjustments	Virements	Growth	Savings	Proposed 2018 / 19 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	3,376	0	(400)	0	0	2,976
2 Premises-Related Expenditure	367	0	0	0	0	367
3 Transport-Related Expenditure	360	0	0	0	0	360
4 Supplies & Services	5,923	0	0	8,234	0	14,158
5 Third Party Payments	3,233	5,064	0	1,110	(1,975)	7,432
X Capital Financing Costs	171	0	0	0	0	171
<b>Expenditure</b>	<b>13,429</b>	<b>5,064</b>	<b>(400)</b>	<b>9,344</b>	<b>(1,975)</b>	<b>25,463</b>
9 Income	2,677	0	(1,500)	0	(508)	669
<b>Income</b>	<b>2,677</b>	<b>0</b>	<b>(1,500)</b>	<b>0</b>	<b>(508)</b>	<b>669</b>
N Income & Expenditure outside of Net Cost of Service	13,620	1,911	0	5,358	(5,150)	15,738
<b>Other items outside of the Net Cost of Service</b>	<b>13,620</b>	<b>1,911</b>	<b>0</b>	<b>5,358</b>	<b>(5,150)</b>	<b>15,738</b>
<b>NET Expenditure</b>	<b>29,726</b>	<b>6,975</b>	<b>(1,900)</b>	<b>14,702</b>	<b>(7,633)</b>	<b>41,870</b>

#### Savings proposals within Corporate Expenditure

Saving Name	Description	Savings £000	Savings Reference
Organisational redesign	An organisational redesign to include the cost of senior management structures.	(426)	BE7
Workforce policy and conditions review	This proposal includes a number of potential savings from a review of workforce policies. It includes a proposed incremental pay freeze for senior managers and an increase in the amount of holiday time employees can buy back.	(1,463)	BE6
Improved debt management	Improving debt collection processes to ensure we are using the most effective measures and to reduce the amount that is currently not collected efficiently.	(25)	BE43
Increasing interest from investments	This review should help the council increase the interest we receive from cash held in the bank or through investments.	(275)	BE44
Reducing Fraud and Avoidance	Refocusing efforts to prevent and minimise fraud particularly in the identification of those not entitled to subsidies and discounts and ensuring those that are expected to pay for services do.	(200)	BE42
Better use of developer contributions for infrastructure	Making best use of funding from developer contributions to improve maintenance practices and reduce maintenance and infrastructure renewal costs.	(500)	FP34
More income from commercial opportunities	Investigating new ways we can increase the council's income through commercial means.	(50)	IN23
Review procurement and payment processes	Review all council third party spending, in-contract, out of contract and purchase card processes, reducing overall third party spending, minimising annual increases and ensuring value for money is achieved.	(1,000)	BE46
Staffing budget increases will be in line with agreed pay award for all budgeted posts. Movements above this will need to be managed with the overall resource.	Council staff are currently paid on a salary band, meaning they start at the bottom of a scale and work their way to the top over several years. Instead of providing extra budget to meet this cost each year, individual services will manage these increases within their existing budgets. For example, they may consider the point on the scale at which they appoint new staff, seek external funding for traded work, reduce the use of interims whilst recruiting, leave vacancies open for longer when someone leaves or reduce what they spend in other ways.	(1,870)	BE45
Review of procurement procedures including	Review of spending and use of contracts, including credit card purchases, to ensure value for money.	(975)	BE8
Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	(313)	IN24
Inflation for fees and charges for council	Fees and charges set by the council for specific services (yet to be agreed) will be increased in line with inflation each year as a minimum.	(28)	IN22
Limit Partly Occupied Rate Relief for business	Limit Partly Occupied Rate Relief that can be claimed by business ratepayers who do not use all their premises.	(350)	RS12
Remove Discretionary Rate Relief for charities,	Remove Discretionary Rate Relief on business rates for charities, voluntary groups and not-for-profit organisations	(158)	RS15
<b>Total savings proposals</b>		<b>(7,633)</b>	

## Appendix 2

# Capital Programme 2017/18 – 2022/23 recommended for approval by Full Council



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# 1: People

Ref	Scheme	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Pe01	School Organisation/ Children's Services Capital Programme	To provide enough suitable school/education places to meet the growing demand. This will involve building new schools and providing new spaces in existing facilities.	22,346	28,142	26,691	841			78,020
Pe02	Schools Organisation/ SEN Investment Programme	Investment in additional SEN provision.			20,800	6,500	7,500	7,500	42,300
Pe03	Schools Devolved Capital Programme	Additional capital investment in school buildings funded primarily by government grants.	2,500	840					3,340
Pe04	Non Schools Capital Programme	Investment in Education Management Case System and Employment Engagement Hub.	2,139	589					2,728
Pe05	Children & Families - Aids and Adaptations	Equipment and adaptations for children with disabilities.	389	541					930
Pe06	Adult & Children's Social Care Services	New homes investment for Care Services linking into the Better Lives Programme.		500	4,000	3,000			7,500
Pe07	Extra care Housing	Extra Care Housing to provide accommodation for older people with some care services on site.	800	1,425					2,225
Pe08	Care Management/Care Services	Investment in existing and Social Care Infrastructure and Assets.	233	1,113					1,346
<b>People Totals</b>			<b>28,407</b>	<b>33,150</b>	<b>51,491</b>	<b>10,341</b>	<b>7,500</b>	<b>7,500</b>	<b>138,389</b>

## 2: Place

Ref	Scheme	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
<b>Transport</b>									
PL01	Metrobus	Providing three Metrobus schemes (totalling £200m) to improve public transport and reduce congestion. Delivered in partnership through the West of England Local Enterprise Partnership with North Somerset and South Gloucestershire councils.	15,676						15,676
PL02	Passenger Transport	A variety of projects supporting improvements in bus services such as use of hybrid vehicles and smart ticketing.	1,673	800					2,473
PL03	Residents Parking Schemes	Investment in existing residents parking schemes to improve and update transport and parking infrastructure.	564	1,210					1,774
PL04	Strategic City Transport	This covers a range of projects including the local enterprise zone improvements which is LEP funded and Bristol Metro development.	8,864	8,601					17,465
PL05	Sustainable Transport	Key projects include Cycle Ambition funded projects, Better Bus Area Fund, LSTF and bus shelter replacement.	10,296	8,335	2,166	546			21,343
PL06	Portway Park & Ride Rail Platform	Develop new platform on Severn Beach rail line between Shirehampton & Avonmouth		225	2,000				2,225
PL07	Rail Stations Improvement Programme	Improvements to existing rail stations.			400	400	800		1,600
PL08	Highways & Drainage Enhancements	A403, A4/A4174 and Scotland Lane Road enhancement schemes.	1,201	2,510					3,711
PL09	Highways Infrastructure – bridge investment	Redcliffe bascule bridge and Plimsoll bridge planned investment.	50	550	2,750				3,350
PL09a	Highways Infrastructure – Chocolate Path	Planned major works to maintain and improve the Chocolate path.	50	1,000	2,000	2,000			5,050
PL10	Highways & Traffic Infrastructure – General	Highways Infrastructure planned maintenance and structural investment.	7,231	500	1,000	1,000	1,000		10,731

Ref	Scheme	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
PL10a	Highways & Traffic Infrastructure - WECA	Highways Infrastructure planned maintenance and structural investment funded through West of England Combined Authority.		6,500					6,500
<b>Regeneration &amp; Major Projects</b>									
PL11	Bristol Arena & Temple Meads East Regeneration (Arena Island)	Indoor entertainment venue with 12,000 capacity located on the former Diesel Depot adjacent to Temple Meads station.	2,000	32,000	46,000	27,910	10,000		117,910
PL11a	Cattle Market Road site re-development	Enabling and re-development works at the Cattle Market Road site as part of the wider Temple Meads regeneration.	1,000	11,250					12,250
PL11b	Temple Meads Master Plan	Infrastructure planning for the wider Temple Meads regeneration funded through West of England Combined Authority.		2,000					2,000
PL13	Filwood Green Business Park	Development of the business park including new employment space.	200						200
PL14	Planning & Sustainable Development	This consists of environmental improvements and the delivery of the Legible City Phase 2 which improves a network of a pedestrian wayfinding system across Bristol meanwhile promotes public health related initiatives.	683	210	185	149	74	113	1,414
PL15	Planning & Sustainable Development	Public realm environmental improvements.		50	100	100	100	100	450
PL16	Economy Development	ASEA Flood Defence scheme.	495						495
PL17	Resilience Fund (£1m of the £10m Port Sale)	Regeneration projects within the Avonmouth and Lawrence Weston ward, focussing on Jobs and Enterprise, Thriving High Streets and Social Impact.	172	728	100				1,000
PL26	Old Vic & St George's	Grant and loan support to facilitate delivery of respective developments	1,200	348					1,548
PL32	Cumberland Basin Design Development	Preparatory design works as part of the emerging Cumberland Basin regeneration strategy.		500					500

Ref	Scheme	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
<b>Energy</b>									
PL18	Energy Services	Renewable energy investment schemes including Heat Networks and Solar energy.	680	3,613	4,000				8,293
<b>Property</b>									
PL20	Strategic Property	Investment to maximise opportunities and develop current property asset portfolio in-line with corporate strategic priorities.	927	939	1,430				3,296
PL21	Strategic Property - Essential H&S	Health & Safety works to maintain the structural fabric and condition of existing Council buildings to meet statutory compliance.	600	3,350	2,650	2,500	2,500	2,500	14,100
PL22	Strategic Property - Investment in existing waste facilities	Health & Safety works on existing waste premises.		1,000	500				1,500
PL23	Strategic Property - Temple St	Additional works to Temple Street to facilitate letting out.	3,300	600					3,900
PL24	Colston Hall	Redevelopment of Colston Hall.	4,557	19,362	19,553	4,000			47,472
PL25	Strategic Property - Community Capacity Building	Investment to support local community asset capacity building.		1,000	1,000	1,000	1,000	1,000	5,000
PL27	Strategic Property - vehicle replacement	Vehicle Fleet replacement programme.		3,640	2,437				6,077
PL28	Bottleyard Studios	Investment of essential renewal and improvements.	671						671
PL33	Harbour Asset Management Strategy	Harbour Asset survey to determine programme of works.	50	500					550
PL34	Strategic Property - Community investment scheme.	Development of the Lawrence Weston Community Centre.		500	3,000	500			4,000
<b>Housing Delivery</b>									
PL12	Filwood Broadway	Regeneration of district centre – part of Knowle West Regeneration Framework.		363	1,000				1,363

Ref	Scheme	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
PL30	Housing Strategy and Commissioning	Utilise appropriate Housing Delivery Vehicles to enable the council to build housing for sale, a proportion of which will be affordable homes, and support other initiatives to deliver affordable housing targets.	7,106	20,920	50,000	50,000	50,000		178,026
		<b>Place Totals</b>	69,246	133,104	142,271	90,105	65,474	3,713	503,913



# 3: Neighbourhoods

Ref	Scheme	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
NH01	Libraries for the Future	Investment in modernising Bristol's libraries, as part of the libraries for the future project.	153	390					543
NH02	Investment in parks and green spaces	Improvement of Parks & Green Spaces across the city.	1,111	1,772	1,383				4,266
NH03	Cemeteries & Crematoria	Replacement Programme for cremators.		500	500				1,000
NH04	Third Household Waste Recycling and Re-use Centre	Building a third Household Waste Recycling Centre at Hartcliffe Way Depot – subject to the development of a sustainable financial plan that would ensure the continued operation of the centre.		200	1,900	1,900			4,000
NH06	Bristol Operations Centre	Specification, procurement and implementation of modern systems (primarily for Telecare, Traffic Systems and CCTV) to replace end of life equipment.	3,689						3,689
NH06a	Bristol Operations Centre - Phase 2	CCTV replacement programme and investment into Smart City ICT solutions.	250	2,750					3,000
NH07	Housing Solutions	Delivering aids and adaptations for disabled people in private homes, helping them live more independently (based on current estimates of available external grant funding).	3,167	2,650	2,650	2,650	2,650	2,650	16,417
NH08	Omni Channel Contact Centre	ICT system development	279	365					644
<b>Neighbourhoods Totals</b>			<b>8,649</b>	<b>8,627</b>	<b>6,433</b>	<b>4,550</b>	<b>2,650</b>	<b>2,650</b>	<b>33,559</b>

# 4: Resources

Ref	Scheme	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Re01	ICT Refresh Programme	A programme of investment to replace and upgrade the Council's ICT assets.	250						250
Re02	ICT Development - HR/Finance	Development of HR/Finance System.	300	2,500					2,800
Re03	ICT Strategy Development	Investment that will be required to support ICT infrastructure including a Cloud Hosting solution.	550	1,005					1,555
Re04	Bristol Workplace Programme	Reduce the number of offices we work in and invest in the remaining buildings to make them modern, efficient and flexible workplaces.	1,826						1,826
<b>Resources Totals</b>			<b>2,926</b>	<b>3,505</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,431</b>

## Corporate

Ref	Scheme	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
CP01	Corporate Initiatives	Investment in a number of residual regeneration schemes in the Knowle West area.	705						705
CP02	Corporate - Advanced Scheme Design	Funding required to ensure investment in scheme design and delivery.		300	1,000	1,000			2,300
CP03	Corporate Contingencies	Contingency required for major capital projects.		10,000	10,000	10,000	10,000	10,000	50,000
<b>Corporate Totals</b>			<b>705</b>	<b>10,300</b>	<b>11,000</b>	<b>11,000</b>	<b>10,000</b>	<b>10,000</b>	<b>53,005</b>

## Total Capital Programme

	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
<b>Totals</b>	<b>109,933</b>	<b>188,686</b>	<b>211,195</b>	<b>115,996</b>	<b>85,624</b>	<b>23,863</b>	<b>735,297</b>

## 6: Schemes Pending Business Case Development

Ref	Scheme	Description	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
NH05	Sports provision	Investment into appropriate swimming and other sports facilities is subject to review design and service delivery based around a nil subsidy model.		300	1,200	3,000			4,500
PL19	Energy Services Phase 2 investment & commercialisation opportunities	Energy Workstream 2 - Infrastructure, renewables, heat networks and efficiencies.		3,000	4,000	4,000	3,000		14,000
PL35	Harbourside operational infrastructure	Investment into improving and replacing harbourside assets including ICT system improvements.		600	600				1,200
PL36	Investment in Markets infrastructure & buildings	Investment to improve Markets infrastructure and buildings as part of wider development opportunities.		200	500	500			1,200
Re01	ICT Refresh Programme	A planned programme of investment to conduct a continuous refresh and upgrade of the Council's core ICT infrastructure.		2,750	1,500	1,500	1,500		7,250
Re03	ICT Strategy Development	Investment that will be required to support delivery of ICT Strategy.		1,445	1,200	1,200	1,200		5,045
<b>Schemes Pending Business Case Development Totals</b>			<b>0</b>	<b>8,295</b>	<b>9,000</b>	<b>10,200</b>	<b>5,700</b>	<b>0</b>	<b>33,195</b>

# 7: Capital Financing

Source of Finance	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Prudential Borrowing	(61,703)	(112,085)	(118,213)	(57,559)	(27,674)	(13,713)	(390,947)
Grant	(46,436)	(68,307)	(77,210)	(15,037)	(10,150)	(10,150)	(227,290)
S106	(1,011)	(284)	-	-	-	-	(1,295)
CIL	-	(10,200)	(900)	(900)	(800)	-	(12,800)
Capital Receipts (GF)	-	(4,195)	(23,780)	(52,700)	(52,700)	-	(133,375)
Revenue / Reserves (GF)	(783)	(1,910)	(92)	-	-	-	(2,785)
<b>GF Financing Totals</b>	<b>(109,933)</b>	<b>(196,981)</b>	<b>(220,195)</b>	<b>(126,196)</b>	<b>(91,324)</b>	<b>(23,863)</b>	<b>(768,492)</b>

## 8: Housing Revenue Account (HRA)

Scheme	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Housing Revenue Account (HRA)	34,350	47,000	63,000	56,000	55,000	56,000	311,350
<b>HRA Financing</b>							
HRA Self Financing (MRR)	(24,717)	(25,000)	(25,000)	(26,000)	(26,000)	(26,000)	(152,717)
Capital Receipts (HRA)	(2,258)	(11,000)	(28,000)	(22,000)	(19,000)	(17,000)	(99,258)
Revenue / Reserves (HRA)	(7,375)	(11,000)	(10,000)	(8,000)	(10,000)	(13,000)	(59,375)
<b>HRA Financing Totals</b>	<b>(34,350)</b>	<b>(47,000)</b>	<b>(63,000)</b>	<b>(56,000)</b>	<b>(55,000)</b>	<b>(56,000)</b>	<b>(311,350)</b>

**BUDGET REPORT - RISK MATRIX****Negative Risks that offer a threat to Bristol City Council, its Strategic Aims and Finances (Aim - Ensure Adequacy of Reserves)**

Ref BRR	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £m	Risk Tolerance			Financial		
									Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Y / N	£m	Source
BR1	The Council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.	<ol style="list-style-type: none"> <li>A failure to appropriately plan and deliver savings.</li> <li>Unscheduled loss of material income streams</li> <li>Counterparty Failure.</li> <li>Increase in demography, demand and costs for key council services.</li> <li>The inability to generate the minimum anticipated level of capital receipts.</li> <li>Insufficient reserves to facilitate short term mitigations, risks and liabilities.</li> </ol>	<ol style="list-style-type: none"> <li>That unplanned or reactive measures would be needed in-year to deliver savings.</li> <li>That the Section 151 officer (Director of Finance) exercises statutory powers and restricts or stops all spending.</li> <li>That further reductions would impact on service provision and service users</li> <li>Parties may fail to pay amounts back to the Council e.g. investment deposits.</li> <li>The council's reputation may be damaged.</li> </ol>	Open	Service provision / Financial Loss Gain / Reputation	S151 Officer/Director of Finance	<ol style="list-style-type: none"> <li>Financial framework that ensures we have in place sound arrangements for financial planning, management (including Treasury Management), monitoring and reporting</li> <li>New spend decisions and borrowing is only supported where the source of revenue resources to meet the costs is clearly identified and availability confirmed by Finance.</li> <li>Getting our accounts produced on time and without audit qualification is important to ensure that we can properly account for the resources we have used during the year</li> <li>Ongoing management of the council's financial risks</li> <li>Internal audit reviews of our financial planning and monitoring arrangements.</li> <li>Use of Advisors where appropriate</li> </ol>	Decreased	2	5	10	>5m	1	5	5	Y	5	CC/EMR
BR2	Failure to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the Council is unable to set a balanced budget	<p>Financial Settlements and wider fiscal policy changes</p> <ol style="list-style-type: none"> <li>The potential for new funding formulas such as fair funding, business rates retention, new national funding formula for schools and High Needs to significantly reduce the government funding available to the Council alongside possible increase in demand for council services.</li> <li>Political failure to facilitate the setting of a lawful budget</li> <li>Unable to agree a deliverable programme of propositions that enable the required savings to be achieved.</li> <li>Insufficient reserves to mitigate risks and liabilities and provide resilience.</li> <li>Rising inflation could lead to increased costs.</li> <li>Interest rate volatility impacting on the council's debt costs.</li> <li>Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income.</li> </ol>	<ol style="list-style-type: none"> <li>Potential failure to set a legal budget and council tax by the due date, would have a significant adverse impact on the council's ability to provide services and the council's reputation locally and nationally in terms of investor confidence.</li> <li>That the budget is unlikely to reflect council priorities and objectives.</li> <li>That the budget may not adequately resource pressures and increases in demand;</li> <li>That the budget includes savings which are not deliverable;</li> <li>That the council reserves are used for mitigating the medium-term financial plan; running down reserves, avoiding decision and reducing the Council's resilience</li> <li>Secretary of State intervention</li> </ol>	Open	Service provision / Financial Loss Gain / Reputation	S151 Officer/ Director of Finance	<ol style="list-style-type: none"> <li>Ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny.</li> <li>Production of a programme of propositions that exceed the forecasted budget gap to provide members with options and headroom for variations in financial estimates.</li> <li>Review and due diligence of budget proposals by DWG (SME and Relevant Professionals), SLT (Senior Leadership Team – the council's senior management team) and Executive Board (the principal decision-making body of the council) members.</li> <li>Agreement of initial budget, proposals and key assumptions by SLT and Executive Board and submission to scrutiny.</li> <li>Assessment of the adequacy of general reserves and any specific reserve which takes into account an assessment of the risks related to the budget estimates and financial / economic climate.</li> </ol>	Stable	2	7	14	>5m	2	5	10	Y	5	UR
BR3	If the Council fails to prioritise infrastructure investment and resources, has inconsistent policies and attitudes, and has no bargaining power regionally or with central government; there is a risk that inward investment will be reduced, making it difficult for the Council to realise its strategic priorities, ensure assets are efficient and fit for purpose in meeting current and future demand and support development of the local area.	<ol style="list-style-type: none"> <li>No clear strategic direction and objective set for the Property estate.</li> <li>Services and resources are not fully aligned to objectives.</li> <li>Failure to deliver the level of anticipated Capital Receipts.</li> <li>Leadership capacity, engagement and capability are insufficient to drive change and transformation within the Council</li> <li>Resources (human and financial) are poorly managed, short term approach being adopted or are not contributing fully to Council priorities; resulting in agreed outcomes and objectives not being fully achieved.</li> <li>Ineffective collection, integrity and use of data and information.</li> <li>Infrastructure Condition and suitability of overall asset base is not being used or managed efficiently or effectively.</li> </ol>	<ol style="list-style-type: none"> <li>Ineffective use of data and information can impact adversely on the timing and quality of decision making</li> <li>The Council may not have an infrastructure and asset base that is maintained, safe, efficient and fit for purpose and which supports development of the area and achievement of its objectives.</li> <li>Reduced ability to attract public &amp; private sector investment into the city.</li> <li>Increased costs of acquisition, disposal and maintenance.</li> <li>Negative publicity.</li> <li>Inability to demonstrate that best value is being achieved.</li> </ol>	Open	Service Provision/ Community/ Financial	Colin Molton Denise Murray	<ol style="list-style-type: none"> <li>Develop strategies and implementation plans that ensure the property portfolio remains a major asset in supporting the achievement of corporate aims and objectives.</li> <li>More specifically place shaping including contributing to regeneration activity, affordable housing, community building and the financial sustainability of the Council.</li> </ol>	Stable	2	7	14	>5m	1	5	5	N	0	MA
BR4	If the council fails to produce or embed a Corporate Strategy with clear links through to business planning and performance management, it could result in less effective implementation of policy, use of resources and/or partnership working.	<ol style="list-style-type: none"> <li>Lack of staff resource and/or capacity to produce a robust Corporate Strategy.</li> <li>Lack of follow-up in compiling Business Plans and Service Plans in a timely fashion, which requires ownership across entire leadership team.</li> <li>Plans, policies, budget and/or resource not aligned to the Corporate Strategy.</li> <li>Significant changes in senior management roles and personnel results in lack of knowledge or a feeling of ownership in relation to the Corporate Strategy.</li> </ol>	<ol style="list-style-type: none"> <li>Service activity and budgets do not align to the council's vision and do not contribute to its highest priorities.</li> <li>A 'managed decline' of service quality and quantity rather than an approach which reduces demand and dependency.</li> <li>Savings being achieved through short term measures, lack of clarity how they fit into a long term strategy.</li> <li>Partners becoming less willing to collaborate with the council.</li> <li>A lack of ability to property performance measure service and individual outcomes.</li> </ol>	Open	Service Provision	Tim Borrett	<ol style="list-style-type: none"> <li>Additional capacity via Interim Head of Policy and Strategy and Policy and Strategy team manager recruitment.</li> <li>Delivery teams consisting of policy, performance, change and communication expertise created to ensure delivery of Business Plans and Service Plans.</li> <li>Full communications plan for embedding Corporate Strategy, including full briefing of all Tier 1 - 3 managers.</li> <li>Planned addition of Corporate Strategy overview and its links to business planning and performance to all Tier 1 - 4 management inductions.</li> <li>Review of MTFP and wider policy/ strategy framework to check alignment with Corporate Strategy by April 2018.</li> </ol>	Decreased	1	7	7	>5m (potential)	1	5	5	Y	10	EMR

BR5	Failure to prevent or detect acts of significant fraud or corruption against the Council from either internal or external sources.	<ol style="list-style-type: none"> <li>1. Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times.</li> <li>2. Lack of clear management control of responsibility, authorities, delegation, etc.</li> <li>3. Lack of resources to undertake the depth of work required to minimise the risks of fraud /avoidance</li> <li>4. Poor physical security of assets.</li> <li>5. Lack of investment in fraud prevention and detection technology and resource.</li> </ol>	The inherent risks of fraud increase during times of change and uncertainty and this risk and associated controls requires constant review. Failure to prevent (at best) or detect (at worst) acts of significant fraud or corruption could have consequent financial or reputational damage to the Council	Open	Financial loss/ Reputation	Denise Murray	<p>Establish a comprehensive system of control which aims to prevent fraud, and increase the likelihood of detection including the following:</p> <ol style="list-style-type: none"> <li>1. Ensuring that the council's financial systems accurately record the financial transactions and robust control processes are in place which maximise the opportunity to prevent and detect fraud or inaccuracies.</li> <li>2. ensure an accessible route to report suspected fraud is available to both the public and employees.</li> <li>3. Improve awareness of fraud and compliance through a process of reminders about ethics and conduct, fraud awareness training and other publicity</li> <li>4. Strong and effective audit process which concentrates on areas of high fraud risk, investigates fraud where suspected and sanctions appropriately.</li> <li>5. A strong and robust policy on fraud, corruption and bribery which includes taking a strong stance when fraud is found including financial recovery.</li> <li>6. Investing in specialist fraud prevention and detection software and utilising cross organisation data to minimise the Council's exposure to fraud risk and aid early detection/prevention</li> </ol>	Increased	3	5	15	Up to £1m recoverable overpayments identified annually	2	5	10	N	0	MA
BR6	In the current context of change, coupled with collective financial challenges, the effectiveness of partnership working may be jeopardised.	<ol style="list-style-type: none"> <li>1. Lack of transparency in terms of governance and delegated decision making in relation to WECA.</li> <li>2. Lack of clarity over partnership priorities leading to friction</li> <li>3. In a period of change a lack of clarity as to the 'go to person'</li> <li>4. Confusion over the range of plans and activities being undertaken, leading to duplication of effort.</li> <li>5. Lack of whole systems thinking could result in cost shunting across partnering agencies all with challenging financial positions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Impact on effective joint working arrangements to deliver against key city priorities.</li> <li>2. Opportunities being missed for more effective working or funding.</li> <li>3. Delays in implementing decisions through lack of clarity on process.</li> <li>4. Unintended consequences of single agency decisions</li> </ol>	Open	Service provision	Alison Comley	<ol style="list-style-type: none"> <li>1.Focussed use of our strong partnership boards HWB, Learning City, Homes Board &amp; Safer Bristol to focus on collective priorities and saving decisions.</li> <li>2. Provide a strong presence in WECA structure of meetings so that decision making is clearly understood</li> <li>3. Actively share changes proposed in BCC so that partners are clear on direction of travel</li> <li>4. Use the City Plan work to make clear connections with partners as to future city trajectory</li> </ol>	Increased	2	5	10	5m	2	3	6	N	0	MA
BR7	If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of citizens.	<ol style="list-style-type: none"> <li>1. The Council has responsibility for a wide range of functions, buildings and vehicles with H&amp;S implications</li> <li>2. The council is the largest social landlord in the city</li> <li>3. Lack of effective processes and systems consistently being applied.</li> <li>4. Need to ensure policies are kept up to date</li> <li>5. Services are delivered through external contractors which need to be subject to the same level of scrutiny and compliance eg asbestos.</li> <li>6. Budget pressures may impact on H&amp;S issues e.g. tree management</li> </ol>	<ol style="list-style-type: none"> <li>1. Risk of injury to members of the public.</li> <li>2. Risk of injury to our tenants</li> <li>3. Risk of legal action/penalties against the authority, and individual managers, including possibility of Corporate Manslaughter.</li> <li>4. Impact on the reputation of the City Council.</li> <li>5. Lack of compliance with Health &amp; Safety policies and safe practices, due to pressures of work or lack of training.</li> </ol>	Open	Personal Safety	Alison Comley	<ol style="list-style-type: none"> <li>1.H&amp;S governance process in place from Joint Safety Committee, Tier 2 Safety Meeting and directorate/team meetings.</li> <li>+J142. Programme of work in place within council housing post Grenfell</li> <li>3. H&amp;S training available for all staff via induction, e learning pool and L&amp;D</li> <li>4. Contracts for external providers include H&amp;S responsibilities</li> <li>5. Corporate H&amp;S team in place to support directorates and provide advice and guidance</li> </ol>	Stable	4	5	20	Unlimited fines & custodial sentences	3	3	9	Y	0.5	EMR
BR8	If the safety of staff working in potential hazardous situations is not addressed then there is a risk to the safety of staff, and of legal penalties to the organisation.	<ol style="list-style-type: none"> <li>1. If services are not able to order appropriate equipment required for staff safety.</li> <li>2. Lack of appropriate equipment.</li> <li>3. Lack of appropriate training.</li> <li>4. Lack of oversight and control by local management.</li> <li>5. Lack of information on the potential or known risks.</li> </ol>	<ol style="list-style-type: none"> <li>1. Risk of injury to a colleague.</li> <li>2. Staff put under undue pressure leading to staff taking sick leave, or leaving the organisation.</li> <li>3. Risk of legal action against the authority, and individual managers.</li> <li>4. Impact on the reputation of the City Council.</li> <li>5. Lack of compliance with Health &amp; Safety policies and safe practices, due to pressures of work or lack of training.</li> </ol>	Open	Personal Safety	John Walsh	<ol style="list-style-type: none"> <li>1. Accident/Incident reporting procedure in place to monitor injury to colleagues.</li> <li>2. Occupational Health support in place to provide management advice and employee support.</li> <li>3. Risk assessment process and Chasms in place to identify and monitor hazards, risks and appropriate actions.</li> <li>4. Stress management training and stress risk assessment training available for managers and employees.</li> <li>5. Health and Safety training available via 'e' learning and L&amp;D.</li> <li>6. Workplace wellbeing initiatives being introduced and communicated as part of the workforce plan.</li> <li>7. Quarterly Corporate Health and Safety management reporting through Chasms to help identify compliance</li> </ol>	Increased	2	7	14	Unlimited fines and custodial sentences	1	7	7	N	0	EMR
BR9	If we do not protect the City from flooding then there will be a serious risk of significant damage to homes, commercial property and infrastructure as well as risk to public safety.	<ol style="list-style-type: none"> <li>1. Tidal surge, heavy rainfall, river and groundwater flood events.</li> <li>2. Impact of climate change.</li> <li>3. Lack of effective flood defences and preparedness for major incidents.</li> </ol>	<ol style="list-style-type: none"> <li>1. Risk to life, health and wellbeing of citizens.</li> <li>2. Damage to buildings and infrastructure.</li> <li>3. Clean up costs.</li> <li>4. Emergency housing need.</li> <li>5. Impact on the local economy - direct losses and long term recovery.</li> <li>6. Impact on the reputation of the City Council.</li> </ol>	Open	Personal Safety/ Community/ Financial	Peter Mann	Local Flood Risk Management Strategy (Cabinet 4.12.17) - comprising 5 keys areas and 43 separate actions in line with Environment Agency's national strategy.	Stable	3	5	15	>10m	3	3	9	Y	7	UR
BR10	Failure in the management of the Harbour and Harbour Estate.	<ol style="list-style-type: none"> <li>1. Poor Governance arrangements.</li> <li>2. Poorly managed balance between commercial rigour and democratic accountability.</li> <li>3. Failure to maintain the Harbour assets</li> <li>4. Poor management</li> </ol>	<ol style="list-style-type: none"> <li>1. Financial impact of unexpected events and operational repairs</li> <li>2. Impact on service users</li> <li>3. Death and injury to the public and service users</li> <li>4. Reputational Damage and loss of income</li> </ol>	Open	Service Provision/ Financial impact/ Personal safety	Bill Edrich	1. A full open harbour review involving users and public to prepare a harbour and harbour estates strategy	Stable but no of incidents since caretaking the service from Sept 2017.	3	7	21	Unlimited fines and custodial sentences, Loss of income, emergency repairs impacting upon contingency budget	2	3	6	Y	10	EMR
BR11	If the City Council is subject to a successful Cyber Attack, or other breach of its data protection measures, then there could be serious implications for the organisation and the people it serves.	<ol style="list-style-type: none"> <li>1. Deliberate or accidental infection of Council systems with malware or other intrusive or destructive virus.</li> <li>2. Deliberate or accidental leak of sensitive information into the public domain.</li> <li>3. System security arrangements not maintained or updated on a timely basis.</li> <li>4. Lack of information or training on latest security arrangement / threats</li> </ol>	<ol style="list-style-type: none"> <li>1. Business as Usual activities could be seriously disrupted, impacting on the services delivered.</li> <li>2. Reputational damage.</li> <li>3. Legal implications, including financial penalties.</li> <li>4. Impact on colleagues or citizens due to their personal information being obtained.</li> </ol>	Open	Service provision	Steve Somerfield	<ol style="list-style-type: none"> <li>1.Information Security Policy</li> <li>2.Colleague/ partner information security training</li> <li>3.Enterprise phishing training</li> <li>4.Maintain Multi Layered Defence</li> <li>5.External support in case of incident</li> </ol>	Stable	3	5	15	High	2	5	10	Y	1.5	UR

BR12	If the organisation is not able to redesign its services quickly enough, a reduction in staffing levels and loss of experienced and skilled staff will have an impact on service delivery, and on remaining staff.	<ol style="list-style-type: none"> <li>Staff leaving due to service redesign, reduction/ceasing of some service areas, automation of processes, efficiency/savings requirements.</li> <li>Poor morale due to the impact of change and the working environment.</li> <li>Potential increased staff sickness levels.</li> <li>The pace at which change and service redesign is required to meet efficiency targets requires constant resourcing.</li> <li>Imposed restrictions on pay rises have led to a net decrease in the value of salaries resulting in staff leaving to seek employment elsewhere.</li> </ol>	<ol style="list-style-type: none"> <li>Reduced staffing levels.</li> <li>Loss of skilled staff.</li> <li>Poor staff morale and increase sickness levels.</li> <li>Difficulties in recruiting / retaining skilled staff.</li> <li>Impact on service delivery, and the ability to respond positively to change.</li> </ol>	Open	Service provision	Head of Paid Service	<ol style="list-style-type: none"> <li>A senior management restructure is underway which will bring permanency and stability for the leadership team. This structure is currently out to formal consultation.</li> <li>An organisation-wide leadership development and engagement programme will support colleagues during the time of transition. A new Leadership Framework that has been developed will be rolled out to provide support to enable our staff to become confident and supportive leaders for our workforce.</li> <li>To promote a positive culture within the organisation, a new Vision, set of Values and Behaviours has been created in collaboration with staff focus groups, this will help set the tone of the organisation and assist in providing clarity of purpose. It will link directly through to a new performance framework that will provide clarity to staff about the expectations and how their work contributes to the success of the organisation. This will feature in the Workforce Plan which is currently being drafted.</li> <li>A new training and development programme is being developed to support staff to meet the expectations of the organisation.</li> <li>The Draft Corporate Plan and Budget Proposals have been published for consultation, the result of the consultation will provide clarity for staff in relation to priorities which will emerge out of new business plans, help our workforce focus its attention and resources on the areas that derive greatest results for our communities and residents.</li> </ol>	Increased	4	5	20	loss of productivity	2	5	10	N	0	MA
BR13	If there is a lack of leadership or management skills then this could impact on performance and the ability to deliver positive change.	<ol style="list-style-type: none"> <li>Loss of experience managers.</li> <li>New skills sets required to meet new challenges.</li> <li>Poor communication regarding change and new initiatives.</li> <li>Need to make savings / increase income.</li> </ol>	<ol style="list-style-type: none"> <li>Reduced management capacity.</li> <li>Impact on performance and staff morale.</li> <li>Public and member resistance to proposed changes.</li> <li>Lack of clear leadership.</li> </ol>	Open	Service Provision	John Walsh	<ol style="list-style-type: none"> <li>A draft leadership framework has been developed and is currently out to consultation as part of the senior management restructure. This will articulate the ask of leaders in the new organisation and against which a performance management framework will be developed.</li> <li>A leadership development programme is being planned that will underpin the emerging organisation values and leadership framework. This is designed to build leadership capability throughout the organisation and a development pathway to support aspiring leaders.</li> <li>To support existing managers during the transition phase, confidential career coaching is being offered to all managers at risk during the senior management restructure; Occupational Health support in place to provide management advice and employee support.</li> <li>Risk assessment process and Chasms in place to identify and monitor hazards, risks and appropriate actions.</li> <li>Stress management training and stress risk assessment training available for managers and employees.</li> <li>Workplace wellbeing initiatives being introduced and communicated.</li> <li>Quarterly Corporate Health and Safety management reporting through Chasms to help identify compliance, issues.</li> </ol>	Increased	4	5	20	0	2	5	10	N	0	MA
BR14	If the City Council fails to prepare for successful implementation of the General Data Protection Regulations (GDPR) then it may fail to fully comply with its statutory requirements.	<ol style="list-style-type: none"> <li>Failure to plan for the implementation of the GDPR being introduced in May 2018.</li> <li>Failure to invest in the required systems, equipment and posts required to implement these regulations.</li> <li>Failure to train staff in the requirements of the regulations.</li> </ol>	<ol style="list-style-type: none"> <li>Risk of breaching the regulations, and being subject to penalties / fines.</li> <li>Reputational risks.</li> <li>Risk of increased costs due to a failure to plan, and implement required changes in time for the implementation of these regulations.</li> </ol>	Open	Legal	Senior Information Risk Owner (SIRO)	<ol style="list-style-type: none"> <li>Project team in place.</li> <li>Formulated approach around the ICO 12 step plan</li> <li>Project Manager and Project Resource appointed</li> <li>Briefed DLTs and IAO workshops</li> <li>Record of Processing Activities (ROPA's)</li> <li>Regional working group</li> <li>Newsletter</li> <li>AskGDPR mailbox</li> <li>Revised DP guidance</li> <li>E-Learning package</li> <li>Source page</li> </ol>	Increased	2	7	14	Increased fines	1	3	3	Y	8.89	UR
BR15	If the City has a Major Incident, Contractor Failure or the Council inadequately responds, then the impact of the event will be increased with a greater impact on people and businesses.	<ol style="list-style-type: none"> <li>Major incidents due to factors such as fire, floods, subsidence and extreme weather.</li> <li>Civil disorder or terrorist attack.</li> <li>Major infrastructure failure.</li> <li>Failure of a large main or term contractor</li> <li>Lack of preparation and foresight.</li> <li>Lack of investment in preventative or responsive measures.</li> <li>Lack of a contingency/business continuity plan.</li> <li>Lack of effective communications.</li> <li>Lack of skilled staff.</li> </ol>	<ol style="list-style-type: none"> <li>Increased risk to public safety if effective measures not put in place.</li> <li>Increased impact post event if effective contingency and communication plans not in place.</li> <li>Reduced chances of preventing incidents due to a lack of foresight or investment.</li> <li>Increased risk to staff.</li> <li>Financial implications.</li> <li>Increased recovery time post event if effective plans not in place.</li> <li>Reputational damage to the organisation and its leaders.</li> </ol>	Open	Service provision	Alison Comley	<ol style="list-style-type: none"> <li>Senior leaders have all completed 1 day civil emergency planning training</li> <li>New processes in place for on call emergency managers</li> <li>Plans tested in our response to Grenfell Tower</li> <li>Business continuity plans being refreshed across key services</li> <li>Additional investment made in emergency planning team</li> </ol>	Increased	3	7	21	< 3m	1	7	7	Y	1.3	UR
BR16	Safeguarding: The Council fails to ensure adequate safeguarding measures are in place, resulting in harm or death to a vulnerable adult or child.	<ol style="list-style-type: none"> <li>Lack of compliance with procedures or legislation.</li> <li>Poor information sharing.</li> <li>Lack of capacity or resources to deliver safe practice</li> <li>Ensuring we commission safe care for vulnerable adults, children and elderly</li> </ol>	<ol style="list-style-type: none"> <li>Culpable for harm or fatality of vulnerable person.</li> <li>Litigation.</li> <li>Financial costs.</li> <li>Reputational damage.</li> <li>Placing people in unsafe care</li> </ol>	Open	Personal Safety	Terry Dafter(Adults) Jacqui Jensen (Childrens)	<ol style="list-style-type: none"> <li>We are increasing capacity in the commissioning team to lead on monitoring quality in the care sector. This should allow us to work proactively where poor practice is identified.</li> <li>Implementation of Children Services Improvement plan following Ofsted inspections.</li> <li>Regular safeguarding Assurance Visits to internal settings</li> <li>Effective City Safeguarding Boards for both Adults and Childrens</li> </ol>	Stable	2	7	14	Potential claims and litigation.	2	7	14	N	0	MA



BR17	Failure to Manage Asbestos	Funding for Contractor training has not been agreed and, therefore, the Asbestos Policy cannot be ratified.	1. Asbestos survey failures. 2. Asbestos exposure incidents putting the public and employees at risk of harm (serious ill-health/death). 3. Unlimited fines and custodial sentences for the employer. 4. Reputational risk.	Open	Personal Safety/ Reputation	Bill Edrich	1. Properties are surveyed prior to any work being undertaken by contractors. 2. Asbestos incidents are being reported via the Corporate health and safety accident/incident process. 3. There is a process for reporting Asbestos exposure incidents to the HSE via F2508 form (compliance with H&S law). 4. Asbestos incidents are investigated in-house and appropriate actions taken.	Increased	3	7	21	Unlimited fines and custodial sentences	2	7	14	Y	5	UR
BR18	Legal disputes & claims, self insurance and the risk of claims to the council not being covered by the council's insurance policies	Public authorities undertake a number of public and statutory functions which can give rise to public and private liability. Councils are facing an increase in insurance claims and legal disputes as services are redesigned and the number of no win no fee business increase.	1. Material fees for Legal and Counsel advice 2. uninsured legal liabilities – for example, employment tribunals, judicial reviews during the MTFP term 3. Risk of claims to the council not being covered by the council's insurance policies 4. Unlimited fines and settlement costs 5. Reputational risk.	Open	Legal / Financial Loss Gain / Reputation	Shahzia Daya Denise Murray	Ensure sufficient resources are available to secure the appropriate advice / advisor for complex operational issues and to protect / successfully defend the councils position should the need arise.	Stable	3	3	9	0.5m - 3m	2	3	6	Y	0.8	EMR
BR19	Long term commercial investments and major projects, require greater than anticipated capital investment	With long term investments and large scale projects the strategic, geographic, social, financial and economic conditions will change over time; coupled with over optimism at the outset, the market and the form of contract in place.	1. Failure to deliver the original scope / strategic objective 2. Increase target cost or risk to the council 3. Overspends and overruns 4. Reputational risk.	Open	Service provision / Financial Loss Gain / Reputation	Colin Molton Denise Murray	Understanding, monitoring and reporting the cost-determining factors, seek relevant professional advice, ensure VFM by undertaking due diligence which covers the economic, financial, social and environmental case.	New	4	7	28	50m	1	7	7	Y	50	AMP
BR20	Brexit; and the pressing matter for local government of funding.	1. Gradual slow down during period of uncertainty. 2. Workforce pressures e.g. social care providers. 3. Inflationary pressures caused by fluctuations in sterling value. 4. Loss of EU grant funding.	Potential council impact (+/-) on: 1. Inward investment and EU funding could reduce which could in turn impact on the council, the city's universities, LEP and the housing market. 2. Other impacts associated to social care providers, procurement costs, capital costs resulting from increase cost of labour and could slow business rates growth (Inflation risk is reflected within risk 2 and based on latest OBR predictions).	Open	Service provision / Financial Loss Gain / Reputation	Head of Paid Service	Seek clarity over how the Government plans to address the potential EU funding gap which to date has been used to create jobs, support small and medium enterprises, deliver skills training, invest in critical transport, digital infrastructure and boost inclusive growth across the region.	New	U n n k k n n o w n	U n n k k n n o w n	TBD	0	U n n k k n n o w n	U n n k k n n o w n	TBD	N	0	UR

**Positive Risks that offer an opportunity to Bristol City Council its Strategic Aims and Finances (Aim - Ensure Adequacy of Reserves)**

Ref	Risk Description	Key Causes	Key Consequence	Status	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £m	Risk Tolerance			Financial				
									Likelihood	Impact	Risk Rating		Y / N	£m	Source					
BR21	If we were to invest more in the external market, to offer citizens alternative and independent solutions then pressure on BCC services/budget could reduce	The need to achieve savings, and enable more cost effective ways of delivering services. Some risk averse behaviour because we believe that we always have a duty to provide.	1. Requires new approach to services, recognising different ways to deliver services through separate agencies. 2. Potential to improve services amend reduce costs. 3. Risk associated with this approach will need to be managed.	Open	Service provision / Financial Loss Gain	Terry Dafer	Under development	Stable	4	5	20	> 5m	0	0	0	Y	8.6	MA		
BR22	Involvement in the region's evolving second devolution deal presents opportunity to align this to corporate priorities and strengthen regional partnership working.	The potential for a second devolution deal for the West of England Combined Authority.	Potential for greater devolved funding and/or decision making to the region; including a key voice for the city as part of WECA. Potential for this to contribute to achieving strategic priorities.	Open	Service Provision	Denise Murray	1. Continued high-level presence and attention required to best represent city's views and interests.	New	3	7	21	> 5m	4	7	28	N	0	MA		
													<b>Total</b>						<b>113.59</b>	

Mitigation Proposed		Total £m	Reserve £m
MA	Mitigating Action – Strategic Directors / Directors to identify alternative measures to manage risks / opportunities within available resources	17.8	8.6
CC	Corporate Contingency - due to its recurrent nature a corporate contingency has been set aside	3.3	3.3
AMP	Asset Management Plans – will require to be addressed through asset management plans.	0.8	50.0
EMR	Earmarked provision – the Council has set monies aside in an earmarked reserve or other provision to meet the estimated costs.	14.2	23.0
UR	Unallocated Reserve – Council would require drawing funding down from the unallocated General Fund balance to meet costs	73.9	20.0
Long-term view - recognising that these will not all happen simultaneously over 1 year but could materialise over the 5 year MTFP period		95%	110.0

## Treasury Management Strategy Statement

### 1 BACKGROUND

1.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

1.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

1.3 The Chartered Institute of Public Finance Accountants (CIPFA) defines treasury management as:

*"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."*

1.4 The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

- I. A treasury strategy including Prudential and Treasury indicators (this report) - The first, and most important report covers:
  - the capital plans (including prudential indicators);
  - a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
  - the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
  - an investment strategy (the parameters on how investments are to be managed).
- II. A Mid-year Treasury Management Report – this will update the Council with the progress of the capital position, amending prudential indicators as necessary, and whether the treasury activity is meeting the strategy or whether any policies require revision.

III. An Annual Treasury Report – this provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

1.5 That the Council nominates one of its committees to keep under review treasury management arrangements and to scrutinise reports before being recommended to the Council. This role is undertaken by both the Audit Committee and Overview and Scrutiny Management Board.

## **2 Treasury Management Strategy for 2018/19**

2.1 The Treasury Management Strategy for 2018/19 covers two main areas:

### Capital Issues

- The capital plans and the prudential indicators;
- The minimum revenue provision (MRP) policy.

### Treasury Management Issues

- current and projected treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on the use of external service providers.

2.2 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

2.3 The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

2.4 The training needs of treasury management officers are periodically reviewed.

- 2.5 The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.
- 2.6 The Council recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.
- 2.7 The West of England Combined Authority (WECA) was established in 2017. The WECA have its own borrowing powers, and as expected transfers of responsibilities have lead to changes in Bristol City Council's cash flows. However, it is not considered that any changes to the Council's Treasury Management Strategy are necessary and no changes are being recommended arising from the establishment of the WECA. This position will be reviewed as necessary and any changes reported within future Treasury reports.
- 2.8 The Chartered Institute of Public Finance and Accountancy, (CIPFA) consulted local authorities on revising the Treasury Management Code and the Prudential Code and recently issued revised codes to be implemented for 2018/19, with guidance notes to follow.

A number of these changes have already been implemented but there is a significant new requirement for authorities to produce a capital strategy strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

The capital strategy will provide a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

It is recognised that this new requirement will require a longer lead-in period and therefore Cipfa acknowledge that this strategy may not be fully implemented until 2019/20 financial year.

Officers have begun developing this strategy and will provide an update at over the coming months.

### 3 THE CAPITAL PRUDENTIAL INDICATORS 2018/19 – 2022/23

3.1 The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

#### Capital expenditure

3.2 This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. The table also summarises how the capital expenditure plans are being financed. Any shortfall of resources results in a borrowing need. Members are asked to approve the capital expenditure forecasts:

Capital expenditure £m	2016/17 Act £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m
Non-HRA	147	109	189	211	116	85	24
Non – HRA*	-	-	8	9	10	6	-
HRA	49	34	47	63	56	55	56
<b>Total</b>	<b>196</b>	<b>143</b>	<b>244</b>	<b>283</b>	<b>182</b>	<b>146</b>	<b>80</b>
<b>Financed by:</b>							
Capital receipts	15	2	15	52	75	71	17
Capital grants	62	46	78	78	15	11	10
HRA Self financing	34	25	25	25	26	26	26
Revenue	18	9	13	10	8	10	13
<b>Net financing need for year</b>	<b>67</b>	<b>61</b>	<b>113</b>	<b>118</b>	<b>58</b>	<b>28</b>	<b>14</b>

\*Schemes pending subject to business case development

#### The Council's borrowing need (the Capital Financing Requirement)

3.3 The Capital Financing Requirement (CFR) is the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

3.4 The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

3.5 The CFR includes any long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has £141m of such schemes within the CFR.

3.6 The Council is asked to approve the CFR projections below:

	2016/17 Actual £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m
CFR – non housing	396	452	562	676	729	749	753
CFR – PFI/Lease schemes	146	141	134	128	121	115	108
CFR – housing	245	245	245	245	245	245	245
<b>Total CFR</b>	<b>787</b>	<b>838</b>	<b>941</b>	<b>1,049</b>	<b>1,095</b>	<b>1,109</b>	<b>1,106</b>
<b>Movement in CFR</b>	<b>54</b>	<b>51</b>	<b>103</b>	<b>108</b>	<b>46</b>	<b>14</b>	<b>(3)</b>

Net financing need for year	67	61	113	118	58	28	14
Less MRP & other financing	(13)	(10)	(10)	(10)	(12)	(14)	(17)
<b>Movement in CFR</b>	<b>54</b>	<b>51</b>	<b>103</b>	<b>108</b>	<b>46</b>	<b>14</b>	<b>(3)</b>

#### **Minimum revenue provision (MRP) policy statement**

3.7 The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge, the minimum revenue provision (MRP), although it is allowed to undertake additional voluntary provision.

3.8 The Department of Communities and Local Government (CLG) have issued Regulations which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

*For capital expenditure incurred before 1 April 2008 and capital expenditure incurred on or after that date which forms part of its Supported Capital Expenditure - The MRP policy will be based on the pre 2007/08 borrowing and*

*post supported borrowing at 2% fixed so that the whole debt is repaid after 50 years.*

*Note a change in policy approved by Full Council on 13th December 2016 amended the rate that is used to calculate MRP from 4% reducing balance to 2% straight line as this is better aligned to the average lives of the authorities assets and results with the debt being fully repaid. This means that the authority has overprovided during the period 1st April 2008 through to 31st March 2016. The Council has reduced it's MRP provision in 2017/18 and will reduce it's MRP further, over an adequate timeframe (a further 5 years) to recover this overprovision while also ensuring a prudent annual provision is maintained. This additional reduction in MRP will be set aside to reserves to ensure the Council maintains reasonable provision as mitigation for financial risks outlined in the main body of the report. It is estimated that for 2018/19 £7.5m of this overprovided MRP will be made available to supplement general reserves.*

*From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be the Asset life method – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction);*

*Any loan or investment to an organisation defined as capital expenditure will not attract MRP. The original capital expenditure will be met from the capital receipt on the maturity of the loan/investment.*

*Other methods to provide for debt repayment may occasionally be used in individual cases where this is consistent with the statutory duty to be prudent, as justified by the circumstances of the case, as determined by the Chief Finance Officer.*

*These options provide for a reduction in the borrowing need over approximately the asset's life.*

- 3.9 There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation to be made (although there are transitional arrangements in place).
- 3.10 Repayments included in annual PFI or finance leases are applied as MRP.
- 3.11 The Council participates in the Local Authority Mortgage Scheme (LAMS) using the cash backed option. The mortgage lenders require a five year cash advance from the local authority to match the five year life of the indemnity. The cash advance placed with the mortgage lender provides an integral part of the mortgage lending, and is treated as capital expenditure and a loan to a third party. The Capital Financing Requirement (CFR) will increase by the amount of the total indemnity. The cash advance is due to be returned in full at maturity, with interest paid annually. Once the cash advance matures and funds are returned to the local authority, the returned funds are classed as a

capital receipt, and the CFR will reduce accordingly. As this is a temporary (five years) arrangement and the funds will be returned in full, there is no need to set aside prudent provision to repay the debt liability in the interim period, so there is no MRP application. The position is reviewed on an annual basis.

### **Affordability prudential indicators**

3.12 The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council’s overall finances. The Council is asked to approve the following indicators: The Prudential Code requires that the Council set a series of indicators on a minimum three year time frame. The Prudential Indicators are there to demonstrate that the Council can afford the proposed capital programme and that such expenditure is sustainable and prudent.

3.13 **Ratio of financing costs to net revenue stream.** This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

	<b>2016/17 Actual %</b>	<b>2017/18 Estimate %</b>	<b>2018/19 Estimate %</b>	<b>2019/20 Estimate %</b>	<b>2020/21 Estimate %</b>	<b>2021/22 Estimate %</b>	<b>2022/23 Estimate %</b>
General Fund	7.69	6.49	6.56	7.86	8.55	9.64	10.38
HRA	8.66	8.88	8.89	8.57	8.26	7.88	7.52

The estimates of financing costs include current commitments and the proposals in this budget report.



## 4 BORROWING

4.1 The capital expenditure plans set out in Section 3 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury/prudential indicators, the current and projected debt positions and the annual investment strategy.

### Current and projected portfolio position

4.2 The Council's treasury portfolio position at 31 March 2017, with forward projections are summarised below. The table shows the actual external debt against the underlying capital borrowing need (the Capital Financing Requirement), highlighting any over or under borrowing.

	2016/17 Actual £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m
External Debt 1 April	417	434	431	551	671	751	791
Expected change in debt	17	(3)	120	120	80	40	10
Other long-term liabilities	152	146	141	134	128	121	115
Expected change in other long-term liabilities	(6)	(5)	(7)	(6)	(7)	(6)	(7)
Debt Administered on behalf of the Unitary authorities	(46)	(44)	(43)	(41)	(39)	(38)	(36)
<b>Actual gross debt 31 March</b>	<b>534</b>	<b>528</b>	<b>642</b>	<b>758</b>	<b>833</b>	<b>868</b>	<b>873</b>
<b>Capital Financing Requirement</b>	<b>787</b>	<b>837</b>	<b>941</b>	<b>1,049</b>	<b>1,095</b>	<b>1,109</b>	<b>1,106</b>
<b>Under borrowing</b>	<b>(253)</b>	<b>(309)</b>	<b>(299)</b>	<b>(291)</b>	<b>(262)</b>	<b>(241)</b>	<b>(233)</b>

### Gross Debt and the Capital Financing Requirement

4.3 Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2018/19 and the following two financial years. This

allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

- 4.4 The Chief Finance Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

#### Treasury Indicators: limits to borrowing activity

- 4.5 **The operational boundary.** This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m
Debt	434	531	631	721	761	771
Other long-term liabilities	146	141	134	128	121	115
<b>Total</b>	<b>580</b>	<b>672</b>	<b>765</b>	<b>849</b>	<b>882</b>	<b>886</b>

- 4.6 **The authorised limit for external debt.** A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m
<b>Total</b>	<b>900</b>	<b>960</b>	<b>1,080</b>	<b>1,120</b>	<b>1,140</b>	<b>1,130</b>

- 4.7 **HRA CFR limit.** Separately, the Council is also limited to a maximum HRA CFR through the HRA self-financing regime. This limit is currently:

	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m
HRA debt limit	257	257	257	257	257	257
HRA CFR	245	245	245	245	245	245
<b>HRA Headroom</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>

As part of the autumn budget, central government announced that it will invite local authorities with high demand housing areas to bid for increases in their debt limit

(cap) from 2019/20 with up to a total of £1 billion by the end of 2021/22. Further information will be reported in future reports.

## Prospects for interest rates

4.8 The Council has appointed a treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives their view.

Period	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)			
		5 year	10 Year	25 year	50 year
Mar 2018	0.50	1.60	2.20	2.90	2.60
Mar 2019	0.75	1.80	2.50	3.10	2.90
Mar 2020	1.00	2.10	2.70	3.40	3.20
Mar 2021	1.25	2.30	3.00	3.60	3.40

- Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts (and MPC decisions) will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year with further details set out in Annex 2. In summary,
- Counterparty risks appear to have eased but market sentiment remains changing and economic forecasts uncertain.
- Investment returns are likely to remain relatively low during 2018/19 but to be on a gently rising trend over the next few years.
- Borrowing interest rates increased sharply after the result of the general election in June and then also after the September MPC meeting when financial markets reacted by accelerating their expectations for the timing of Bank Rate increases. Since then, borrowing rates have eased back again somewhat. Apart from that, there has been little general trend in rates during the current financial year.
- The overall longer run trend is for gilt yields and PWLB rates to rise gently.
- The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.
- There will remain a cost of carry to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost – the difference between borrowing costs and investment returns.

## Borrowing Strategy

- 4.9 Based on current cash flow forecasts, it is estimated that the Council will have a net borrowing requirement of £370m over the MTFs period. The most significant consideration from a treasury management perspective is the timing and duration of that borrowing. Should the financial environment change and borrowing is deemed advantageous the Council will seek to borrow long-term loans below a target rate of 3.00% and short-term medium term loans below a target rate of 2.50%.
- 4.10 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.
- 4.11 Against this background and the risks within the economic forecast, caution will be adopted with the 2018/19 treasury operations. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- *If it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*
  - *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*
- 4.12 Any decisions will be reported to the appropriate decision making body at the next available opportunity.
- Long-term and short term fixed interest rates are expected to rise modestly over the medium term. The Chief Finance Officer, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time, taking into account the risks shown in the forecast above.
  - The option of postponing borrowing and running down investment balances strategy has been applied so far throughout 2017/18. This approach will continue until balances are reduced to adequate liquidity requirements unless it was felt that there was a significant risk of a sharp rise in interest rates.

- The Councils borrowing strategy will give consideration to new borrowing in the following ways:
  - The cheapest borrowing will be internal borrowing by running down cash balances and foregoing interest earned at historically low rates. However, in view of the overall forecast for long term borrowing rates to increase over the next few years, consideration will also be given to weighing the short term advantage of internal borrowing against potential long term costs if the opportunity is missed for taking loans at long term rates which will be higher in future years;
  - PWLB loans for up to 10 years where rates are expected to be significantly lower than rates for longer periods. This offers a range of options for new borrowing, which will spread debt maturities away from a concentration in longer dated debt;
  - PWLB loans in excess of 10 years where rates are considered to be low and offer the Council the opportunity to lock into low value long-term finance;
  - Long term fixed rate market loans at rates significantly below PWLB rates for the equivalent maturity period (where available) and to maintaining an appropriate balance between PWLB and market debt in the debt portfolio;
  - Long term borrowing from the Municipal Bond Agency if available and appropriate and rates are lower than those offered by the Public Works Loan Board (PWLB).

4.13 The authority is planning net borrowing of £370m over the period as set out in table 4.2, to finance the expected Prudential Borrowing requirement of £331m as set out in table 3.2 as set out in the Capital programme. The additional borrowing of £39m finances the expected net reduction in cash resources to maintain adequate liquidity levels as set out in the strategy. This will also partly reverse the current internal borrowing position, reducing the interest risk exposed to the authority, minimising the increase in net debt financing costs and reducing counterparty risk.

4.14 The Council will seek to undertake temporary borrowing (less than one year) loans to cover day-to-day cashflow requirements as and when required. Such a decision will be based on the availability of and access to cash in deposit accounts and money market funds to cover the cashflow requirement, whilst also considering the most efficient method for the authority.

4.15 Temporary borrowing will also be considered when the draw down deadline for a deposit account for same day transfer has passed, thus resulting in borrowing cash from the money markets.

4.16 The Chief Finance Officer will be kept informed of the temporary loans outstanding on a monthly basis and reviewed at the regular Treasury Management Group meeting.

### **Policy on borrowing in advance of need**

4.17 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

4.18 Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **Debt rescheduling**

4.19 As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

4.20 The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

4.21 Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

4.22 All rescheduling will be reported to the Council at the earliest meeting following its action.

### **Municipal Bond Agency**

4.23 It is possible that the Municipal Bond Agency will be offering loans to local authorities in the future. The Agency hopes that the borrowing rates will be lower than those offered by the Public Works Loan Board (PWLB). This Authority may make use of this new source of borrowing as and when appropriate.

## **5 ANNUAL INVESTMENT STRATEGY**

### **Investment policy**

- 5.1 The Council's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Council's investment priorities will be security first, liquidity second, then return.
- 5.2 In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.
- 5.3 Ratings will not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such a 'credit default swaps' and overlay that information on top of the credit ratings.
- 5.4 Other information sources including the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- 5.5 Investment instruments identified for use in the financial year are listed in Annex 3 under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Council's treasury management practices – schedules.

### **Creditworthiness policy**

- 5.6 The primary principle governing the Council's investment criteria is the security of its investments, whilst liquidity and the yield on the investment is also a key consideration. After this main principle, the Council will ensure that:
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
  - It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.



- 5.7 The Chief Finance Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.
- 5.8 The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the Council's criteria, the other does not, the institution will fall outside the lending criteria. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are considered before making investment decisions.
- 5.9 The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:
- **Banks 1** - good credit quality – the Council will only use banks which:
    - i. are UK banks; and/or
    - ii. are non-UK and domiciled in a country which has a minimum sovereign long term rating of AA

and have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):

    - i. Short term – F1 (or equivalent)
    - ii. Long term – A- (or equivalent)
  - **Banks 2** – Part nationalised UK banks – Royal Bank of Scotland. This bank can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above.
  - **Banks 3** – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
  - **Bank subsidiary and treasury operation** - the Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
  - **Building societies** - the Council will use all societies which meet the ratings for banks outlined above.
  - **Money market funds (CNAV<sup>Constant Net Asset Value</sup>)** – AAA rated (sterling)
  - **Money Market Funds (LVAV<sup>Low Volatility Asset Value</sup>)** – AAA rated (sterling)

- **Money Market Funds (VNAV <sup>Variable Net Asset Value</sup>) – AAA rated (sterling)**
- **Ultra-Short dated Bond Funds with a volatility rating of S1+**
- **UK Government** (including gilts and the DMADF)
- **Local authorities, parish councils etc**
- **Supranational institutions**
- **Local Authority Mortgage Scheme.** Under this scheme the Council is required to place funds of £1m, with Lloyds Bank Plc for a period of 5 years. This is classified as being a service investment, rather than a treasury management investment, and is therefore outside of the specified/non specified categories.
- **Council owned subsidiaries.** The Council invests in wholly owned Council subsidiaries. Depending on the nature of the investment this will either be classified as a Service investment or a Treasury investment. Service investments fall outside the scope of the specified/ non specified categories and currently investments of this type are classified as service investments.

A limit of £100m will be applied to the use of non-specified investments

### **Country and sector considerations**

- 5.10 Due care will be taken to consider the country, group and sector exposure of the Council's investments. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent). In addition:
- no more than 25% will be placed with any non-UK country at any time;
  - limits in place above will apply to a group of companies;
  - sector limits will be monitored regularly for appropriateness.
- 5.11 **Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision. This additional market information (for example Credit Default Swaps (CDS), negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

**Time and monetary limits applying to investments.**

5.12 Time and monetary limits applying to investments. The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments):

	<b>Fitch Long term Rating (or equivalent)</b>	<b>Money Limit</b>	<b>Time Limit</b>
Banks 1 - higher quality	AAA	£50m	5 Years
Banks 1 - medium quality	AA-	£20m	3 Years
Banks 1 - lower quality	A-	£10m	1 Year
Banks 2 – part-nationalised	N/A	£10m	1 Year
Limit 3 category – Council's banker (not meeting Banks 1/2)	-	£100k	Liquid
Other institutions limit*	-	£50m	1 Year
DMADF	UK Sovereign rating	unlimited	1 Year
Local authorities	-	£40m	5years
Money market funds (MMF) (Including CNAV, LVNAV & VNAV)	AAA	£40m	liquid

*\*The Other Institution Limit will be for Gilt and Supranational investments*

The proposed criteria for specified and non-specified investments are shown in Annex 3 for approval.

5.13 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

5.14 For its cash flow generated balances, the Council will seek to utilize its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

5.15 **Investment return expectations.** Bank Rate is forecast to remain unchanged at 0.50% until quarter 4 of 2018 and not to rise above 1.25.% by quarter 1 of 2021. Bank Rate forecasts for financial year ends (March) are:

- 2018/19 0.75%
- 2019/20 1.00%
- 2020/21 1.25%

Budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year for the next three years are as follows:

- 2018/19 0.60%

- 2019/20 0.90%
- 2020/21 1.25%
- 2021/22 1.50%
- 2022/23 1.75%

The overall balance of risks to these forecasts is currently to the upside and are dependent on how strong GDP growth turns out, how quickly inflation pressures rise and how quickly the Brexit negotiations move forward positively.

### Treasury management limits on activity

5.16 There are three debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

	2018/19	2019/20	2020/21 & Beyond
	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	40%	40%	40%
<b>Maturity structure of fixed interest rate borrowing 2018/19</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	30%	
12 months to 2 years	0%	40%	
2 years to 5 years	0%	40%	
5 years to 10 years	0%	50%	
10 years and above	25%	100%	

### Investment treasury indicator and limit

5.17 Total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

<b>Maximum principal sums invested &gt; 365 days</b>			
<b>£m</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21 &amp; Beyond</b>
Principal sums invested > 364 days	£100m	£100m	£100m

### **Ethical Investment Policy**

5.18 The Ethical Investment Policy was approved by Cabinet on the 15<sup>th</sup> December 2011 (updated 2015). The City Council will not knowingly invest in organisations whose activities include practices which directly pose a risk of serious harm to individuals or groups, or whose activities are inconsistent with the mission and values of the City Council.

### **Investment Risk Benchmarking**

5.19 These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

5.20 Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.00% (AAA rated) to 0.07% (A rated) historic risk of default when compared to the whole portfolio.

Liquidity – in respect of this area the Council seeks to maintain:

- Bank overdraft - £500k.
- Liquid short term deposits of at least £40m available within a rolling three month period.
- Weighted average life benchmark is expected to be a minimum of a day with a maximum of 1 year.

Yield - local measures of yield benchmarks are:

- Investments – internal returns above the 7 day LIBID rate.

And in addition that the security benchmark for each individual year is:

	<b>1 year</b>	<b>2 years</b>	<b>3 years</b>	<b>4 years</b>	<b>5 years</b>
<b>Maximum</b>	<b>0.07%</b>	<b>0.19%</b>	<b>0.36%</b>	<b>0.55%</b>	<b>0.78%</b>

This benchmark is an average risk of default measure, and would not constitute an expectation of loss against a particular investment.

Annex 1 - Treasury Management Policy Statement

Annex 2 – Economic Background

Annex 3 – TMP1 Credit and Counterparty risk management

### Treasury Management Policy Statement

1. The Council defines its treasury management activities as follows:

*The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.*

2. The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council, and any financial instruments entered into to manage these risks.
3. The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
4. The Council's high level policies for borrowing and investments are:
  - The Council's borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The source from which the borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt
  - The Council's primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Council's investments followed by the yield earned on investments remain important but are secondary considerations.

## Economic Background / Interest Rate forecast

	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21
Bank Rate	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%
5yr PWLBRate	1.50%	1.60%	1.60%	1.70%	1.80%	1.80%	1.90%	1.90%	2.00%	2.10%	2.10%	2.20%	2.30%	2.30%
10yr PWLBView	2.10%	2.20%	2.30%	2.40%	2.40%	2.50%	2.60%	2.60%	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%
25yr PWLBView	2.80%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLBRate	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%

As expected, the Monetary Policy Committee (MPC) delivered a 0.25% increase in Bank Rate at its meeting on 2 November. This removed the emergency cut in August 2016 after the EU referendum. The MPC also gave forward guidance that they expected to increase Bank rate only twice more by 0.25% by 2020 to end at 1.00%. The forecast set out above includes increases in Bank Rate of 0.25% in November 2018, November 2019 and August 2020.

The overall longer run trend is for gilt yields and PWLB rates to rise gently. It has long been expected, that at some point, there would be a more protracted move from bonds to equities after a historic long-term trend of falling bond yields. The action of central banks since the financial crash of 2008, in implementing substantial Quantitative Easing, added further impetus to this downward trend in bond yields and rising bond prices. Quantitative Easing has also directly led to a rise in equity values as investors searched for higher returns and took on riskier assets. The sharp rise in bond yields since the US Presidential election in November 2016 has called into question whether the previous trend may go into reverse, especially now the Federal Reserve has taken the lead in reversing monetary policy by starting, in October 2017, a policy of not fully reinvesting proceeds from bonds that it holds when they mature.

Until 2015, monetary policy was focused on providing stimulus to economic growth but has since started to refocus on countering the threat of rising inflationary pressures as stronger economic growth becomes more firmly established. The Federal Reserve has started raising interest rates and this trend is expected to continue during 2018 and 2019. These increases will make holding US bonds much less attractive and cause their prices to fall, and therefore bond yields to rise. Rising bond yields in the US are likely to exert some upward pressure on bond yields in the UK and other developed economies. However, the degree of that upward pressure is likely to be dampened by how strong or weak the prospects for economic growth and rising inflation are in each country, and on the degree of progress towards the reversal of monetary policy away from quantitative easing and other credit stimulus measures.



From time to time, gilt yields – and therefore PWLB rates - can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis and emerging market developments. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with many external influences weighing on the UK. The above forecasts (and MPC decisions) will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

The overall balance of risks to economic recovery in the UK is probably to the downside, particularly with the current level of uncertainty over the final terms of Brexit.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Bank of England monetary policy takes action too quickly over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- Geopolitical risks, especially North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.
- A resurgence of the Eurozone sovereign debt crisis, possibly Italy, due to its high level of government debt, low rate of economic growth and vulnerable banking system.
- Weak capitalisation of some European banks.
- Rising protectionism under President Trump
- A sharp Chinese downturn and its impact on emerging market countries

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- UK inflation returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.
- The Fed causing a sudden shock in financial markets through misjudging the pace and strength of increases in its Federal Reserve Funds Rate and in the pace and strength of reversal of Quantitative Easing, which then

leads to a fundamental reassessment by investors of the relative risks of holding bonds, as opposed to equities. This could lead to a major flight from bonds to equities and a sharp increase in bond yields in the US, which could then spill over into impacting bond yields around the world.

### **Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management**

The CLG issued Investment Guidance in 2010, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. The Council has adopted the Code and will apply its principles to all investment activity. In accordance with the Code, the Chief Finance Officer has produced its treasury management practices (TMPs). This part, TMP 1(5), covering investment counterparty policy requires approval each year.

**Annual investment strategy** - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e. high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

**Strategy guidelines** – The main strategy guidelines are contained in the body of the treasury strategy statement.

**Specified investments** – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.

3. A local authority, parish council or community council.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's or Fitch rating agencies.
5. A body that is considered of a high credit quality (such as a bank or building society). For this category this covers bodies with a minimum short term rating of A- (or the equivalent) as rated by Standard and Poor's, Moody's or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and amount of monies which will be invested in these bodies. This criteria is set out below:-

	Fitch Long term Rating (or equivalent)	Money Limit	Time Limit
Banks 1 higher quality	AAA	£50m	5 Years
Banks 1 medium quality	AA-	£20m	3 Years
Banks 1 lower quality	A-	£10m	1 Year
Banks 2 – part nationalised	N/A	£10m	1 Year
Limit 3 category – Council's banker (not meeting Banks 1/2)	-	£100k	Liquid
Other institutions limit*	-	£50m	1 Year
DMADF	AAA	unlimited	5 Years
Local authorities	-	£40m	5 Years
Money market funds (Including CNAV, LVNAV & VNAV)	AAA	£40m	liquid

\*The Other Institution Limit will be for Gilt and Supranational investments

**Non-specified investments** –are any other type of investment (i.e. not defined as specified above). The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investments is limited to an overall exposure of £100m and would include any sterling investments with:

	Non Specified Investment Category	Limit (£ or %)
a.	<b>Supranational bonds greater than 1 year to maturity</b> <b>(a) Multilateral development bank bonds</b> - These are bonds defined as an international financial institution having as one of its objects economic development, either generally or in any region of the world (e.g. European Reconstruction and	AAA long term ratings £50m

	<p>Development Bank etc.).</p> <p><b>(b) A financial institution that is guaranteed by the United Kingdom Government</b> (e.g. The Guaranteed Export Finance Company {GEFCO})</p> <p>The security of interest and principal on maturity is on a par with the Government and so very secure. These bonds usually provide returns above equivalent gilt edged securities. However the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	
b.	<p><b>Gilt edged securities</b> with a maturity of greater than one year. These are Government bonds and so provide the highest security of interest and the repayment of principal on maturity. Similar to category (a) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.</p>	£50m
c.	<p><b>The Council's own banker</b> if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as is possible.</p>	Minimal
d.	<p>Any <b>bank or building society</b> that has a minimum long term credit rating of A-, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).</p>	£40m
e.	<p>Any <b>non rated subsidiary</b> of a credit rated institution included in the specified investment category. These institutions will be included as an investment category subject to:</p> <ul style="list-style-type: none"> <li>• Parent company guarantee</li> <li>• Parent company to be a UK institution.</li> </ul>	£10m
f.	<p><b>Share capital or Loan Capital</b> in a body corporate – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. There is a higher risk of loss with these types of instruments.</p>	£10m
g.	<p><b>Share capital or Loan Capital to Council owned companies</b> – The use of these instruments will be deemed to be capital expenditure, and as such will be an application (spending) of capital resources.</p>	£50m
h.	<p><b>Bond funds</b> – There is a high risk of loss with this type of instrument.</p>	£10m
i.	<p><b>Pooled property funds</b> – The use of these instruments will normally be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. The key exception to this is an investment in the CCLA Local Authorities Property Fund. This Authority will seek guidance</p>	£50m

	on the status of any fund it may consider using	
	The authority has invested £10m in a Property Fund (Cabinet 03/11/15 & 19/09/17) to support Homelessness in Bristol.	
j.	<b>Property funds managed by a wholly owned Council subsidiary</b> – The use of these instruments will normally be deemed to be capital expenditure, and as such will be an application (spending) of capital resources.	£50m

In respect of category f, g and h, these will only be considered after obtaining external advice and subsequent member approval.

### **Council owned companies**

The Council has purchased share capital / provided loans to wholly owned Council subsidiaries amounting £20m at the turn of the calendar year.

These are classified as service investment's, rather than treasury management investment's, and are therefore outside the specified / non specified categories.

### **Local Authority Mortgage Scheme.**

Under this scheme the Council is currently required to place funds with Lloyds Bank Plc (£1m) for a period of 5 years. The scheme is anticipated to finish in 2018/19 with the deposit returning.

**The monitoring of investment counterparties** - The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Chief Finance Officer, and if required new counterparties which meet the criteria will be added to the list.

## Purpose

1. This report provides background information with regards the statutory guidance on the flexible use of Capital Receipts and its application within this authority. As part of the finance settlement for 2016/17 the government announced new flexibilities allowing local authorities to use capital receipts received in 2016/17, 2017/18 and 2018/19 to be used to fund transformational expenditure, which can include redundancy costs. This was extended in the 2018/19 as part of the Local Government Finance Settlement for a further three years until 2021/22, although no provision has been made beyond 2019/20.
2. The Council, as part of the medium term financial plan assumed a level of £11.3m of capital receipts to be available to support transformational schemes in 2017/18. It is currently estimated that receipts generated will meet this target.
3. The use of capital receipts to fund restructuring costs (up to the value of those capital receipts), rather than applying revenue resources / reserves that would have been previously necessary, allow for these revenue resources to be directed to service areas to facilitate further service re-development and also mitigate the financial pressures of the Authority for the current and ensuing year.

## Background

4. Capital receipts can only be used for specific purposes and these are set out in Regulation 23 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 made under Section 11 of the Local Government Act 2003. The main permitted purpose is to fund capital expenditure, and the use of capital receipts to support revenue expenditure is not permitted by the regulations.
5. The Secretary of State is empowered to issue Directions allowing expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations.
6. The Secretary of State for Communities and Local Government issued guidance in March 2016, giving local authorities greater freedoms with how capital receipts could be utilised. This Direction allows for the following expenditure to be treated as capital;
 

*“expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.”*
7. In order to take advantage of this freedom, the Council must act in accordance with the Statutory Guidance issued by the Secretary of State. This Guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy, with the initial strategy being effective from 1st April 2016 with future Strategies included within future Annual Budget documents and reported as appropriate.
8. There is no prescribed format for the Strategy, but the underlying principle is to support the delivery of more efficient and sustainable services by extending the use of capital receipts to finance costs of efficiency initiatives that deliver significant savings. A list of each project should be incorporated in the strategy along with the expected savings each project is expected to

realise.

### Flexible Use of Capital Receipts Strategy

9. Government has provided a definition of expenditure which qualifies to be funded from capital receipts. This is:

*“Qualifying expenditure is expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual local authorities to decide whether or not a project qualifies for the flexibility.”*

10. The Council intends to use the following use of capital receipts to fund the following transformation project:

Project Description	Actual 2016/17 £m	Estimate 2017/18 £m	Estimate 2018/19 £m	Estimate 2019/20- 2021 £m
Costs to support:				
Restructures as part of Organisational Business Change Programmes.	5.30	5.11		
Business efficiency programmes.		1.35		
Resources earmarked for future Business Change / efficiency programmes with future savings to be identified		4.84	6.30	6.30
<b>Total</b>	<b>5.30</b>	<b>11.30</b>	<b>6.30</b>	<b>6.30</b>

11. The contribution these Capital Receipts to support funding of these projects has, or plans to generate the following savings as set out in the table below and within appendix 6 of the budget report.

Project Description	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m
Organisation restructures	3.900	9.200	9.200	9.200	9.200	9.200	9.200
Business Efficiencies	-	14.300	24.179	27.672	31.382	34.652	37.872
Bristol Waste	-	0.510	0.510	0.510	0.510	0.510	0.510
How Services are funded/provided	-	9.950	25.814	36.416	42.874	44.984	45.437
Income generation	-	1.880	6.450	9.109	11.543	13.003	14.074
Reshaping Services	-	6.430	10.616	11.236	11.246	11.506	11.536



<b>Total Savings</b>	<b>3.900</b>	<b>42.270</b>	<b>76.769</b>	<b>94.143</b>	<b>106.755</b>	<b>113.855</b>	<b>118.629</b>
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### Impact on Prudential Indicators

12. The indicators that will be impacted by this strategy is set out below;
  - Capital Financing Requirement increased by £5.3m (2016/17) as these capital receipts were intended to support schemes within the existing programme that are now budgeted to be financed by prudential borrowing. The 2017/18 Capital Programme and beyond made no general provision for schemes to be funded by Capital Receipts. Schemes financed by prudential borrowing are reflected within the prudential indicators as set out within the Treasury Management Strategy and included as part of the budget.
  - Financing costs as a percentage of net revenue stream (%), noting that the savings generated from these projects will meet the debt financing costs arising from the additional borrowing. The indicative cost of borrowing £5.3m is £200k pa.
13. The Prudential Indicators show that this Strategy is affordable and will not impact on the Council's operational and authorised borrowing limits.

# Saving proposals



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Relevance Checks and EQIAs, where relevant are available at [www.bristol.gov.uk/budget-consultation-eqia](http://www.bristol.gov.uk/budget-consultation-eqia)

## \*Status

**Budget Consultation 2017** – An unchanged proposal which was published in as part of 2018/19 – 2022/23 Budget Consultation

**Budget Consultation 2017 (changed)** – A proposal which was published in as part of 2018/19 – 2022/23 Budget Consultation but has but has had its description or savings amounts changed.

**Budget Report 2017/18** – An unchanged proposal which was published in as part of 2017/18 Budget Report

**Budget Report 2017/18 (changed)** – A proposal which was published in as part of 2017/18 Budget Report but has but has had its description or savings amounts changed.

# 1: Improving our business efficiency

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Resources	BE1	Craig Cheney	Restructure HR, Finance and associated support teams	Restructure the support teams to combine functions and outline clear responsibilities, objectives and reporting lines; convert temporary posts to permanent posts and stop recruiting to vacant posts. Scaling it to fit the smaller organisation which the council is becoming.	565	250	500			1,315	Budget Report 2017/18 (changed)
Crosscutting	BE3	Craig Cheney	Business process improvements within our admin and business support function	Following the initial streamlining of our admin and business support function from separate teams to create a single, multi-disciplinary team, these savings relate to the continuing business improvement reviews.	492					492	Budget Report 2017/18
Resources	BE13	Craig Cheney	Improvements to legal case management system	An improved case management system will help improve workflows and semi-automate some admin tasks. This will reduce the admin time of our lawyers, reduce external spend and free up their time for income generation.	49					49	Budget Report 2017/18
Crosscutting	BE6	Craig Cheney	Workforce policy and conditions review	This proposal includes a number of potential savings from a review of workforce policies. It includes a proposed incremental pay freeze for senior managers and an increase in the amount of holiday time employees can buy back.	1,463					1,463	Budget Report 2017/18
Crosscutting	BE7	Craig Cheney	Organisational redesign including the council's senior management structures	Organisational redesign to include the cost of senior management structures.	1,000					1,000	Budget Report 2017/18

## Improving our business efficiency (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Crosscutting	BE8	Craig Cheney	Review of procurement procedures including spending on contracts and cards	Review of spending and use of contracts, including credit card purchases, to ensure value for money.	975					975	Budget Report 2017/18
Resources	BE40	Craig Cheney	Council staff involvement in externally funded projects	Our support service teams currently work on projects which are funded by other organisations, for example by government grants. This technical adjustment would ensure where time is billed it is appropriately accounted for and reduces the impact on the council's mainstream funding (General Fund)	690					690	Budget Consultation 2017
People	BE41	Helen Godwin	Bring services delivered by Shelter in house	We had a contract with the charity Shelter to offer guidance and support to vulnerable homeless children and young people. This has now ended and we are doing the work ourselves through our 'Early Help' services.	50					50	Budget Consultation 2017
Corporate	BE42	Craig Cheney	Reducing Fraud and Avoidance	Refocusing efforts to prevent and minimise fraud particularly in the identification of those not entitled to subsidies and discounts and ensuring those that are expected to pay for services do.	200	100	100	100		500	Budget Consultation 2017
Corporate	BE43	Craig Cheney	Improved debt management	Improving debt collection processes to ensure we are using the most effective measures and to reduce the amount that is currently not collected efficiently.	25	25	50	50	50	200	Budget Consultation 2017
Corporate	BE44	Craig Cheney	Increasing interest from investments	This review should help the council increase the interest we receive from cash held in the bank or through investments.	275	25				300	Budget Consultation 2017

## Improving our business efficiency (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Crosscutting	BE45	Craig Cheney	Staffing budget increases will be in line with agreed pay award for all budgeted posts. Movements above this will need to be managed with the overall resource.	Council staff are currently paid on a salary 'band', meaning they start at the bottom of a scale and work their way to the top over several years. Instead of providing extra budget to meet this cost each year, individual services will manage these increases within their existing budgets.  For example, they may consider the point on the scale at which they appoint new staff, seek external funding for traded work, reduce the use of interims whilst recruiting, leave vacancies open for longer when someone leaves or reduce what they spend in other ways.	1,870	1,900	1,960	2,000	2,050	9,780	Budget Consultation 2017
Crosscutting	BE46	Craig Cheney	Review procurement and payment processes	Review all council third party spending, in-contract, out of contract and purchase card processes, reducing overall third party spending, minimising annual increases and ensuring value for money is achieved.	1,000	1,000	1,000	1,000	1,000	5,000	Budget Consultation 2017
Resources	BE47	Craig Cheney	Changes to staff training to reduce costs	Reallocate training team salary costs from the HR budget to the learning and development budget to reflect the true cost of service and create HR salary budget savings.	183					183	Budget Consultation 2017
Resources	BE48	Craig Cheney	Reduce occupational health costs	Working together with the NHS on occupational health support and helping reduce need for the service.	45					45	Budget Consultation 2017
Resources	BE49	Craig Cheney	Reduce spending on telecoms	Review all telecoms contracts, systems and devices to switch to best contracts and tariffs and deliver better value for money.	200					200	Budget Consultation 2017
Resources	BE50	Craig Cheney	Rebate scheme with temporary staff supplier	Implement a newly negotiated rebate scheme with the council's temporary staff provider.	50					50	Budget Consultation 2017

*Improving our business efficiency (continued)*

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Resources	BE51	Craig Cheney	Savings from staff changes in the Statutory and Democratic Service	Savings from staff changes in the Statutory and Democratic Service, which took place during 2017.	143					143	Budget Consultation 2017
Resources	BE52	Craig Cheney	Review wedding services fees and availability	Provide the statutory wedding room two days a week and increase priority service and booking fees and charge additionally for out of hours appointments.	41					41	Budget Consultation 2017
Resources	BE53	Craig Cheney	Reduce spending on civic robes and catering	Ensure that where possible civic robes are re-used and re-allocated. Reduce non-essential spend on catering for civic and council meetings.	36					36	Budget Consultation 2017
Resources	BE54	Craig Cheney	Reduce electoral register canvassing	Continue to promote online registration for the electoral roll and communicate more via email rather than letters where legally permitted. Where households don't respond to the electoral canvass, reduce visits to ask them in person from two visits to one. This is in line with legal requirements and best practice.	32					32	Budget Consultation 2017 (changed)
Neighbourhoods	BE55	Asher Craig	Reduce the number of community development posts paid for by the council's general fund	Redesign community development and public health communities teams with a view to aligning resources to shared outcomes and reduce overall size of team.	100					100	Budget Consultation 2017

## Improving our business efficiency (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Resources	BE56	Craig Cheney	Restructure Policy and Strategy Team	Refocus and restructure the Policy and Strategy Team to increase policy, public affairs, equalities and consultation capacity. Seek investment from other city partners in our international work, carrying a risk of reduction in this work if willing partners can't be found.	62	43				105	Budget Consultation 2017
Resources	BE57	Paul Smith	Improving the performance of the council's Commercial/ Investment Property portfolio	Review our commercial property portfolio and where appropriate rationalise and redirect to those that generate better rates of return and/or support wider economic objectives. Also increase income through a programme of rents/lease reviews introducing more commercial arrangements for the use of council commercial assets.	80	100	100	120	120	520	Budget Consultation 2017 (changed)
Resources	BE58	Craig Cheney	Review funding for the Lord Mayor's chapel	Review the operating costs of the Lord Mayor's Chapel. This is part of a wider review and commercialisation of the council's assets.	23					23	Budget Consultation 2017
Resources	BW02	Kye Dudd	Bristol Waste Company (BWC) income generation	We planned to introduce a pilot scheme to offer residents a premium additional service for a fee which would include weekly collections or larger bins.  We did not introduce the pilot scheme in 17/18 but made the saving through other operational efficiencies given the concerns that a premium service may encourage the creation of more waste rather than the behaviour change we need to deliver a cleaner city. The 18/19 saving will be delivered through further operational efficiencies by the company.	50					50	Budget Report 2017/18
<b>Improving our business efficiency – Total</b>					<b>9,879</b>	<b>3,493</b>	<b>3,710</b>	<b>3,270</b>	<b>3,220</b>	<b>23,572</b>	

## 2: Changing how we fund and provide services

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Neighbourhoods	FP01	Asher Craig	Review and reduce spend on services provided by external partners	The council's Neighbourhoods directorate currently spends £88 million on services provided by external partners. This proposal will consider how we can buy these services more efficiently and reduce the overall cost by £4.4 million	225	2,211	2,000			4,436	Budget Report 2017/18 (changed)
Neighbourhoods	FP02	Asher Craig	New ways of running parks and open spaces	We are developing a plan for the future of our parks and open spaces. We want to get to a place where our Parks Service costs less so we are looking at all options, including how parks could bring in money for the council. We have also been exploring how we can work with community groups more effectively.	632	1,272				1,905	Budget Report 2017/18 (changed)
People	FP05	Anna Keen	Reduced education services grant	The loss of the Education Services Grant and the overall reduction in funding for local authority education services will result in reduced capacity to fulfil our statutory duties.  Tapered containment of grant reduction (identified pressure) by safely transforming education services from council funding to Dedicated Schools Fund and trading services. If not re-commissioned via the DSG this will impact on our support for sufficiency of school places, school finance support and audit, admissions, education welfare, school HR support, asset management, health & safety, and national curriculum assessments,	497	823				1,320	Budget Report 2017/18 (changed)



## Changing how we fund and provide services (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
People	FP07	Helen Godwin	Youth services contracts	As part of the council's work to join up services for children, young people and families, we will be looking to partners to help carry out activity.  A targeted youth contract is due to be commissioned by March 2018. This is already expected to involve a £1.2m reduction in funding and is now likely to offer a further £700k worth of savings. The contract is out for commissioning and the council is currently evaluating bids. In addition a support grant of £350k is being offered to an organisation which can manage and distribute smaller grants to community organisations to tackle medium and longer term issues as well as responding to emerging social problems in communities	1,238	273	205	224		1,940	Budget Report 2017/18 (changed)
Neighbourhoods	FP09	Asher Craig	Neighbourhood Partnerships	We recognise the value of engaging with communities on the issues that affect them, but believe there are more efficient ways to do this than current Neighbourhood Partnership structure. We will work with councillors and communities to change the focus and scope of this in the future by looking at what individual communities need.		562				562	Budget Report 2017/18
Neighbourhoods	FP11	Helen Holland	Bring together existing advice services into one city-wide Information, Advice and Guidance Service	We currently provide advice services on a wide range of things including money, tenancies and finding jobs. This proposal would bring all of these services together making it more efficient and easier for people to get the help they need. Online help would be the first port of call.	250					250	Budget Report 2017/18 (changed)
Neighbourhoods	FP12	Paul Smith	Recommissioning support for adults and families affected by homelessness	We have already reduced our spend on contracts with our partners who provide supported housing, through commissioning plans that were approved in 2017. These reductions take effect in both 2017/18 and in 2018/19.	250					250	Budget Report 2017/18

## Changing how we fund and provide services (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Neighbourhoods	FP13	Asher Craig	New ways of providing public toilets	Currently the provision of toilets is low quality and we want to look at how modern alternatives can be provided within community and public buildings. By working in partnership to provide more toilets across the city, we are hoping to provide a better service for the public whilst reducing costs to the council.	400					400	Budget Report 2017/18
Neighbourhoods	FP14	Kye Dudd	In-house enforcement	We would like to formulate an in-house enforcement team to collect local tax and overpaid housing benefit debts. An in-house team would be able to work with people to help them learn how to budget and manage repayment of debt in a considered way.	287					287	Budget Report 2017/18
Neighbourhoods	FP15	Paul Smith	Proactive work with families and young people to prevent homelessness, and where it does occur to reduce accommodation costs	Reduce use of temporary accommodation. In line with the new Homelessness Reduction Act we will continue to use more prevention and early intervention to avoid families becoming homeless. Coupled with reducing demand we are purchasing emergency accommodation from a 'framework' contract which is seeing at least 15% reduction in the rates charged to the council.	150					150	Budget Report 2017/18
Resources	FP16	Marvin Rees	Gradually reduce funding to Destination Bristol	The council makes an annual £482k contribution to Destination Bristol, which works to attract tourists, visitors and conferences to the city. This proposal will gradually reduce our contribution over five years to allow time to find alternative funding sources.	58	58	58	58		231	Budget Report 2017/18
Neighbourhoods	FP17	Mhairi Threlfall	Park and Ride contract re-tendering	A re-tendering of the contracts for Portway and Brislington Park & Ride bus services has resulted in savings to the operational budget.	40					40	Budget Report 2017/18

*Changing how we fund and provide services (continued)*

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
People	FP20	Helen Godwin	Commission a youth housing pathway	This proposal forms part of a large scale commissioning project to provide a youth housing advice 'hub' and a range of accommodation with the support needed for young people at risk of homelessness or going into care. This will help them at the earliest possible stage to prevent housing and care crises, and/or enable young people to access the housing and support they need in a more planned way.	126					126	Budget Report 2017/18
People	FP24	Anna Keen	Develop a partnership model to deliver learning difficulties employment or training	The provision of employment opportunities for people with learning difficulties increases their independence and leads to a reduced pressure on the SEN residential care budget.	40					41	Budget Report 2017/18

## Changing how we fund and provide services (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
People	FP31	Helen Godwin	Strengthening Families Programme	<p>To respond to national and local challenges in children's social care, we are embarking on a three-year programme to improve outcomes for children, young people and families and put us on a sustainable financial footing.</p> <p>The Statement of Intent for the Programme is to make cost savings whilst holding our ambition of improving outcomes, commissioning and delivering quality services and keeping 'children and families' at the heart of what we do.</p> <p>There are three angles from which we are approaching the challenge:</p> <p><b>1. Demand</b> – tackling the number of children, young people and families that need our support and reducing the level of that need;</p> <p><b>2. Supply</b> – how we organise our resources and commission in order to respond to that demand and, within that;</p> <p><b>3. Workforce</b> – how we organise and support our staff to deliver the most effective and timely response to families.</p> <p>We are currently developing this proposal and if it leads to a potential significant change in services we will carry out public consultation</p>	277	1,160	2,195	1,828	453	5,913	Budget Consultation 2017 (changed)
People	FP32	Helen Godwin	Reduction in funding budget for families with no recourse to public funds	<p>We will reduce our funding for supporting families who are not already on benefits or reliant on other public funds. However we will work to ensure we are still able to help those families most dependent on our services including immigrants and asylum seekers. The budget allocated was greater than the need and we are able to reduce this without impacting upon the level of service provided.</p>	50					50	Budget Consultation 2017

## Changing how we fund and provide services (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
People	FP33	Helen Holland	Introduce Better Lives Programme (Improving outcomes for adults in Bristol)	We'll be looking to deliver a transformation programme to change our adult social care services in order to ensure a more joined up and efficient service for the city. The programme will focus on ensuring people have the right level of care and ensuring residents can maximise their own independence; ensuring commissioning decisions can be better investigated to ensure good investment; and making sure our teams can work more efficiently and effectively with our partners.	6,221	4,213	2,000			12,434	Budget Consultation 2017 (changed)
Corporate	FP34	Craig Cheney	Better use of developer contributions for infrastructure improvements	Making best use of funding from developer contributions to improve maintenance practices and reduce maintenance and infrastructure renewal costs.	500					100	Budget Consultation 2017
People	FP35	Anna Keen	Funding project work with our tenants	We have won external funding to support 1,500 Bristol social housing tenants, helping them develop skills to improve their household income. We are using some of this funding to cover the management and staffing cost of running it.	50					50	Budget Consultation 2017
Neighbourhoods	FP36	Paul Smith	Identify alternative funding to continue to support people in Council Housing	Identify alternative funding to support Council Housing tenants most at risk of vulnerability, marginalisation and exclusion alongside efficiencies in existing advice and support services	1,000					1,000	Budget Consultation 2017
Neighbourhoods	FP37	Paul Smith	Alternative income to pay for home adaptations and equipment	We will work with external partners to identify alternative and more appropriate income to contribute towards home adaptations and equipment.	72					72	Budget Consultation 2017

## Changing how we fund and provide services (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Resources	FP38	Paul Smith	Review our approach to managing and optimising the value of public sector land and buildings	Work with partners across the region to make the most of investment in land and buildings. Unlock difficult sites for development.	1,600	400				2,000	Budget Consultation 2017 (changed)
Resources	FP39	Paul Smith	Increasing the use of community managed or owned spaces	Rethink assets that have potential to provide sustainable community benefits, giving local people more direct control over the management of a particular building or activity and simultaneously reduce the financial burden on the council.	100	30				130	Budget Consultation 2017 (changed)
Neighbourhoods	FP40	Asher Craig	New funding models for city-wide public health services	We will seek new funding models for city-wide services linked to protecting and improving people's health.	1,800					1,800	Budget Consultation 2017
<b>Changing how we fund and provide services – Total</b>					<b>15,864</b>	<b>10,602</b>	<b>6,458</b>	<b>2,110</b>	<b>453</b>	<b>35,486</b>	

### 3: Increasing our income

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Neighbourhoods	IN01	Mhairi Threlfall	Complete implementation of parking tariff increase.	Complete implementation of parking tariff review (agreed in 2016) and contribute additional income to transport budget.	357					357	Budget Report 2017/18
Neighbourhoods	IN02	Craig Cheney	Efficiencies realised by new Operations Centre	Our new state-of-the-art Operations Centre will contain services such as traffic and emergency control. By bringing these together and selling the remaining space to partners we can make savings, increase our income and reap the benefits of closer partnership working.	419	445	35	45		944	Budget Report 2017/18 (changed)
Neighbourhoods	IN03	Mhairi Threlfall	Residents' parking income	When people pay for residents' parking permits this is used to pay back the cost of installing the scheme. Once this money is paid back the income will be used firstly to cover parking services costs with any surplus being used to support transport related initiatives.	4	4	684			692	Budget Report 2017/18
Resources	IN04	Marvin Rees	Establish city centre business rate development team	Establish a team to bring unused city centre buildings back into use thereby increasing business rate contributions.		160	80	240		480	Budget Report 2017/18
Resources	IN05	Marvin Rees	Increase income from museum buildings	We will look at ways to increase income from our cultural assets such as the museum and art gallery and the M Shed, and various events the council runs. This could include re-tendering the café contract, reviewing our exhibitions programme and retail offerings at these venues	50	50	86			186	Budget Report 2017/18
Resources	IN06	Craig Cheney	Increase bookings for Lord Mayor's Mansion House and Chapel	We plan to increase income from room hire, weddings and events in the Lord Mayor's Mansion House and Chapel.	75	50				125	Budget Report 2017/18

## Increasing our income (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Neighbourhoods	IN07	Mhairi Threlfall	Reintroduce Sunday charging for parking on-street	This would reintroduce charging on Sundays when people use on-street parking bays. This charge was removed in 2012.	150					150	Budget Report 2017/18
Crosscutting	IN22	Craig Cheney	Inflation for fees and charges for council services	Fees and charges set by the council for specific services will be increased in line with inflation each year as a minimum.	1,500	1,000	1,000	1,000	1,000	5,500	Budget Consultation 2017 (changed)
Crosscutting	IN23	Craig Cheney	More income from commercial opportunities	Investigating new ways we can increase the council's income through commercial means.	50	200	200			450	Budget Consultation 2017
Crosscutting	IN24	Craig Cheney	Review budgets for fees and charges	Review our budgets and forecasts for income from fees and charges to ensure they are aligned. This reduces the overall budget required for the service.	1,000					1,000	Budget Consultation 2017 (changed)
Resources	IN25	Marvin Rees	Increase income generation and efficiency across culture services	Proposals include introducing adult admission fees for Red Lodge and Georgian House Museums; increasing major event income through sponsorship and making the Bristol Film Office and Site Permissions services self-financing. This could be achieved by working to increase the number of events held in the city and productions filmed here.  This was the subject of a consultation. A summary of responses is available here <a href="http://www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation">www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation</a>	5	60	19	35	21	140	Budget Consultation 2017



## Increasing our income (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Resources	IN26	Marvin Rees	Increase office rental capacity at Filwood Green Business Park	Increase income potential from rented office accommodation by refitting the Filwood Green Business Park Work Hub.	22	10				32	Budget Consultation 2017 (changed)
Resources	IN27	Kye Dudd	Generating and saving money through energy generation and efficiency	Bristol City Council's Energy Service is committed to making Bristol a carbon neutral city by 2050. The team will manage and support a range of projects such as heat networks, energy efficiency and energy generation available to residents and businesses across the city. Taking a more entrepreneurial approach to these projects, the team will raise an income to fund their activity whilst saving the council money by improving its energy usage.	180	540	240	40	50	1,050	Budget Consultation 2017
Resources	IN28	Craig Cheney	School appeals service	Ensure Bristol's schools appeals service is charging competitive rates to fully recover costs and promote this service to schools and academies who don't currently use it.	30					30	Budget Consultation 2017
Neighbourhoods	IN29	Nicola Beech	New ways of funding Development Management services	Development Management provides paid for services that generates an income for the council. For the next four financial years the service will will raise its income target and pursue more paid for work to cover the costs of existing job roles. Additionally, staffing will be slightly reduced by half a post to ensure the service can be more self-sufficient.	184	80	80	80		424	Budget Consultation 2017

## Increasing our income (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Resources	IN30	Craig Cheney	Income from 'Can Do Bristol' platform	Use our new online social action platform to host Employer Sponsored Volunteer schemes, volunteer banks and campaigns for external partners, up to and including fully managed volunteering services. Make money by charging fees depending on the level of service required. (Note: We would not charge users or VCSE organisations using the normal functions of Can Do Bristol.)	9	10	10	20		49	Budget Consultation 2017
Crosscutting	IN31	Craig Cheney	Reviewing options for cash payments and/or cash related traded services	We are considering accepting more cashless payment options for council services which saves the cost of collecting cash. We will also look at providing cash collection for other organisations, thus helping cover the cost of continuing to offer some cash payments.	50	50				100	Budget Consultation 2017
Neighbourhoods	IN32	Mhairi Threlfall	Estimated increase in bus lane enforcement income	The enforcement of new bus lanes will generate new income. Where this additional income exceeds the value required to run the parking service it will contribute to funding needed for other transport-related activities.	100					100	Budget Consultation 2017
Neighbourhoods	IN33	Mhairi Threlfall	Changes to parking services	This is a combination of budget adjustments in parking services, but also includes a proposal to introduce parking charges in off-street car parks in Residents' Parking Scheme areas, which are currently free to park in. This would help improve turnover in these car parks for wider benefit and potentially raise income that can be spent of wider transport objectives.	385					385	Budget Consultation 2017
<b>Increasing our income – Total</b>					<b>4,570</b>	<b>2,659</b>	<b>2,434</b>	<b>1,460</b>	<b>1,071</b>	<b>12,194</b>	

## 4: Reducing or stopping services

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Neighbourhoods	RS02	Mhairi Threlfall	Savings to road maintenance budget	We are changing, the way we maintain our roads, by adopting more preventative longer term treatments at the right time to extend the life of the road surface and reduce the amount we need to spend on day to day repairs.	250	250				500	Budget Report 2017/18
People	RS03	Anna Keen	Implementing Children's Centres' redesign	Children's centres provide valuable services including much of our early intervention work with young families. They also support public health to deliver their programmes. This proposal keeps our commitment to those services and the value they bring, and recommends a change to the way that we organise our offer, as part of a (0–19) multi-agency early help family support model.	750					750	Budget Report 2017/18
Neighbourhoods	RS04	Asher Craig	Redesign of library service	Redesign of library of service by focussing effort and investment in providing service through fewer library buildings.	740	360				1,100	Budget Report 2017/18
Neighbourhoods	RS06	Mhairi Threlfall	Reduce subsidies for bus services that complement the commercial network	The council provides subsidy for bus services that are not commercially provided but that is considered to be socially necessary. The council spends around £1.8m per year subsidising some routes. This proposal reduces our spending by half, meaning that services would cease to operate unless commercial provision is made.	450					450	Budget Report 2017/18
Corporate	RS09	Craig Cheney	Removal of short-term council tax discount on unoccupied and unfurnished properties	The council currently offers a short-term discount on council tax of up to 10% for properties that are unoccupied or unfurnished. This proposal removed the discounts from 1 April 2017.	420					420	Budget Report 2017/18

## Reducing or stopping services (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Resources	RS11	Marvin Rees	Reduce funding to key arts providers	The council provides £1m per year to key arts providers following a bidding process. This supports a wide range of arts and culture activities, including lots of work with the community, education and training.	190			190		380	Budget Report 2017/18
Neighbourhoods	RS12	Craig Cheney	Limit Partly Occupied Rate Relief for business ratepayers.	Limit Partly Occupied Rate Relief that can be claimed by business ratepayers who do not use all their premises.	350					350	Budget Report 2017/18
Neighbourhoods	RS13	Asher Craig	Reduce funding for Police Community Support Officers (PCSOs)	We have already reduced funding to PCSOs by 50%. This brings forward the planned further saving and will take out the remaining of our general funding for this area of work. We will work with the PCCs office to look at how the Police and Crime Commissioner's community safety grant might be redirected to support the continuation of some funding for PCSOs	180					180	Budget Report 2017/18 (changed)
Neighbourhoods	RS14	Asher Craig	Centralise Citizen Service Points (CSPs) at 100 Temple Street and close all others	We have centralised all Citizen Service Points (CSPs) at 100 Temple Street which will have more advisors available face to face and on the phone. All other Citizen Service Points (in Fishponds, Hartcliffe, Southmead and Riddinglease) have been closed.	80					80	Budget Report 2017/18
Neighbourhoods	RS15	Craig Cheney	Remove Discretionary Rate Relief for charities, voluntary groups and not-for-profit organisations	Remove Discretionary Rate Relief on business rates for charities, voluntary groups and not-for-profit organisations.	158					158	Budget Report 2017/18

## Reducing or stopping services (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Neighbourhoods	RS18	Asher Craig	New funding model for Ashton Court	Ashton Court is currently funded by a council subsidy and the income from running weddings, conferences and events. We will explore new ways of operating the site without the council subsidy and identifying new funding sources for investment in the building.	85					85	Budget Report 2017/18
People	RS19	Anna Keen	Remove subsidy for adult education at Stoke Lodge	We pay to provide Stoke Lodge as a base for adult learning. Following the restructure of the service, this funding will end and the service will become self-funding and the venue will be available for hire.	55					55	Budget Report 2017/18
Neighbourhoods	RS23	Helen Holland	Recommission alcohol and other drugs misuse services for adults	We will make this saving by recommissioning the services. This may mean changes to the treatment available but we will still be spending £6.6m per year on alcohol and treatment services. We will retain these services and aim to achieve the savings through the recommissioning process.	61					61	Budget Report 2017/18
Neighbourhoods	RS26	Nicola Beech	Cease financial support for Bristol Pound	The Bristol Pound is a local currency run by a separate, independent organisation. We supported it during the startup phase and now that it is fully established we will be withdrawing our supporting funds.	40					40	Budget Report 2017/18
Neighbourhoods	RS30	Paul Smith	Private Housing Service Review	Review private housing services and realise savings by re-prioritising work and discontinuing some health related work, currently duplicated in other services.	100					100	Budget Consultation 2017
Neighbourhoods	RS31	Asher Craig	Removal of remaining funding supporting neighbourhood action	Removal of grant funding for Neighbourhood Action (formerly Wellbeing Funding) This was the subject of a consultation. A summary of responses is available here: <a href="http://www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation">www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation</a>	257					257	Budget Consultation 2017

## Reducing or stopping services (continued)

Directorate	Ref	Cabinet Lead	Name of Proposal	Description	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000	*Status
Neighbourhoods	RS32	Nicola Beech	Reduce the scope of upgrading the city's advertising and signage	We are currently updating 'wayfinding' signage across the city; distinctive blue displays with maps and directions on them. Plans to extend the system in to new areas have been reduced.	20	10	10	70	30	140	Budget Consultation 2017
<b>Reducing or stopping services – Total</b>					<b>4,186</b>	<b>620</b>	<b>10</b>	<b>260</b>	<b>30</b>	<b>5,106</b>	

## Total all categories

Page 126		2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total savings £'000
	Improving our business efficiency – Total	9,879	3,493	3,710	3,270	3,220	23,572
	Changing how we fund and provide services – Total	15,864	10,602	6,458	2,110	453	35,486
	Increasing our income – Total	4,570	2,659	2,434	1,460	1,071	12,194
	Reducing or stopping services – Total	4,186	620	10	260	30	5,106
	<b>Total</b>	<b>34,499</b>	<b>17,374</b>	<b>12,612</b>	<b>7,100</b>	<b>4,774</b>	<b>76,358</b>

Public Relations, Consultation  
and Engagement



# **Corporate Strategy 2018-2023 and Budget 2018/19 Consultation**

**Final Report v1.8  
10 January 2018**

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## Executive Summary

### ES1 The Corporate Strategy 2018-2023 and Budget 2018/19

Subject to Cabinet endorsement on 23 January 2018, on 20 February 2018, Full Council will consider the council's budget for the 2018/19 financial year. On the same basis Full Council will also consider the council's [Corporate Strategy 2018-2023](#)<sup>1</sup>.

The decision on the council's budget is in the context of the need to make £108m of savings over the next five years, due to inflation, increasing demand for services and further cuts in government funding. This means service budgets will be affected again.

### ES2 The Corporate Strategy and Budget (CS&B) consultation

The Corporate Strategy and Budget (CS&B) consultation was open between 6 November 2017 and 17 December 2017 and sought views from the public (including businesses and organisations which represent non-domestic rate payers) about the 2018/19 budget proposals, future savings proposals to 2022/23 and the draft Corporate Strategy 2018-2023, before decisions on the 2018/19 budget are made by Full Council in February 2018.

The CS&B consultation sought feedback on:

- the scale of Council Tax increase in 2018/19;
- a proposed Social Care Precept<sup>2</sup> of 3% on top of the proposed increase in Council Tax;
- savings and income proposals which would deliver £35m of savings and additional income in 2018/19 with further savings/income in subsequent years to 2022/23<sup>3</sup>;
- the council's draft Corporate Strategy, with specific questions on the 23 key commitments and suggestions for other key commitments the council should include.

The CS&B consultation comprised an online [CS&B consultation survey](#). Paper copies of the survey and alternative accessible formats were available on request. Paper copies of the survey were also available in all libraries, Children's Centres and the Citizen Service Point.

Additional survey responses were garnered through face-to-face interviews in Broadmead (on 5 December), Broadwalk Shopping Centre in Knowle (7 December) and City of Bristol College (14 December).

The consultation was widely publicised through media, social media and communications with the public, including partner organisations, representative non-domestic rate payers and other stakeholders, as described in section 2.6.

The consultation was also promoted at a number of public meetings and views expressed at these meetings were recorded (Section 7). Comments, requests and suggestions received in letters and emails during the consultation were reviewed and considered alongside the survey results (Section 6).

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<sup>1</sup> The Corporate Strategy sets out Bristol City Council's contribution to the city as part of the One City Plan, which will be delivered by many partners. The Corporate Strategy sets out the council's vision, values and 23 key commitments. It is our main strategic document and informs everything the council does.

<sup>2</sup> The Adults Social Care Precept is a dedicated budget which local authorities can raise to help fund adult social care - these are services which help people with physical or mental disabilities or mental health needs carry out their daily routines. Councils are allowed to levy a charge of up to 3% of Council Tax as an Adult Social Care Precept, on top of any rise in Council Tax that would happen anyway. The total increase cannot be more than 6% over the three years 2017/18 to 2019/20.

<sup>3</sup> Some of the savings in the consultation are proposed to be phased over more than one financial year between 2018/19 and 2022/23. Full Council will only decide on the budget for 2018/19 on 20 February 2018. Proposed savings for subsequent years will be noted by Full Council.

### ES3 Other related consultations

When Full Council decides the council's annual budget, it sets the overall amounts each part of the council has to spend over the coming year; it does not approve all of the detail on how the savings will be made. For some proposals, further consultation may be undertaken on the specific savings measures that would deliver the service within the agreed budget.

Four consultations commenced on 6 November which requested feedback from the public on proposed specific measures that would achieve some of the savings required<sup>4</sup>.

Three of the consultations on proposed specific savings measures were open for six weeks from 6 November until 17 December 2017 and the results are included as appendices in this report. These are:

- [Prioritising allowance needs for Special Guardians and families with children who are voluntarily looked after by the local authority by introducing Financial Assessment](#) (referred to as 'Financial Assessment of Care Services' consultation)
- [Increase income generation and efficiency across culture services](#) (referred to as 'Culture Services' consultation);
- [Removal of remaining funding supporting neighbourhood action](#) (referred to as 'Neighbourhood Action' consultation)

The [Parks and Green Spaces consultation](#) opened on 6 November and closes on 29 January and will be reported on separately.

### ES4 Scope of this report

This report describes the methodology and presents the findings of the CS&B consultation and three related consultations on proposed specific savings measures. It includes:

- Quantitative data and analysis of free text comments from the 696 responses to the CS&B survey which were received by 17 December 2017;
- Comments and suggestions received at public and stakeholder meetings held between 6 November and 17 December 2017 where the consultations were publicised;
- Other relevant correspondence received between 6 November and 17 December 2017.
- Quantitative data and analysis of free text comments from survey responses to the three related consultations received by 17 December 2017.

This report does not contain the council officers' assessment of the feasibility of any of the suggestions received nor officers' proposals for the delivery of future services, having considered the consultation feedback.

### ES5 How the report will be used

This report will be taken into account as final proposals are developed by officers to put to Cabinet to recommend to Full Council. This consultation report will also be considered by Cabinet and Full Council in making its decisions about the Corporate Strategy and the 2018/19 budget at the Full Council meeting on 20 February 2018.

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<sup>4</sup> These are the four savings described in the section 1 of the Appendix to the [Corporate Strategy and Budget \(CS&B\) Consultation Information Booklet](#).

As noted above, Full Council will set the overall amounts each part of the council has to spend over the coming year; it does not approve all of the detail on how the savings will be made. The three consultations on specific savings measures (Financial assessment of Care Services consultation, Culture Services consultation, Neighbourhood Action consultation), which are reported in Appendices A, B and C, address how some of the savings could be made in 2018/19 and in future years. The results of these consultations will be taken into consideration in developing a set of final proposals that will be considered by the Mayor and Cabinet when they take those decisions on 23 January 2018<sup>5</sup>.

Cabinet decisions will be published through normal procedures for Full Council and Cabinet decisions at [democracy.bristol.gov.uk](http://democracy.bristol.gov.uk).

## **ES6 CS&B consultation - Key findings**

### **ES6.1 Response rate**

696 responses were received to the CS&B survey, via the online and paper-based surveys, including alternative formats and face-to-face interviews. 37 (5%) respondents completed the survey on paper (including large print and easy read formats), 181 (26%) completed the survey in face-to-face interviews and the remaining 478 (69%) self-completed it online.

606 responses (87%) were received from postcodes within the Bristol City Council area, 24 (3%) were from North Somerset, Bath & North East Somerset (B&NES) or South Gloucestershire, 13 (2%) postcodes were from further afield or were unidentifiable. 53 (8%) respondents did not provide a postcode

A map of response rate by ward for the Bristol responses is presented in chapter 3 along with the details of age profile, gender and other respondent characteristics.

50 responses were received to the Financial Assessment of Care Services' survey. Details of respondent characteristics are included in Appendix A.

124 responses were received to the 'Culture Services' survey. Details of respondent characteristics are included in Appendix B.

239 responses were received to the 'Neighbourhood Action' survey. Details of respondent characteristics are included in Appendix C.

### **ES6.2 Council Tax 2018/19**

Of the 696 people who responded to the CS&B consultation, 670 (96%) expressed a preference for the level of Council Tax increase, selecting from four options (Figure ES1).

373 (56%) respondents preferred the proposed Council Tax increase of 1.99%, which was described in the consultation information as the maximum increase permitted without requiring a referendum<sup>6</sup>. A further 109 (16%) respondents favoured a Council Tax increase of more than 1.99%.

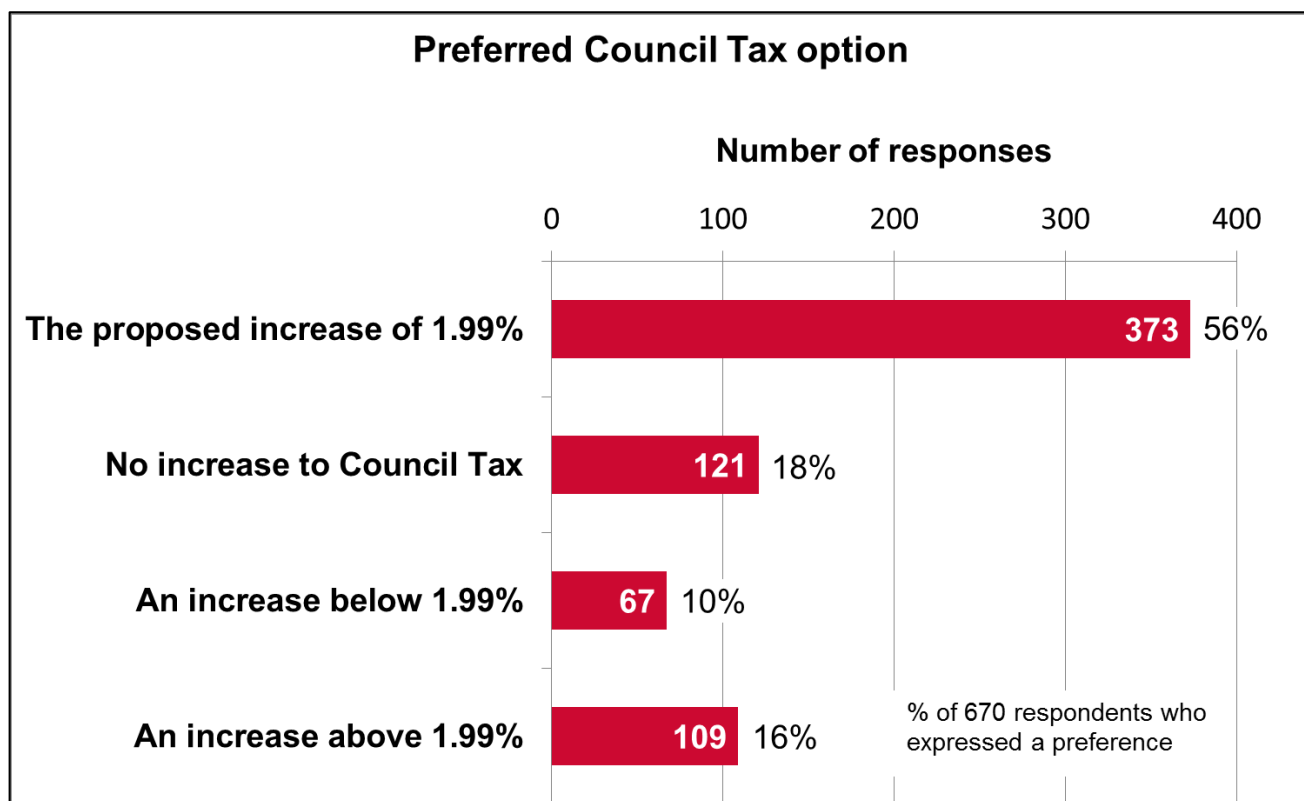
The option with the second highest level of support - 121 respondents (18%) - was 'no increase to Council Tax' in 2018/19. 67 (10%) respondents wanted Council Tax to increase by less than 1.99%

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<sup>5</sup> Decisions on the final proposals for Parks and Green Spaces will be made at a Cabinet meeting in 2018, following consideration of the Parks and Green Spaces consultation results, which will be published in a separate report. The Council's forward plan ([www.bristol.gov.uk/forwardplan](http://www.bristol.gov.uk/forwardplan)) will give 28 days' notice of the Cabinet meeting at which the decisions will be made.

<sup>6</sup> The consultation closed on 17 December, before the government's announcement that councils would be able to raise Council Tax by up to 2.99% in 2018/19 to fund local services.

**Figure ES1: Preferred level of Council Tax increase in 2018/19**



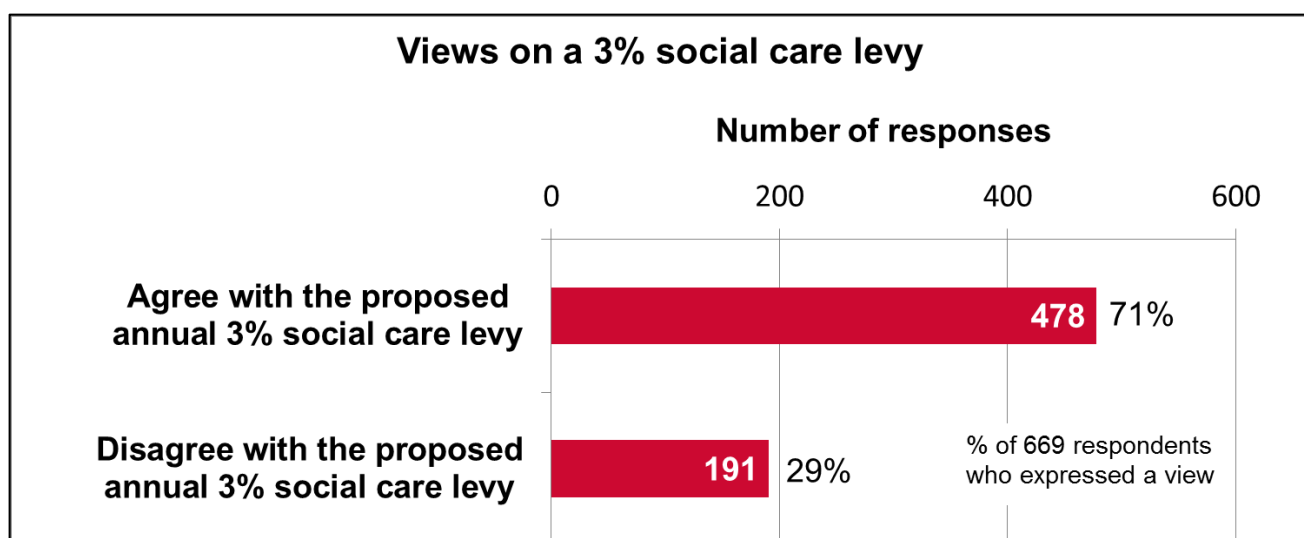
**ES6.3 Social Care Precept 2018/19**

Respondents were asked if they would support a proposed additional charge of 3% on top of Council Tax to help pay for adult social care.

669 (96%) of the 696 respondents to the CS&B consultation expressed a view, of whom:

- 478 (71%) would support the proposed annual 3% social care levy on Council Tax;
- 191 (29%) disagreed with the proposed annual 3% social care levy.

**Figure ES2: Views on the proposed 3% social care levy in 2018/19**



### ES6.4 Savings Proposals 2018-2023

290 (42%) of the 696 CS&B respondents provided free text comments on the savings proposals 2018-2023. The comments are categorised in section 4.3. The greatest number of comments was on the following themes<sup>7</sup>:

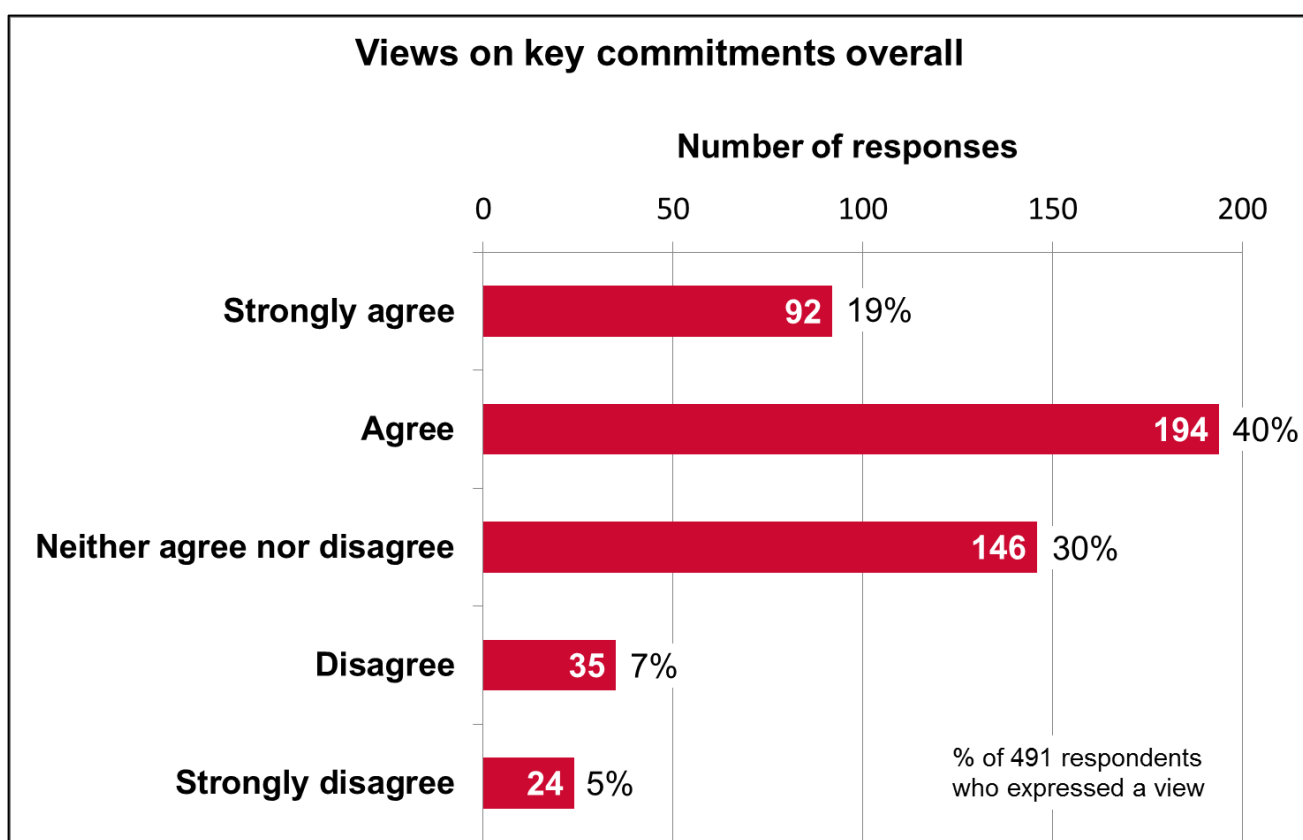
- 127 (44%) comments about Council Tax;
- 154 (53%) comments giving suggestions for saving money;
- 62 (21%) comments on generating income;
- 66 (23%) comments on which services the council should prioritise;
- 30 (10%) comments about the scale of budget savings;
- 28 (10%) comments concerned about the impact of savings proposals on services.

### ES6.5 Corporate Strategy 2018-2023: overview of key commitments

491 (71%) of the CS&B respondents provided their views on the 23 key commitments in the draft Corporate Strategy using a five point scale from ‘strongly agree’ to ‘strongly disagree’. (Figure ES3). Of these:

- 286 (58%) respondents agree or strongly agree with the key commitments overall.
- 146 (30%) respondents neither agree nor disagree with the key commitments overall.
- 59 (12%) respondents disagree or strongly disagree with the key commitments.

**Figure ES3: Views on Corporate Strategy key commitments overall**



<sup>7</sup> The number of categorised comments is more than the 290 free text responses because some responses included comments in more than one category. Percentages are expressed as % of the 290 responses.

## **ES6.6 Corporate Strategy 2018-2023: other key commitments which should be included**

190 (27%) of the CS&B respondents specified additional key commitments they thought the council should make. The priorities identified by the greatest number of respondents were:

### **Theme 1: Empowering and Caring.**

- 13 (7%) respondents stated the council should prioritise social care and support the most vulnerable people in Bristol.

### **Theme 2: Fair and Inclusive**

- 14 (%) wanted commitments to address housing.
- 13 (7%) thought the council should prioritise education, including early literacy intervention, support for people with Special Educational Needs and access courses for colleges.

### **Theme 3: Well Connected**

- 27 (14%) wanted improvements to transport of whom 19 (10%) want to reduce cars in the city and to promote public transport and healthy travel.

### **Theme 4: Wellbeing**

- 33 (17%) requested commitments to maintain existing assets which contribute to wellbeing including: parks, libraries, public toilets and street trees.
- 24 (13%) called for commitments to make Bristol sustainable, including cleaner streets, improved household waste and recycling, measures to deliver clean air, stronger commitments to tackle climate change and promoting green energy and home efficiency measures;

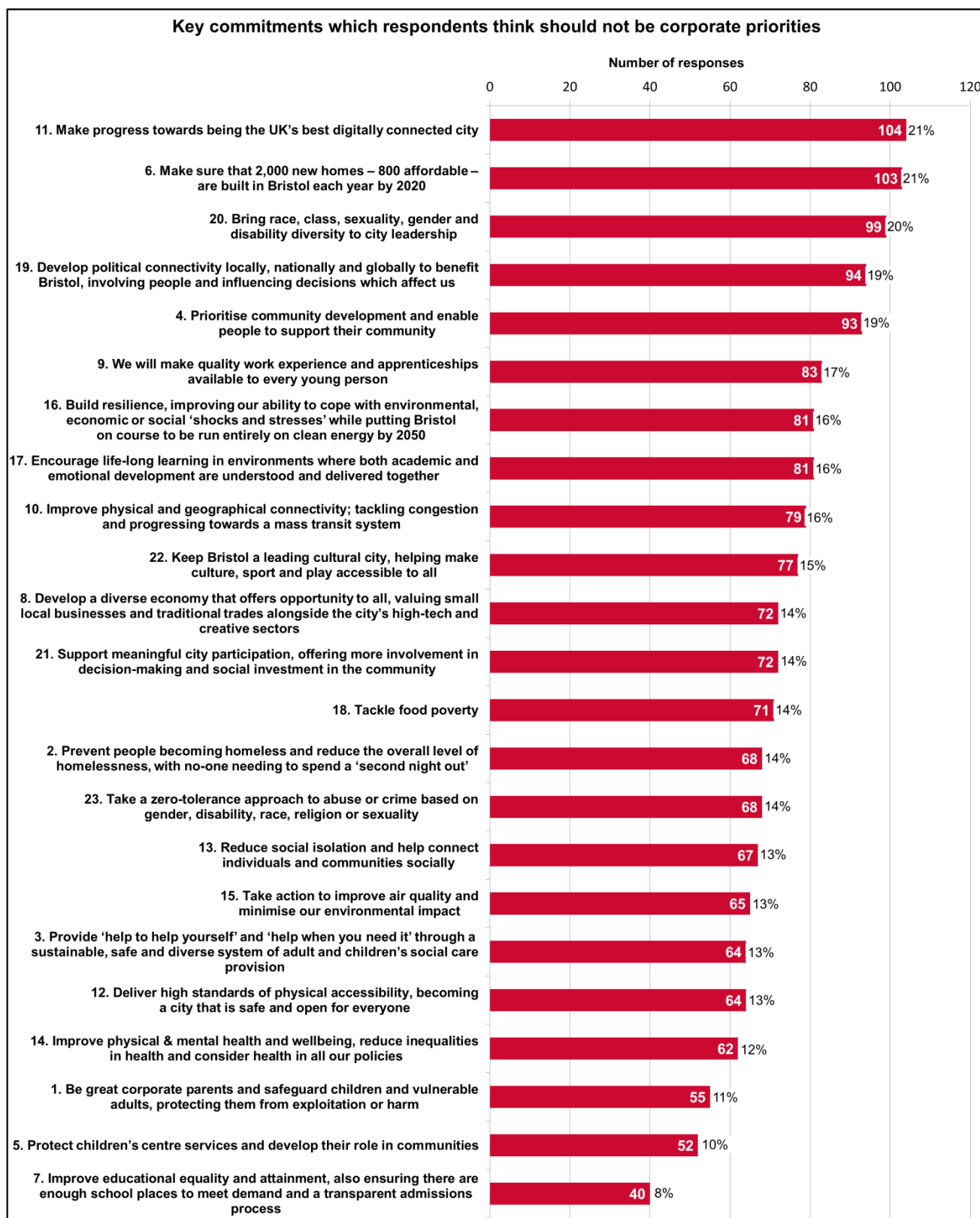
The suggested additional corporate commitments are described further in section 5.2.

## **ES6.7 Corporate Strategy 2018-2023: commitments which should not be high priorities**

282 (41%) of the CS&B respondents identified one or more of the 23 key commitments which they thought should not be corporate commitments. Figure ES4 shows the number of respondents who thought each key commitment should NOT be among the council's highest priorities. The reasons provided by respondents are categorised in section 5.4



**Figure ES4: Key commitments which respondents think should NOT be priorities**

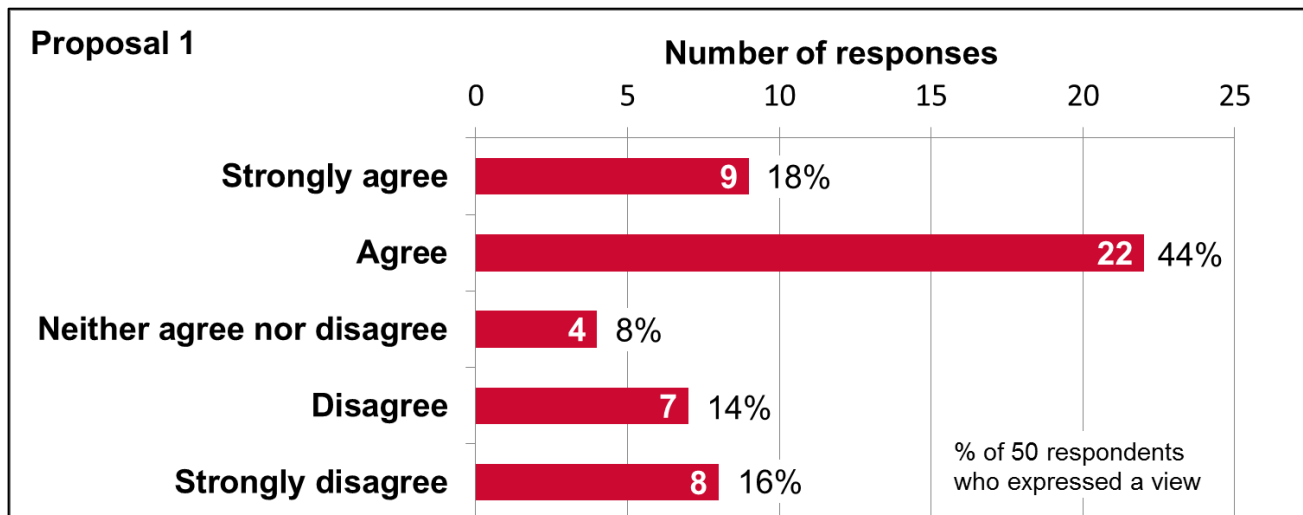


### ES7 Financial Assessment of Care Services consultation – key findings

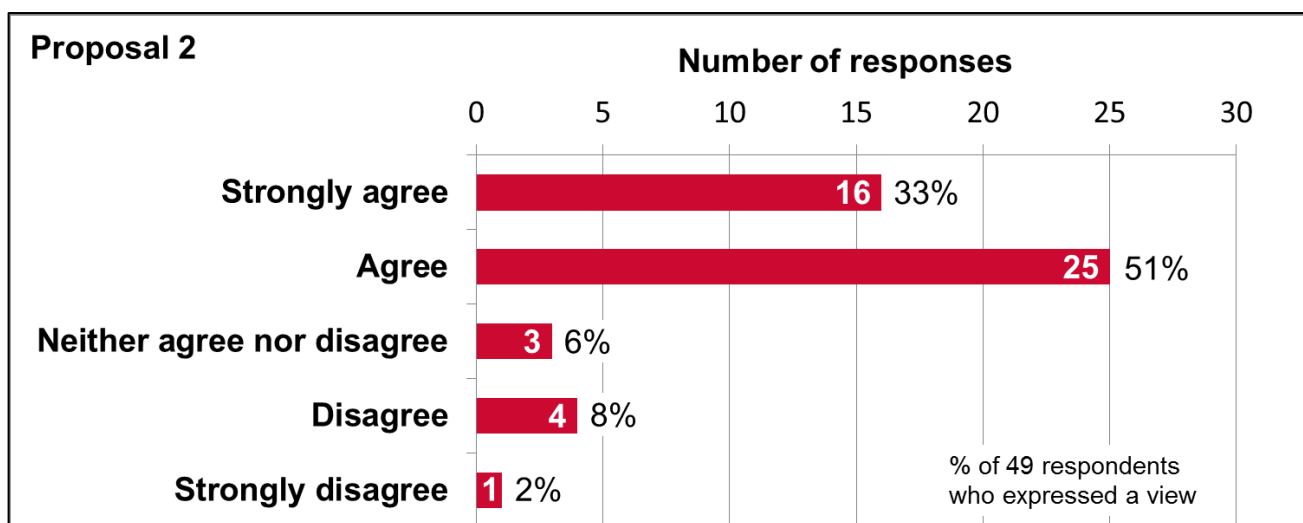
50 responses were received to the Financial Assessment of Care Services (FACS) survey. A majority of respondents agreed or strongly agreed with each of the three proposals, as shown in Figures ES5, ES6 and ES7.

In addition there were 15 free text responses which are described in Appendix A.

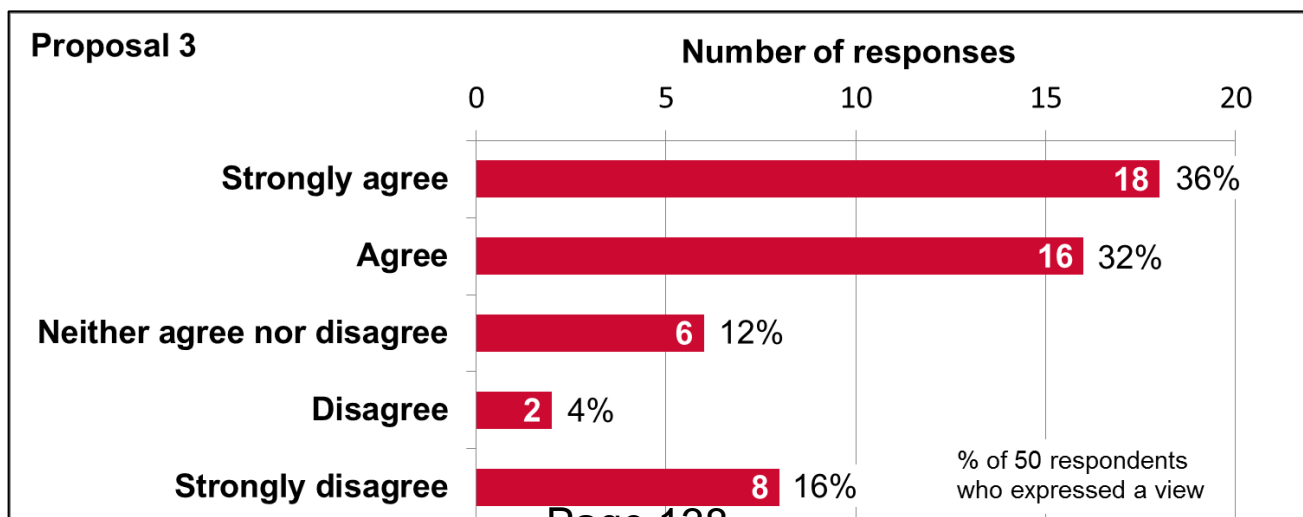
**Figure ES5: Proposal 1 - financial assessment of Special Guardians**



**Figure ES6: Proposal 2 - practical support according to assessed need**



**Figure ES7: Proposal 3 - financial assessment for voluntarily accommodated children**

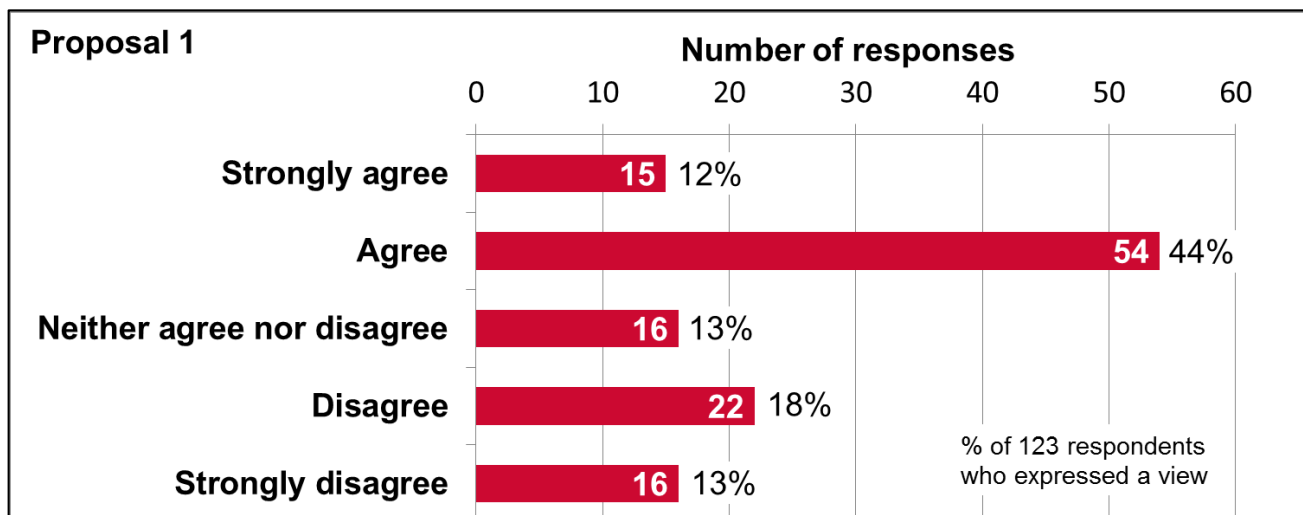


### ES8 Culture Services consultation

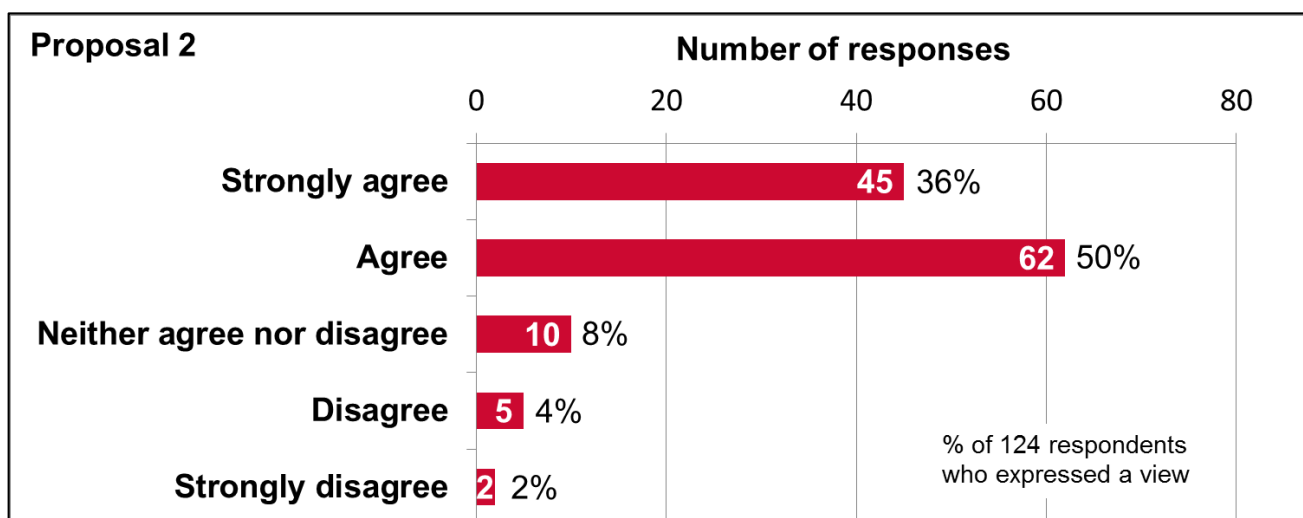
124 responses were received to the Culture Services survey. A majority of respondents agreed or strongly agreed with each of the three proposals, as shown in Figures ES8, ES9 and ES10.

In addition there were 49 free text responses, which are described in Appendix B.

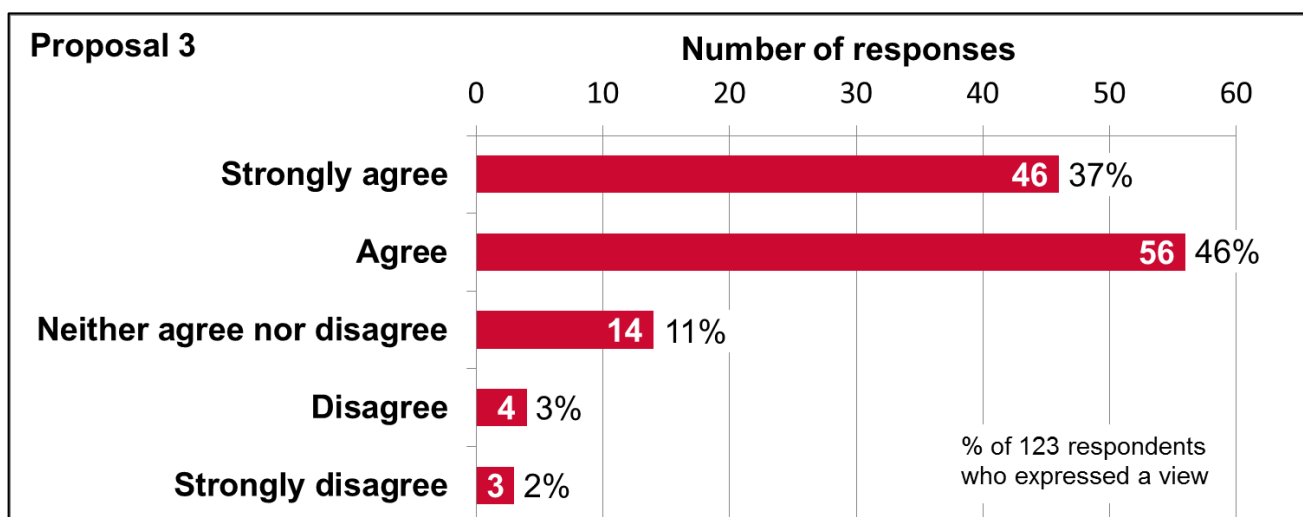
**Figure ES8: Proposal 1 - charging for Red Lodge and The Georgian House**



**Figure ES9: Proposal 2 - increasing major event income**



**Figure ES10: Proposal 3 - Bristol Film Office and Site Permissions to be self-financing**



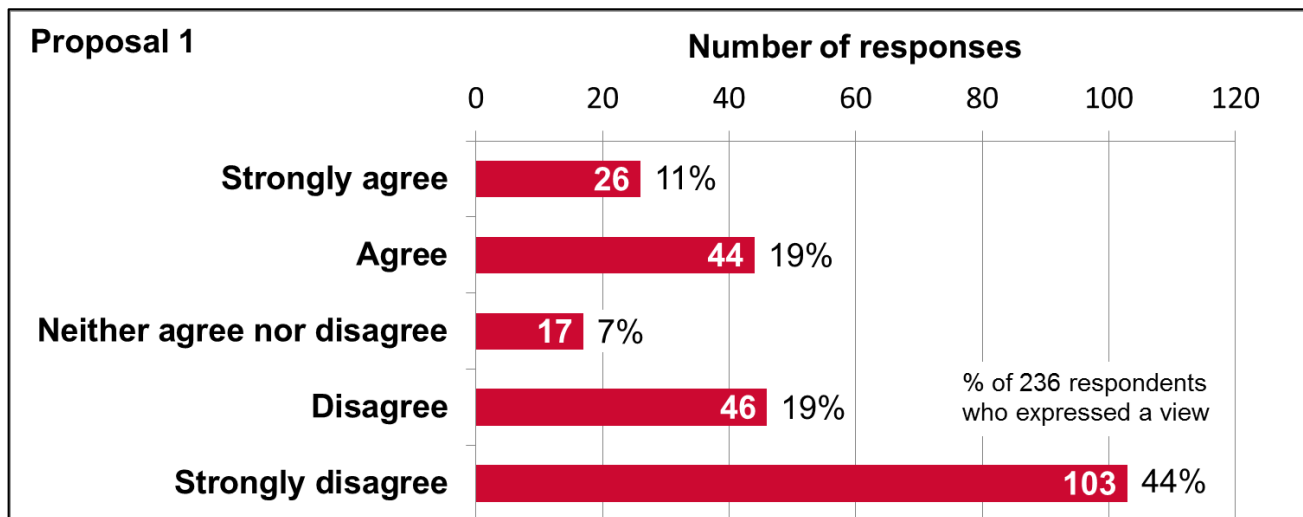
### ES9 Neighbourhood Action consultation

239 responses were received to the Culture Services survey. Of 236 (99%) respondents who provided their view (Figure ES11):

- 149 (63%) disagreed or strongly disagreed with the proposal;
- Less than half this number - 70 respondents (30%) – agree or strongly disagree with the proposal;
- 17 (7%) respondents neither agreed nor disagreed.

In addition there were 145 free text responses, which are described in Appendix C.

**Figure ES11: Support for removing grant funding for neighbourhood action**



# 1 Introduction

## 1.1 Context

On 20 February 2018, Full Council will set the council's budget for the 2018/19 financial year. Full Council will also be asked to approve the council's Corporate Strategy 2018-2023.

The Corporate Strategy and Budget (CS&B) consultation was open between 6 November 2017 and 17 December 2017 and sought views from the public (including businesses and organisations which represent non-domestic rate payers) about proposed increases in Council Tax and Social Care Precept in 2018/19, budget savings and income generation proposals for the period 2018-2023 and the council's draft Corporate Strategy 2018-2023, before decisions on the 2018/19 budget and Corporate Strategy are made by Full Council in February 2018.

## 1.2 The Corporate Strategy 2018-2023

The Corporate Strategy sets out Bristol City Council's contribution to the city as part of the One City Plan, which will be delivered by many partners.

The [draft Corporate Strategy](#) lays out our vision, values and 23 key commitments under five themes to make sure the council plays its part in creating a city that is successful for everyone. It is the council's main strategic document and informs everything the council does including how we respond to the opportunities and challenges facing us now and in the future. Among the most important challenges facing us is the council's budget.

## 1.3 The budget challenge

Over the next five years the council must find £108m of savings to balance its budget. It will cost more simply to maintain services at their current level due to inflation and increasing demand for services such as social care and education because of the growing city population. In addition, further cuts in government funding are planned in the coming years. This means service budgets will be affected.

The £108m gap in council finances assumes no Council Tax increase above current rates. If Council Tax is increased by 1.99% each year<sup>8</sup> and an additional 3% in 2018/19 for the Social Care Precept, this will increase the money available by £29m by 2022/23 contributing a significant amount to bridging the budget gap.

The council has also taken the opportunity to review all the pressures it faces, and has identified ways to mitigate against some demand and inflation pressures, and changes in funding to reduce the gap by a further £14m.

This leaves a funding gap of £65m over the next five years. The [Corporate Strategy and Budget \(CS&B\) Consultation Information Booklet](#) presents savings proposals which would bridge the £65m gap.

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<sup>8</sup> The consultation included the council's proposal to increase Council Tax by 1.99%, which was the maximum permitted without a local referendum. The consultation closed on 17 December 2017, before the government's announcement that councils would be able to raise Council Tax by up to 2.99% in 2018/19 to fund local services

## 1.4 The Corporate Strategy and Budget (CS&B) consultation

The [CS&B consultation survey](#) sought views on the following issues.

### Budget 2018/19

- Preference for four options for the scale of Council Tax increase in 2018/19:
  - Option A - a proposed increase of 1.99% (the maximum without a local referendum);
  - Option B - no increase to Council Tax;
  - Option C - an increase below 1.99%; and
  - Option D - an increase above 1.99% which would require a referendum.
- Support for a proposed Social Care Precept of 3% for 2018/19 on top of the Council Tax increase, to help fund adult social care and protect vulnerable people.

### Budget savings 2018-2023

- Views on our savings and income proposals which would deliver £35m of savings and additional income in 2018/19 with further savings/income in subsequent years to 2022/23.

### Corporate Strategy 2018-2023

- Overall views on the [23 key commitments](#) in the draft Corporate Strategy.
- Suggestions for other key commitments the council should include in its Corporate Strategy.
- Any key commitments which respondents think should NOT be among the council's highest priorities, and the reasons for this.
- Any other comments on the draft Corporate Strategy.

The CS&B consultation was open between 6 November and 17 December 2017. The consultation comprised an online [CS&B consultation survey](#), with paper copies of the survey and alternative accessible formats available on request. Paper copies of the survey were also available in all libraries, Children's Centres and the Citizen Service Point.

Face-to-face interviews using the online survey on 4G enabled tablets generated additional survey responses in Broadmead Shopping Centre (on 5 December), Broadwalk Shopping Centre in Knowle (7 December) and City of Bristol College (14 December).

The consultation was also promoted at a number of public meetings and views expressed at these meetings were recorded.

Comments, requests and suggestions received in letters and emails during the consultation were reviewed and considered alongside the survey results and feedback at meetings.

## 1.5 Other related consultations

When Full Council sets the council's annual budget, it is not approving all of the detail on how the savings will be made; rather it sets the overall amounts each part of the council has to spend over the coming year.

For some proposals, further consultation may be undertaken on the specific savings measures that would deliver the service within the revised budget.

Four of the savings proposals presented in the CS&B consultation Appendix Section 1 were the subject of separate consultations which relate to specific savings measures and which also commenced on 6 November. Three of these consultations were open for six weeks until 17 December 2017 and the results are included as appendices in this report. These are:

- [Prioritising allowance needs for Special Guardians and families with children who are voluntarily looked after by the local authority by introducing Financial Assessment](#);
- [Increase income generation and efficiency across culture services](#);
- [Removal of remaining funding supporting neighbourhood action](#).

The [Parks and Green Spaces consultation](#) opened on 6 November and closes on 29 January and will be reported on separately.

## 1.6 Scope of this report

This consultation report describes the methodology and results of the CS&B consultation and three related consultations on proposed specific savings measures.

It summarises and quantifies the views expressed in the consultation survey responses, in other written correspondence received between 6 November and 17 December 2017, and verbally by attendees during four public meetings at which the consultations were publicised.

This report does not record the results of the [budget simulator](#) which was not a formal part of the consultation<sup>9</sup>.

## 1.7 Structure of this report

Chapter 2 of this report describes the CS&B consultation methodology.

Chapters 3 to 7 present the CS&B survey results:

- Chapter 3 presents the CS&B survey response rate and respondent characteristics;
- Chapter 4 describes the survey feedback on the Budget 2018/19 proposals (Council Tax and Social Care Precept) and the budget savings proposals 2018-2023;
- Chapter 5 describes the survey feedback on the draft Corporate Strategy 2018-2023.
- Chapter 6 describes feedback received in other correspondence (letters and emails).
- Chapter 7 describes the feedback on the budget proposals and draft Corporate Strategy received at the Corporate Strategy partner briefing and public meetings at which the CS&B consultation was publicised;

Chapter 8 describes how this report will be used and how to keep updated on the decision-making process.

Appendix A describes the feedback to the separate consultation on prioritising allowance needs for Special Guardians and families with children who are voluntarily looked after by the local authority by introducing Financial Assessment.

Appendix B describes the feedback to the separate consultation on increasing income generation and efficiency across culture services.

Appendix C describes the feedback to the separate consultation on removal of remaining funding supporting neighbourhood action.

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<sup>9</sup> The budget simulator was available to the public during the CS&B consultation to enable citizens to explore the challenge of setting service budgets and to understand the likely impacts of raising or cutting those budgets. It was provided as additional supporting information but was not essential to enable respondents to make an informed response to the consultation.

## 2 Methodology

### 2.1 Survey

#### 2.2 Online survey

An online CS&B consultation survey was available on the city council's Consultation Hub ([www.bristol.gov.uk/consultationhub](http://www.bristol.gov.uk/consultationhub)) between 6 November and 17 December 2017. The online survey pages contained:

- an overview of the Corporate Strategy and Budget (CS&B) consultation and the council's budget challenge;
- links to the draft Corporate Strategy 2018-2023, the Corporate Strategy and Budget Consultation Information Booklet and the survey questions;
- downloadable alternative formats (Easy Read, Audio and British Sign Language);
- links to four related consultations on specific savings proposals, described in section 1.5.

The survey questions included four sections:

- Budget 2018/19 (questions on Council Tax and the Social Care Precept);
- Budget savings 2018-2023 - questions on savings proposals to bridge the £65 million budget gap by 2022/23;
- Corporate Strategy 2018-2023 – a request for feedback on the 23 key commitments and any other comments on the draft Corporate Strategy;
- 'About you' - this section requested respondents' postcode and equalities monitoring information.

Respondents could choose to answer some or all of the questions in any order and save and return to the survey later.

##### 2.2.1 Paper copies

The following three documents were produced which together provided all the information that was available online:

- Corporate Strategy 2018-2023 Draft for Consultation, November 2017;
- Corporate Strategy and Budget Consultation - Information Booklet;
- Corporate Strategy and Budget Consultation - Survey (a questionnaire).

Paper copies of the three documents were made available with Freepost return envelopes in all libraries, at Children's Centres, in the Citizen Service Point, and on request by email and telephone.

##### 2.2.2 Alternative formats

The following alternative formats were made available on request:

- Braille;
- Large Print;
- Easy Read;
- Audio file;
- British Sign Language (BSL) videos;
- Translation to other languages. (No translations were directly requested by citizens.)

Easy Read, Audio and BSL formats were also available at the survey webpages.



## 2.3 Interview surveys

In order to increase overall response rates and responses from groups which are often under-represented in surveys, citizens were invited to complete the online survey facilitated by interviewers in Broadmead Shopping Centre (on 5 December), Broadwalk Shopping Centre, Knowle (7 December) and City of Bristol College (14 December).

Respondents were asked for their views on the level of Council Tax and the proposed 3% social care levy for 2018/19 (questions 1 and 2 of the online survey) and were asked for their postcode and equalities monitoring information. Any other information they provided which helped explain their views was also noted. Their responses were recorded using 4G-enabled tablets.

Respondents were then given the option of submitting their feedback on the budget proposals straightaway or completing the remaining survey questions on the Corporate Strategy at home<sup>10</sup>. Of 181 interview responses, three were further completed by respondents after the interviews. The methodology prevented double counting of surveys which were started in an interview and completed later by the respondents.

## 2.4 Public meetings

The CS&B and 'Removal of remaining funding supporting neighbourhood action' consultations were promoted at the following public meetings:

- LDub Arts Club Funding Meeting on 15 November 2017;
- 'Love St Paul's' (a post Partnership transition meeting) on 21 November 2017;
- 'Team Southmead' meeting on 28 November 2017;
- Stoke Bishop & Sea Mills Forum on 28 November 2017.

Views expressed at these meetings are summarised in chapter 6.

## 2.5 Other correspondence

Emails and letters were logged during the consultation and are summarised in chapter 7.

This feedback will be considered in formulating final proposals.

## 2.6 Publicity and briefings

### 2.6.1 Objective

The following programme of activity was undertaken to publicise and explain the CS&B consultation. The primary objective was to ensure that information was shared across a wide range of channels, reaching as broad a range of audiences as possible in order to maximise response rates, including feedback by groups that are often under-represented in surveys.

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<sup>10</sup> Respondents could choose to have the part-completed survey emailed to them so they could complete it online, or they could complete a paper copy and return it using a freepost envelope.

## 2.6.2 Bristol City Council channels

Copy and electronic material were shared via the following council and partner channels and networks:

- Our City Newsletter – 3,200 recipients;
- Ask Bristol Bulletin - 12,000+ recipients;
- All Members / Councillors;
- Letters to 10,000 Council Tax payers (randomly selected). The survey response rate more than doubled in the week following this mailing;
- Email to 800 involved tenants;
- Millennium Square digital screen displays;
- Benefit recipients – information and link to consultation included on email signature for all communications responding to benefits enquiries.

## 2.6.3 Members

Copies of all survey materials were provided to the party offices for Members to collect and distribute.

All members were sent the Member's Social Media Toolkit which included template articles, electronic and social media material to help promote the consultation through their networks.

## 2.6.4 Bristol City Council Partners

A marketing tool-kit including template articles, electronic and social media material was shared widely amongst communications teams for the council's partners including the police, fire service, NHS providers and commissioners, schools, universities and voluntary sector organisations (via VOSCUR).

On 22 November 2017 the Mayor hosted a Corporate Strategy partner briefing (a roundtable discussion) about the Corporate Strategy and proposed council budget reductions with key partners including Avon and Somerset Police, the Police and Crime Commissioner, Business West and Destination Bristol. The meeting considered how partners or their networks might take a role in providing services historically provided by the council and future opportunities for collaborative working. Feedback from the meeting is summarised in section 7.2.

## 2.6.5 Non-domestic rate payers

The council has a statutory duty to consult each year with representatives of non-domestic rate payers about the authority's proposals for expenditure in the forthcoming year. The following activities were undertaken:

- The promotional material and links to the survey were emailed to Business West, the Federation of Small Businesses (FSB) and Destination Bristol with a request for them to circulate to their contacts;
- Consultation copy and electronic material were shared via email to 4,000 Business Rate payers. Respondents were asked to provide their feedback via the consultation survey;
- Awareness raising through media and social media activity was undertaken as described in 2.6.6 and 2.6.7;
- Destination Bristol and Business West and other key partners met with the Mayor and Section 151 officer on 22 November 2017 at the Corporate Strategy partner briefing, as described in 2.6.4.

The promotional activities above requested businesses and other organisations to provide their feedback via the consultation survey. The survey responses are reported in chapters 3, 4 and 5. The survey responses did not identify the respondents and it was not possible to establish which or how many responses were from non-domestic rate payers.

Seven letters and emails about the CS&B consultation were received from organisations in addition to the survey responses. This feedback is described in section 6.2. There were no direct emails or letters received from Business West, the Federation of Small Businesses (FSB) or Destination Bristol.

Feedback from the Corporate Strategy partner briefing is summarised in Section 7.2.

### **2.6.6 Media Relations**

Press releases were distributed on 6 November outlining the overall budget, Corporate Strategy and consultation, plus a separate press release on the longer parks consultation.

This resulted in coverage in all regional media outlets including:

- BBC TV and local radio
- ITV West Country TV
- commercial local radio (Heart, Breeze)
- community radio (BCFM, Ujima)
- Bristol Post
- Bristol 24-7

Material was also shared with Bristol's hyper-local community titles (The Week In, The Voice series).

A media release and photo were issued on 21 November about the Mayor's visit to Bedminster Down School where students used the specially commissioned Budget Simulator to try to balance the council budget.

A second press release was distributed in early December with 'two weeks to go' reminder.

### **2.6.7 Social Media – posts, outreach and advertising**

Regular posts on Bristol City Council's social media channels (Twitter and Facebook) were made for the duration of the consultation, with increased posts at launch, 'two weeks left' and in the final days.

92 tweets in total resulting in 428 clicks on links, 155 likes, 255 re-tweets.

15 Facebook posts reached 17,424 people and resulted in 129 likes, comments and shares and 848 clicks.

There were three waves of paid for Facebook advertising, targeting people with protected characteristics:

- i. Bristol, 18-65+, BME, disability, LGBT;
- ii. Bristol, 18-65+ in key wards with low engagement in previous consultations;
- iii. Bristol, 18-24 in key wards with low engagement in previous consultations;

Social media outreach activity was carried out calling on 59 council partners and stakeholders with a combined following of over 640,000 to share information and consultation links / material via their Facebook and Twitter accounts.

In addition the Neighbourhoods Team, which was publicising the related Neighbourhood Action consultation, publicised the CS&B consultation as follows via Facebook and emails to contacts and groups (Table 1).

**Table 1: Facebook and email publicity by Neighbourhoods Team**

Date	Publicity	Reach
08 Nov 2017	Emails to 3517 contacts and groups	
09 Nov 2017	Facebook: Tough Times High Hopes video - south area	151
10 Nov 2017	Facebook: Tough Times High Hopes video - north area	92
28 Nov 2017	Facebook: Tough Times High Hopes video - east and central	25
28 Nov 2017	Facebook: Tough Times High Hopes link to budget balancer - south	108
06 Dec 2017	Facebook: Tough Times High Hopes BSL version – south area	85
09 Dec 2017	Facebook: Tough Times High Hopes BSL version – east & central	23
10 Dec 2017	Facebook: one week left link to consultation - Fishponds	268

### 2.6.8 Media advertising

Community radio advertising was purchased on Bristol's leading community radio stations, which target the city's under-represented groups:

- *BCFM*: 3 weeks of advertising with 8 plays per day (20 Nov to 10 Dec) plus interview slots on breakfast and drive programmes;
- *Ujima*: 1 week of advertising with at least 8 plays per day (25 Nov to 4 Dec).

### 2.6.9 Public events

Citizens were invited to complete the online survey facilitated by interviewers in Broadmead Shopping Centre (on 5 December), Broadwalk Shopping Centre (7 December) and City of Bristol College (14 December), as described in section 2.3.

### 2.6.10 Young People

Introduction and weblinks to budget, Corporate Strategy and consultation material were shared via:

- Bristol Youth Council;
- Creative Youth Network;
- Schools (via weekly email to head teachers) with a request to carry a link in their weekly newsletters to parents and carers;
- City Hall events attended by children and young people;
- Reconstruct (which runs the children in care council);
- Youth Moves;
- Young Carers voice;
- Listening partnership;
- Knowle West Media Centre;
- Juicy Blitz youth project;
- Envision.

### **2.6.11 Materials distribution**

Postcards, posters, summary and questionnaire booklets, plus freepost return envelopes were distributed via the following centres and networks:

- Libraries;
- 25 Children’s Centre locations;
- Citizen Service Point.

In addition posters and/or postcards were distributed to:

- City Hall;
- Museums including M Shed, Red Lodge and Georgian House;
- All GP surgeries in Bristol postcodes;
- 98 pharmacies;
- 166 community groups;
- 49 community centres;
- 18 sports centres.

Translated versions of the posters and postcards (in Polish, Somali, Urdu, Arabic and Pushto) were distributed to Easton and Lawrence Hill which were showing very low response levels to the consultation. Translated materials were distributed to doctor surgeries, community centres, an ESOL centre, mosque, the Junction 3 Library and one children’s centre.

### **2.6.12 Focus groups**

The consultation activity plan included convening focus groups targeting young people and under-represented groups in particular. Positive contacts were made with these networks. However opportunities to run focus groups at forums/events attended by these groups proved difficult since their meeting timetables did not coincide with the six week consultation period.

Instead, additional efforts to reach these groups were made through public engagement, targeted radio and social media advertising and dissemination of information to their community group and advocate networks (as detailed in 2.6.6, 2.6.7, 2.6.8, 2.6.9, 2.6.10 and 2.6.11).

### **2.6.13 Budget Simulator**

A budget simulator was also launched on 6 November. The online tool enabled people to try their hand at dealing with the budget gap and better understand the consequences of making savings. Individuals could share their results on their social networks but they were not considered as formal responses to the consultation. It was accessed 1,884 times during the consultation period.

### 3 Survey response rate and respondent characteristics

#### 3.1 Response rate to CS&B Survey

696 responses were received to the CS&B survey, via the online and paper-based surveys, including alternative formats and face-to-face interviews. 37 (5%) respondents completed the survey on paper (including large print and easy read formats), 181 (26%) completed the survey in face-to-face interviews and the remaining 478 (69%) self-completed it online.

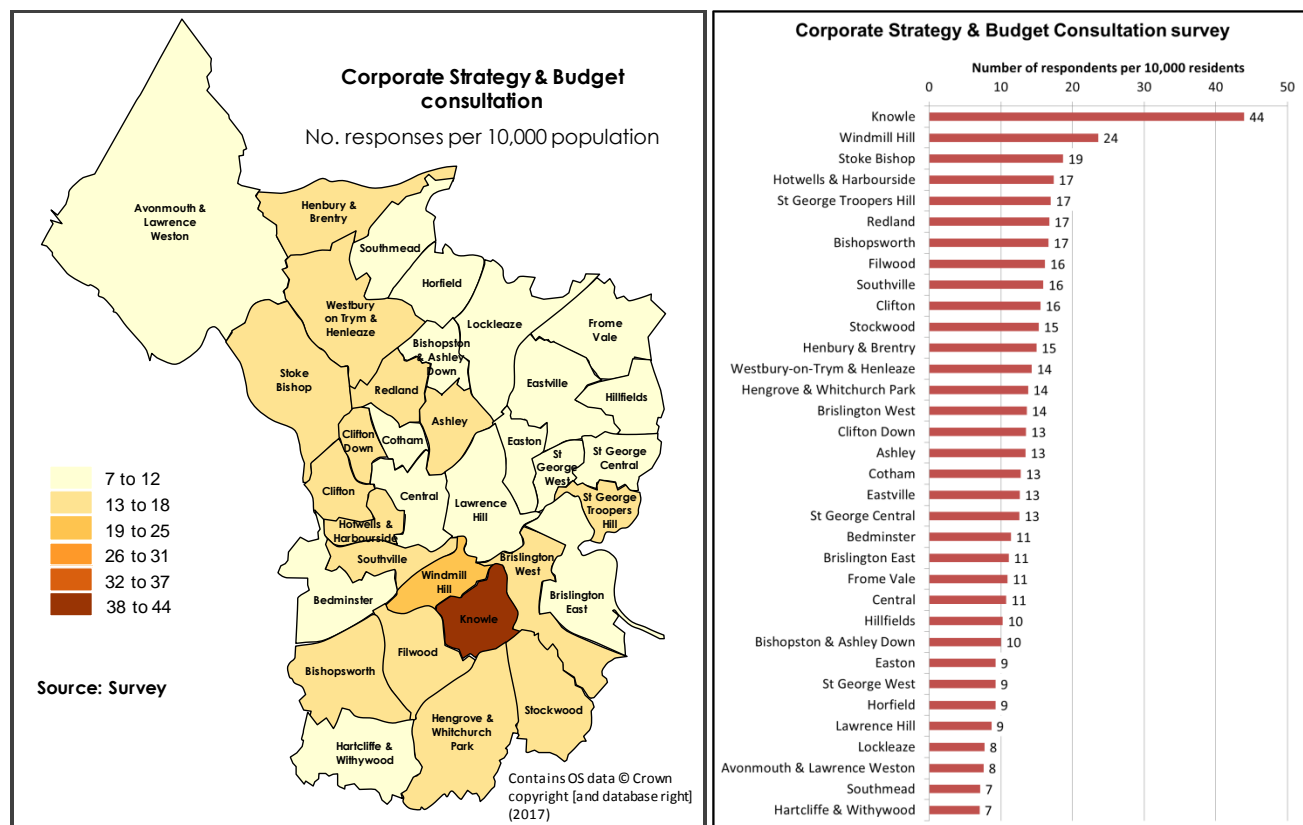
#### 3.2 Geographic distribution of responses

606 responses (87%) were received from postcodes within the Bristol City Council area, 24 (3%) were from North Somerset, Bath & North East Somerset (B&NES) or South Gloucestershire, 13 (2%) postcodes were from further afield or were unidentifiable, and 53 (8%) respondents did not provide a postcode.

The high response rate from Knowle is partly due to 96 responses submitted during face-to-face interviews at Broadwalk Shopping centre in Knowle.

The geographic distribution of responses from within Bristol is shown in Figure 1.

**Figure 1: geographic distribution of CS&B responses in Bristol**



#### 3.3 Characteristics of respondents

##### 3.3.1 All CS&B survey respondents

674 (97%) people answered one or more of the equalities monitoring questions.

The most common age of respondents was 45-64 years (34%), followed by 25-44 (29%). The proportion of responses in the age categories 45-64 years, and 65-74 was higher than these age groups' proportion of the population in Bristol. Survey responses from children (under 18) and young people aged 18-24 were under-represented. Responses from people aged 25-44 years and over 75 closely matched these age groups' proportion of the population in Bristol.

46% of responses were from women and 46% were from men. (8% preferred not to say.)

Disabled respondents (11%) were under-represented compared to the proportion of disabled people living in Bristol<sup>11</sup>.

Respondents included a higher proportion of White British respondents than the Bristol population. Black/Black British and Asian/Asian British citizens were under-represented. Response rates for Other White, Mixed / Dual Heritage and Other Ethnic Group were similar to these citizens' proportion of the population in Bristol.

People with no religion were over-represented and Christians, Hindus, Sikhs and Muslims were under-represented.

A full breakdown of respondent characteristics is found in Table 2 and Figure 2.

### **3.3.2 Differences in respondent characteristics for self completion and interview responses**

Part of the rationale for undertaking face-to-face interviews was to seek responses from people with as diverse a range of backgrounds as possible, including citizens who do not commonly self-complete online surveys.

Respondent characteristics were compared for the 181 people who responded to the survey in face-to-face interviews and the 515 people who self-completed the survey online or using paper copies. Key differences for self-completion and interview responses are summarised below and in Figure 3. (Percentages exclude respondents who 'prefer not to say'.)

Compared to self-completion respondents, the interviewees included a lower proportion of people aged 25-44 and 45-64, but a higher response rate from people in all other age categories.

Compared to the proportion of each age group living in Bristol, the interviewed response rate was a better match for children (under 18) and citizens aged 18-24 and 45-64 but under-represented respondents aged 25-44 and over-represented ages 65-74 and over 75.

Interview responses included more women (56%) than men (44%), whereas self-completed responses comprised slightly more men (52%) than women (48%).

The interview responses included a higher proportion (18%) of disabled citizens and were a good match to the proportion of disabled citizens in Bristol.

Interview responses included more representative response rates for the following ethnicities:

- White British respondents (lower response rates than self-completion responses);
- Black/Black British (higher response rates than self-completion responses); and
- Asian / Asian British (higher response rates than self-completion responses).

Response rates for Other White, Mixed/Dual Heritage and Other Ethnic Group were very similar for interviewed and self-completion responses and closely matched the proportion of these groups in Bristol.

Interviewed respondents more closely matched the proportions in Bristol who are Christians, Muslims, Jewish, identify as 'Other Religion or Belief' or have no religion, than self-completion respondents. People who identified themselves as Buddhist, Hindu, or Sikh responded in similar proportions for interview and self-completion methods.

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<sup>11</sup> Data on disability rates in the Bristol population are based on people who identified in the 2011 Census that their day-to-day activities are limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months.

**Table 2: respondent characteristics - all responses to the survey**

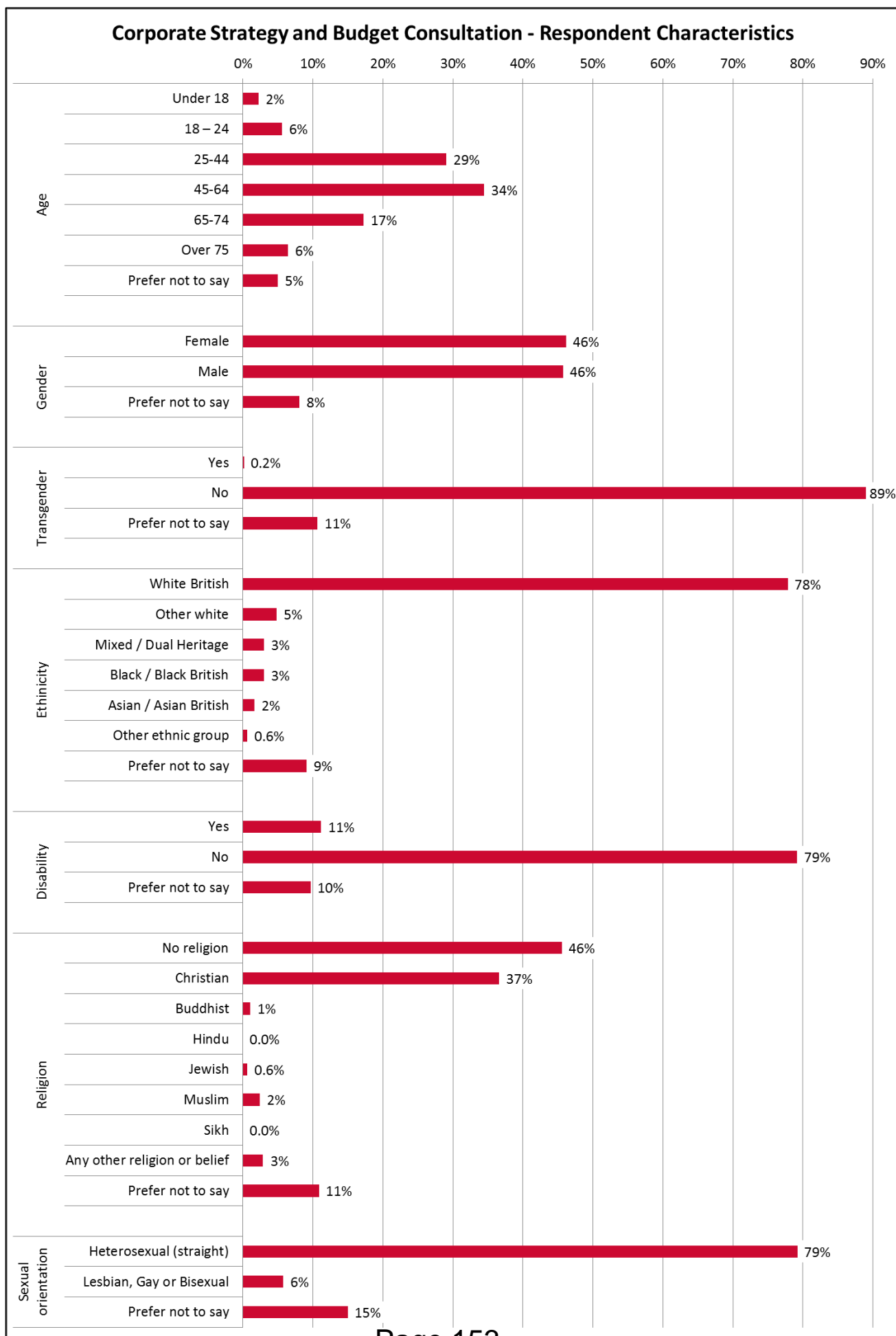
	<b>Respondent characteristic</b>	<b>Number of responses to CS&amp;B survey</b>	<b>% responses to equalities question</b>
Age	Under 18	15	2%
	18 – 24	37	6%
	25-44	194	29%
	45-64	230	34%
	65-74	115	17%
	Over 75	43	6%
	Prefer not to say <sup>(1)</sup>	33	5%
	No response to question <sup>(2)</sup>	29	-
Gender	Female	308	46%
	Male	305	46%
	Prefer not to say <sup>(1)</sup>	54	8%
	No response to question <sup>(2)</sup>	29	-
Transgender	Yes	1	<1%
	No	577	89%
	Prefer not to say <sup>(1)</sup>	69	11%
	No response to question <sup>(2)</sup>	49	-
Ethnicity	White British	516	78%
	Other White	32	5%
	Mixed / Dual Heritage	20	3%
	Black / Black British	20	3%
	Asian / Asian British	11	2%
	Other ethnic group	4	1%
	Prefer not to say <sup>(1)</sup>	60	9%
	No response to question <sup>(2)</sup>	33	-
Disability	Yes	74	11%
	No	525	79%
	Prefer not to say <sup>(1)</sup>	64	10%
	No response to question <sup>(2)</sup>	33	-
Religion	No religion	301	46%
	Christian	242	37%
	Buddhist	7	1%
	Hindu	0	0%
	Jewish	4	1%
	Muslim	16	2%
	Sikh	0	0%
	Any other religion or belief	19	3%
	Prefer not to say <sup>(1)</sup>	72	11%
	No response to question <sup>(2)</sup>	35	-
Sexual orientation	Heterosexual (straight)	523	79%
	Lesbian, Gay or Bisexual	38	6%
	Prefer not to say <sup>(1)</sup>	99	15%
	No response to question <sup>(2)</sup>	36	-

Note 1: Respondents who selected 'Prefer not to say' from the list of options;

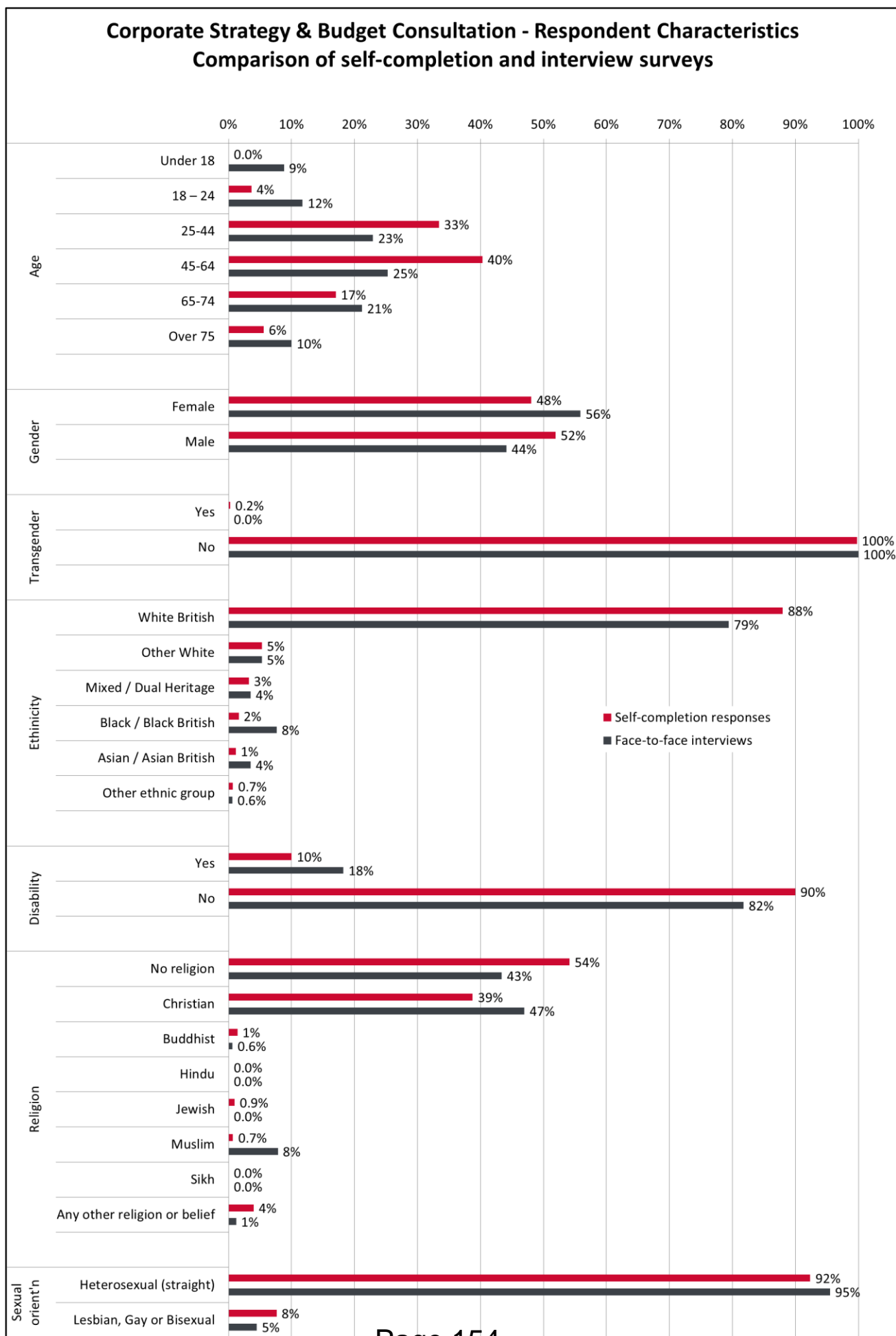
Note 2: Respondents to the CS&B survey who declined to answer the equalities question.



**Figure 2: respondent characteristics - all responses to the survey**



**Figure 3: Characteristics of self completion and interviewed respondents**



## 4 Survey responses on the budget proposals

### 4.1 Council Tax 2018/19

#### 4.1.1 All respondents

Respondents were asked to state which of four options they would prefer for the level of Council Tax increase in 2018/19.

Of the 696 people who responded to the CS&B consultation, 670 (96%) expressed a preference for the level of Council Tax increase. Figure 4 shows the numbers who supported each option. 26 people did not answer this question.

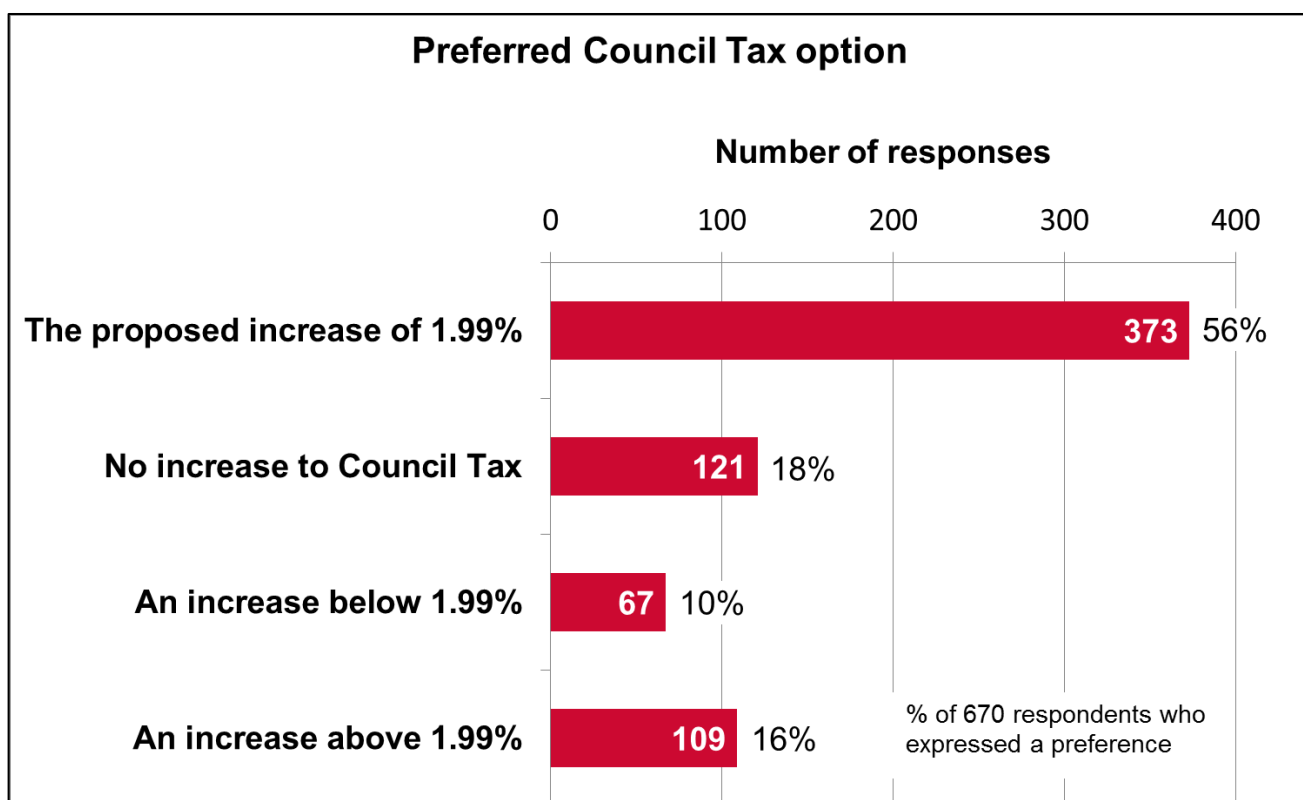
373 (56%) preferred the proposed increase of 1.99%. This is the maximum increase permitted without requiring a referendum.

The option with the second highest level of support - 121 respondents (18%) - was 'no increase to Council Tax' in 2018/19

109 (16%) would prefer a Council Tax increase of more than 1.99%, which would require a referendum.

67 (10%) respondents wanted Council Tax to increase by less than 1.99%

**Figure 4: Preferred level of Council Tax increase in 2018/19**

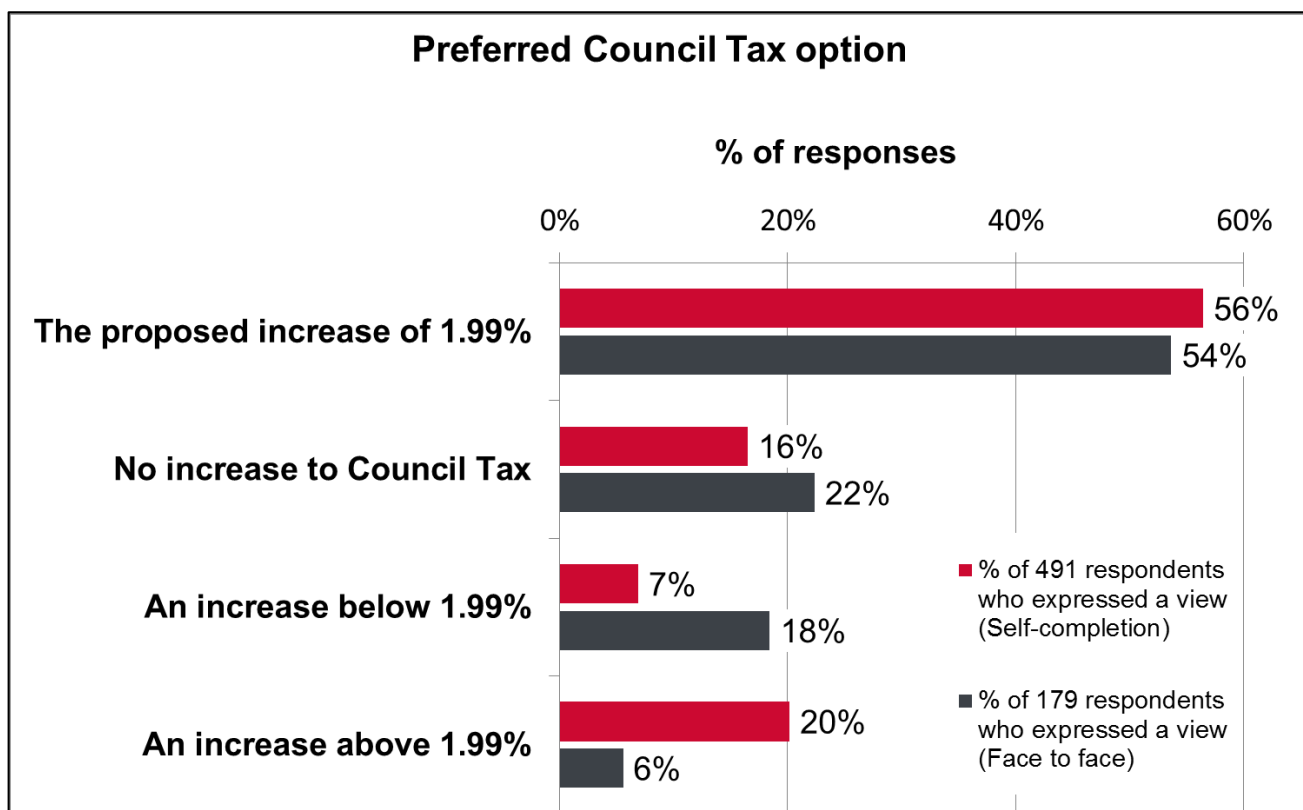


#### 4.1.2 Differences between self-completion and interview responses

There were differences between the preferences of the 491 people who self-completed the question and the 179 people who gave their views in an interview survey (Figure 5).

For both groups of respondents, the preferred option was the proposed increase of 1.99% (supported by 56% of self-completing respondents and 54% of interviewed respondents). Compared to respondents who self-completed the survey, the interviewed respondents expressed significantly less support for a Council Tax increase above 1.99% and more support for no increase or an increase of less than 1.99%.

**Figure 5: Views on Council Tax for self-completion and interviewed respondents**



## 4.2 Social Care Precept 2018/19

### 4.2.1 All respondents

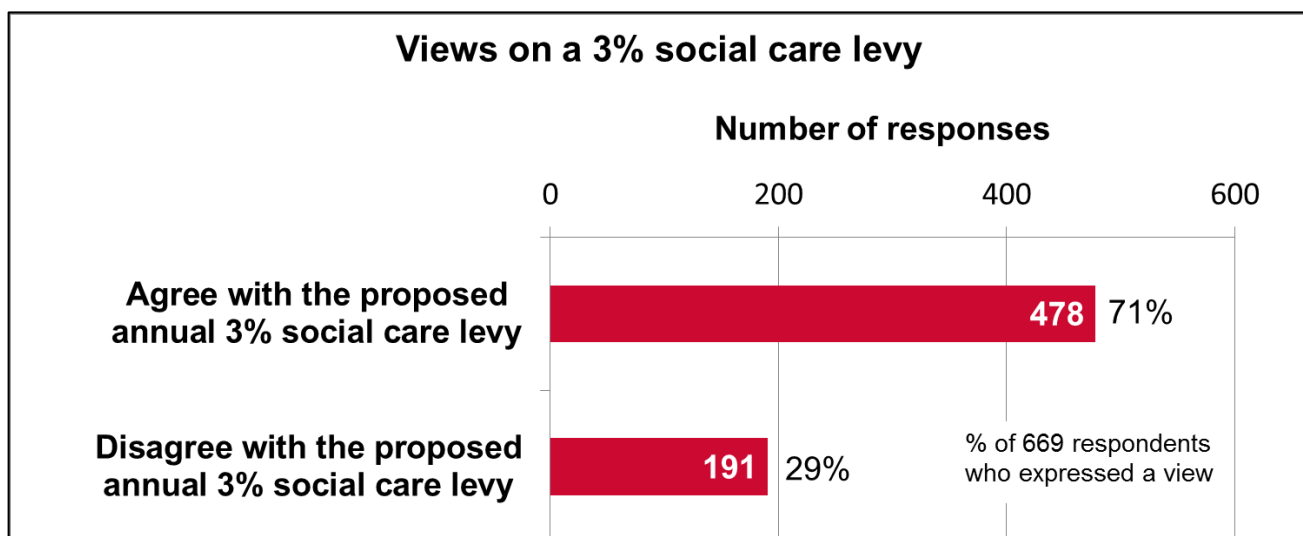
Respondents were asked if they would support a proposed additional charge of 3% on top of Council Tax to help pay for adult social care.

669 (96%) of the 696 respondents to the CS&B consultation expressed a view. Of these:

- 478 (71%) would support the proposed annual 3% social care levy on Council Tax;
- 191 (29%) disagreed with the proposed annual 3% social care levy.

27 people did not answer the question.

**Figure 6: Views on the proposed 3% social care levy in 2018/19**

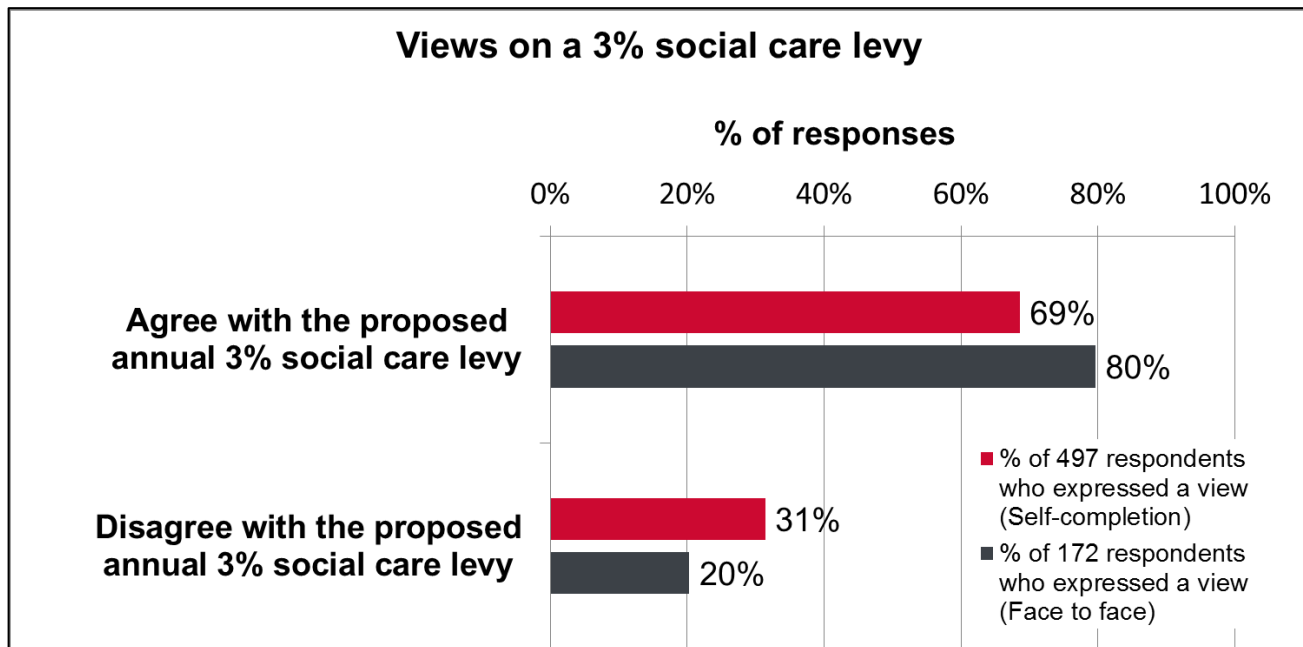


### 4.2.2 Differences between self-completion and interview responses

There was a higher level of support (80%) for the proposed additional 3% social care levy among the 172 people who expressed a view in interview surveys compared to the 497 people who answered the question in self-completed surveys (69% support) - Figure 7.

This greater willingness by interviewees to pay the additional social care levy contrasted with their lower preference to pay Council Tax at 1.99% or more.

**Figure 7: Views on social care levy for self-completion and interviewed respondents**



### 4.3 Budget savings proposals 2018-2023

The survey also asked respondents for their views on the savings proposals 2018-2023 which were described in the appendix to the Corporate Strategy and Budget Consultation Information Booklet.

There were 290 free text responses to this question (42% of the 696 CS&B respondents), which are categorised below<sup>12</sup> and in Figure 8.

#### Scale of budget savings

There were 30 (10%) comments about the scale of budget savings. Of these:

- 12 (4%) recognised that balancing the budget is difficult;
- 11 (4%) stated that services have already been heavily cut and that cuts will increase deprivation;
- 3 (1%) said that we should cut deeper and/or make the cuts soon to avoid building up more debt;
- 2 (1%) claimed that ‘people are sick of cuts’;
- 1 (0.3%) was sceptical that the budget savings will actually will be made;
- 1 (0.3%) said the council should have managed the budget better in the past

<sup>12</sup> The number of categorised comments is more than the 290 free text responses because some responses included comments in more than one category. Percentages are expressed as % of the 290 responses.

## **Support for proposals**

There were 7 (2%) comments in support of the proposals:

- 3 (1%) supported the Culture Services proposals;
- 1 (0.3%) supported the Neighbourhood Action proposals;
- 1 (0.3%) supported the Financial Assessment of Care Services proposals;
- 1 (0.3%) supported the Parks and Green Spaces proposals;
- 1 (0.3%) offered general support for the proposals.

## **Against proposals**

There were 2 (1%) comments against the proposals:

- 1 (0.3%) was opposed to the housing proposals;
- 1 (0.3%) was opposed to the Neighbourhood Action proposals;

## **Alternative proposals**

There were 6 (2%) comments offering alternative proposals:

- 3 (1%) provided alternative proposals for Neighbourhood Action;
- 2 (1%) provided alternative proposals for Culture Services;
- 1 (0.3%) provided alternative proposals for libraries.

## **Concern about impacts of savings proposals on services**

There were 28 (10%) comments concerned about the impact of savings proposals on services. Of these:

- 5 (2%) were concerned about the impact on maintenance of pavements/roads/bridges;
- 4 (1%) were concerned about the impact on parks;
- 3 (1%) were concerned about the impact on street trees;
- 2 (1%) were concerned about the impact on libraries;
- 2 (1%) were concerned about the long term impacts of cuts generally;
- 2 (1%) said the cuts would negatively impact neighbourhoods;
- 2 (1%) were concerned about the impact on advice services, which was viewed as having a disproportionate effect on vulnerable people;
- 2 (1%) were concerned about the impact on Children's Services;
- 1 (0.3%) was concerned about the impact on the Housing Options service;
- 1 (0.3%) was concerned about the impact they thought the cuts would have on crime in Bristol;
- 1 (0.3%) believed that the cuts would have an impact on the ability of BCC to be fair and inclusive;
- 1 (0.3%) said the cuts would negatively impact schools;
- 1 (0.3%) said the cuts would negatively impact toilet provision;
- 1 (0.3%) said the cuts would negatively impact older people.

## Services to prioritise

There were 66 (23%) comments on which services the council should prioritise. The numbers of comments in favour of prioritising each service was as follows:

- 20 (7%) - social care for the young, old and vulnerable;
- 9 (3%) - libraries;
- 6 (2%) - parks;
- 5 (2%) - housing;
- 4 (1%) - education;
- 3 (1%) – ‘spending on people who need it and who cannot help themselves’;
- 3 (1%) - improving public transport;
- 2 (1%) - reducing carbon emissions;
- 2 (1%) - improving cycling and walking provision;
- 2 (1%) - young families on low incomes;
- 2 (1%) - the environment;
- 1 (0.3%) - street trees;
- 1 (0.3%) – toilets;
- 1 (0.3%) – parking;
- 1 (0.3%) - local community projects / Community Interest Companies;
- 1 (0.3%) - emergency services;
- 1 (0.3%) - School Crossing Patrols;
- 1 (0.3%) – health;
- 1 (0.3%) said we need an adequate amount of face-to-face advice.

## Problems that need solving

There were 12 (4%) comments about problems that need solving:

- 4 (1%) stated we needed to reduce congestion and pollution;
- 4 (1%) said we needed to solve problems caused by immigration;
- 4 (1%) said that we needed to reduce the number of homeless people in Bristol.

## Views on Council Tax

There were 127 (44%) comments with views on Council Tax as follows:

- 25 (9%) said that we should introduce a means tested Council Tax;
- 20 (7%) said that people cannot afford higher Council Tax;
- 34 (12%) said we should increase Council Tax, of which:
  - 19 (7%) said that we should increase Council Tax by an unspecified amount;
  - 11 (4%) said we should increase Council Tax by more than 2%;
  - 4 (1%) supported a Council Tax increase if the money is exclusively used for essential services;

- 10 (3%) said that more people should have to pay Council Tax, e.g. students;
- 7 (2%) said the survey should have more options for the percentage increase in Social Care Precept;
- 6 (2%) said they supported the Social Care Precept;
- 2 (1%) supported an increase in Social Care Precept only if a long term social care solution is implemented;
- 5 (2%) said they do not support an increase in Council Tax;
- 5 (2%) said that we should review Council Tax discounts and enforce collection more;
- 3 (1%) said we should charge more Council Tax for more expensive properties;
- 3 (1%) disagreed with the Social Care Precept;
- 2 (1%) felt that the Council Tax reduction scheme is too generous;
- 2 (1%) said that we should increase Businesses Rates;
- 1 (0.3%) said we need to be careful with proposing Social Care Precept;
- 1 (0.3%) said the council should revise Council Tax bandings;
- 1 (0.3%) said we should only increase Council Tax if the money goes to police or NHS.

### **Ideas for saving money**

There were 154 (53%) comments giving suggestions for saving money, as follows:

- 33 (11%) said that we should reduce spending on BCC staff, of which:
  - 12 (4%) said we should cut senior staff pay;
  - 8 (3%) said we should cut the amount of senior management;
  - 4 (1%) said that we should reduce the number of office staff;
  - 4 (1%) said we should increase the amount of volunteers we use to deliver services;
  - 2 (1%) said we should cut staff pay;
  - 2 (1%) said we should scrap final salary pensions;
  - 1 (0.3%) said we should allow Voluntary Redundancy for all BCC staff.
- 25 (9%) said we should change the way we deliver services to save money, of which:
  - 4 (1%) said that we should stop/reduce non-statutory services;
  - 3 (1%) said that we should use Income Support claimants / offenders / prisoners to deliver public services;
  - 2 (1%) said that we should reduce the number of libraries;
  - 2 (1%) said that we should review the waste service;
  - 2 (1%) said that we should reduce street lighting;
  - 2 (1%) said that we should share services;
  - 1 (0.3%) said that we should save money by having other organisations take-over services;
  - 1 (0.3%) said that we should stop [unspecified] services;
  - 1 (0.3%) said we should remove School Crossing Patrols;
  - 1 (0.3%) said we should stop funding Learning City & The Works;



- 1 (0.3%) said we should cap social care spending;
- 1 (0.3%) said we should bring home care services back into the council;
- 1 (0.3%) said we should close the international office;
- 1 (0.3%) said we should reduce spending on traffic calming;
- 1 (0.3%) said that we should improve the management of council houses;
- 1 (0.3%) said that we should move from delivering services to supporting;
- 25 (9%) said we should improve council efficiency/control of budgets;
- 21 (7%) said we should reduce the spending on politicians, of which:
  - 13 (4%) said we should reduce number of mayors/councillors;
  - 5 (2%) said we should reduce/ remove pay/allowances for councillors;
  - 3 (1%) suggested that the Mayor should have a pay cut;
- 17 (6%) said we should reduce the money we spend on projects, of which:
  - 9 (3%) said we should stop spending money on 'controversial major projects' (MetroBus, Arena, Temple Gate);
  - 8 (3%) said we should stop spending on 'unnecessary smaller projects';
- 4 (1%) said that we should stop using consultants;
- 3 (1%) said that we need more transparency over spending;
- 3 (1%) suggested cost saving measures to keep libraries open;
- 3 (1%) said we should stop spending money on diversity/making Bristol "politically correct";
- 3 (1%) said we should learn best practice from businesses;
- 2 (1%) said we should spend less on promoting the city abroad;
- 1 (0.3%) said we should link outcomes to costs;
- 1 (0.3%) said we should merge with neighbouring authorities;
- 1 (0.3%) said that we should reduce costs by stopping immigration;
- 1 (0.3%) said that we should promote cashless payments;
- 1 (0.3%) said we should stop spending money on refurbishing offices;
- 1 (0.3%) said we should remove Residents' Parking;
- 1 (0.3%) said we should stop funding cheap rents;
- 1 (0.3%) were unspecified savings;
- 1 (0.3%) said we would save money by not applying for European City of Culture;
- 1 (0.3%) said we should introduce a bartering system;
- 1 (0.3%) said we should distribute food vouchers rather than pay-outs;
- 1 (0.3%) said we could save money through partnership working;
- 1 (0.3%) said we should redistribute the money currently being spent on the military;
- 1 (0.3%) said that pensions should be used to cover social care;
- 1 (0.3%) said we should offer discount on Council Tax for paperless billing.

## Generating income

There were 62 (21%) comments on generating income, as follows:

- 18 (6%) said we should oppose austerity and force the government to increase local authority funding;
- 6 (2%) said we should increase business rates;
- 6 (2%) said we should increase income (method unspecified);
- There were 5 (2%) suggestions about generating income through car parks:
  - 2 (1%) said we should increase car parking charges;
  - 1 (0.3%) suggested increasing the number of car parks;
  - 1 (0.3%) suggested charging for residential off-street parking;
  - 1 (0.3%) suggested charging Councillors for parking;
- 5 (2%) said we should increase fines/charges;
- 4 (1%) said we should increase national taxation;
- 2 (1%) said we should involve the community in running services;
- 2 (1%) said we should use council assets to raise money;
- 2 (1%) said we should reduce the business rates discount for Universities;
- 2 (1%) said we should charge for council services (unspecified);
- 2 (1%) said we should introduce a congestion charge/pollution levy;
- 2 (1%) said we should spend the council's reserves;
- 1 (0.3%) suggested applying business rates to Landlords who rent accommodation to students;
- 1 (0.3%) suggested charging rates to people living in caravans/trailers;
- 1 (0.3%) suggested charging for public toilets;
- 1 (0.3%) said we should publish the amount of fines and what gets done with money;
- 1 (0.3%) said we should bring money into region;
- 1 (0.3%) suggested making income through energy generation.

## Council

There were 10 (3%) comments on the Council:

- 3 (1%) said that the council needs leaders with courage to take difficult decisions and 'not try to please everyone';
- 3 (1%) do not support reducing core infrastructure services to support social care;
- 1 (0.3%) said that party politics should not be part of local government;
- 1 (0.3%) said that we should have less red tape;
- 1 (0.3%) people in charge of council cuts are not competent;
- 1 (0.3%) suggested that the Council identify priorities with good data analysis.

## Areas of Deprivation

There were 3 (1%) comments on areas of deprivation:

- 2 (1%) said we should focus resources on deprived areas/people;
- 1 (0.3%) said that people who are struggling also live in less deprived areas, so we should not focus resources on deprived areas.

## Housing

There were 7 (2%) comments about Housing:

- 1 (0.3%) recommended using brownfield sites for housing;
- 1 (0.3%) said we should regularly check housing stock to ensure property is in a fit state;
- 1 (0.3%) said we should be more proactive in releasing the latent value of real estate assets;
- 1 (0.3%) said housing priority should not be given to incomers;
- 1 (0.3%) suggested that by providing more housing to get people off the street we would reduce the care bill;
- 1 (0.3%) disagreed with the areas selected for house building;
- 1 (0.3%) complained that student housing excludes local people from centre;

## Arena

There were 2 (1%) comments about the arena (in addition to those referred to in the “Ideas for saving money” section above):

- 1 (0.3%) said we should relocate the arena;
- 1 (0.3%) said we should finish building the arena.

## Budget simulator

There were 9 (3%) comments on the budget simulator:

- 6 (2%) were negative about the budget simulator;
- 3 (1%) were positive about the budget simulator.

## Survey

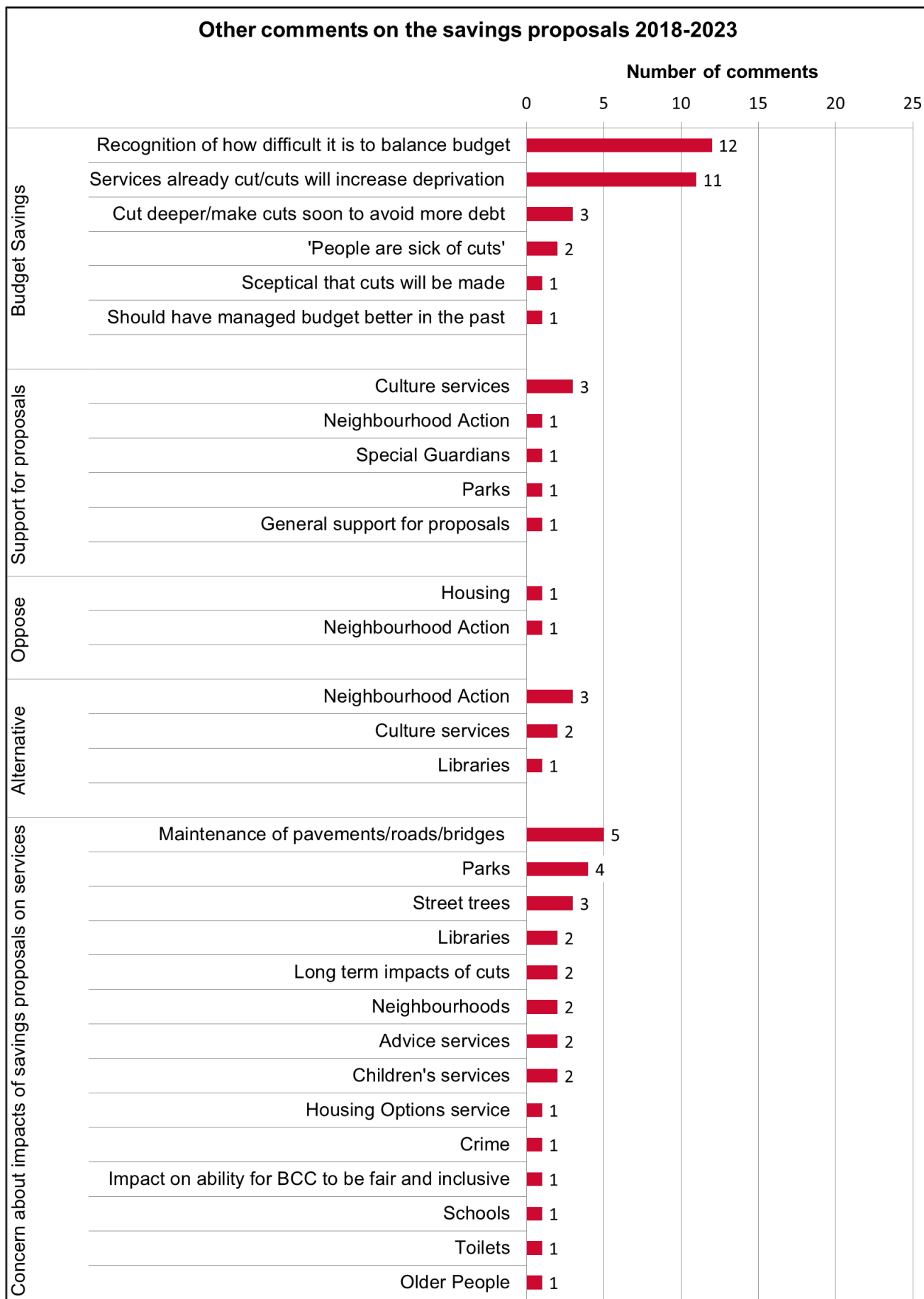
There were 13 (4%) comments on the survey:

- 5 (2%) said they need more information;
- 3 (1%) were positive about the survey;
- 3 (1%) were negative about the survey;
- 2 (1%) said the information was too complicated.

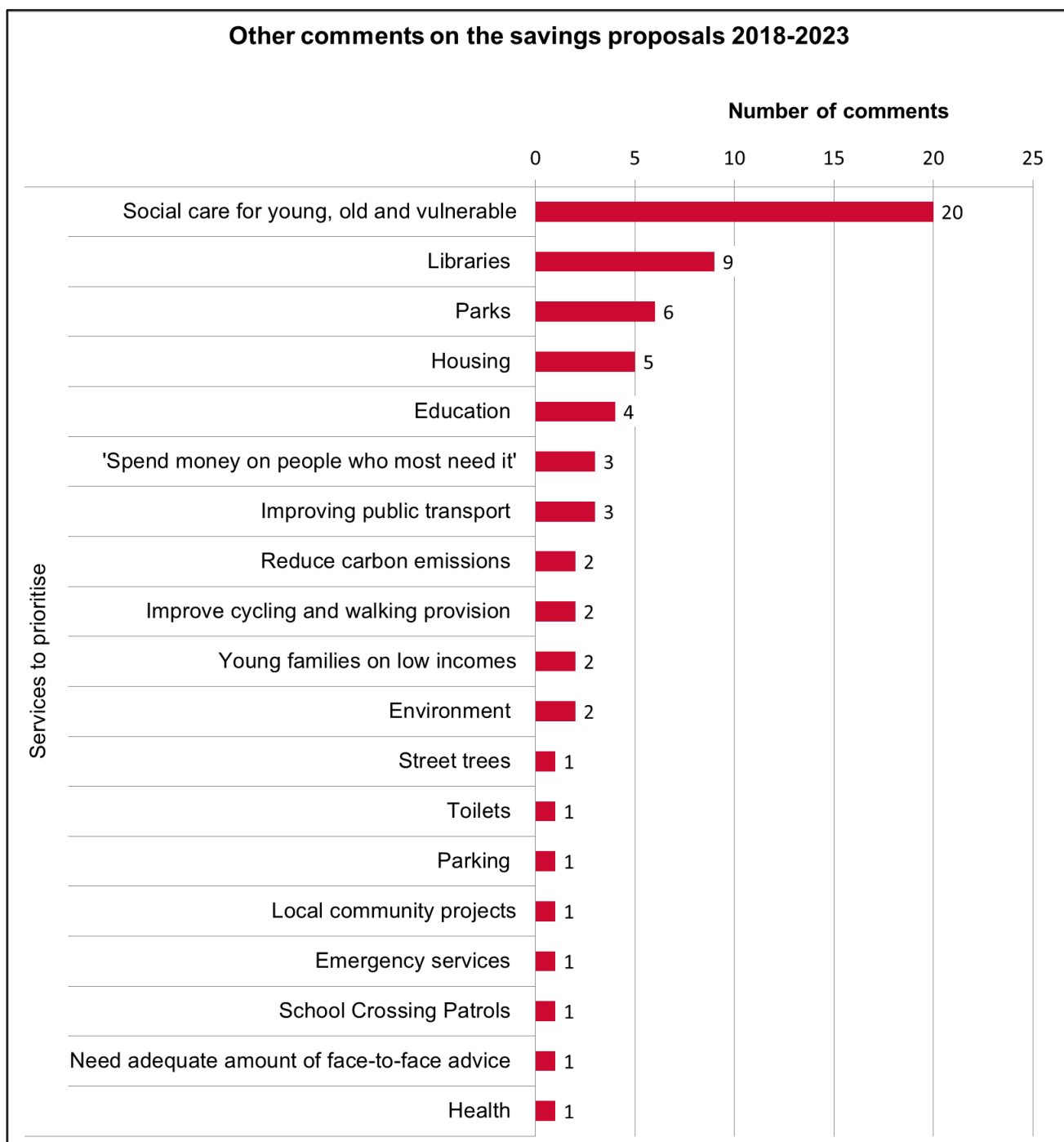
## Other

- 6 (2%) said that some people will never help themselves, and we shouldn't penalise people who help themselves;
- 1 (0.3%) praised the Legible City initiative.

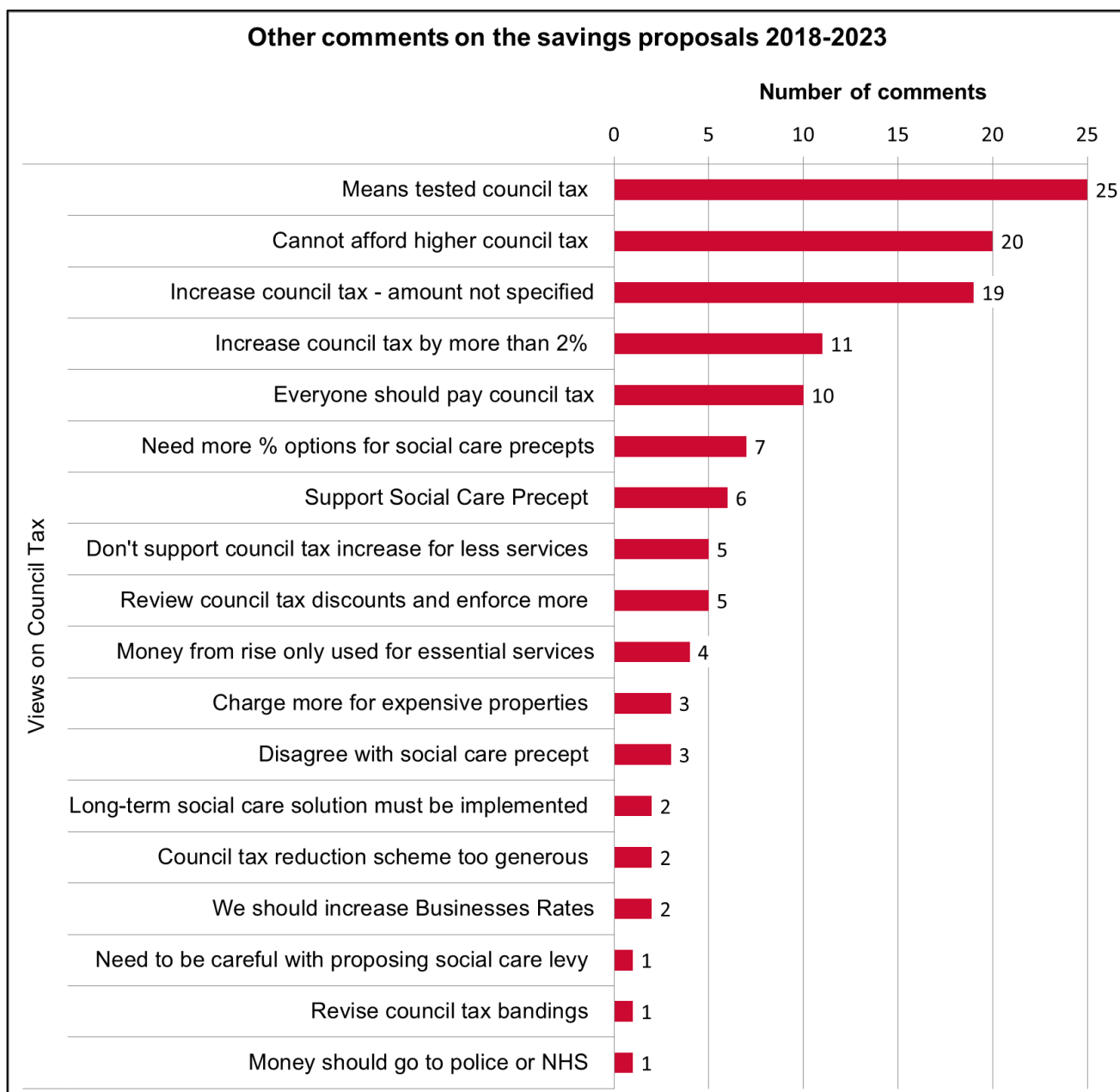
**Figure 8.1: Other comments on the savings proposals 2018-2023 (1 of 7)**



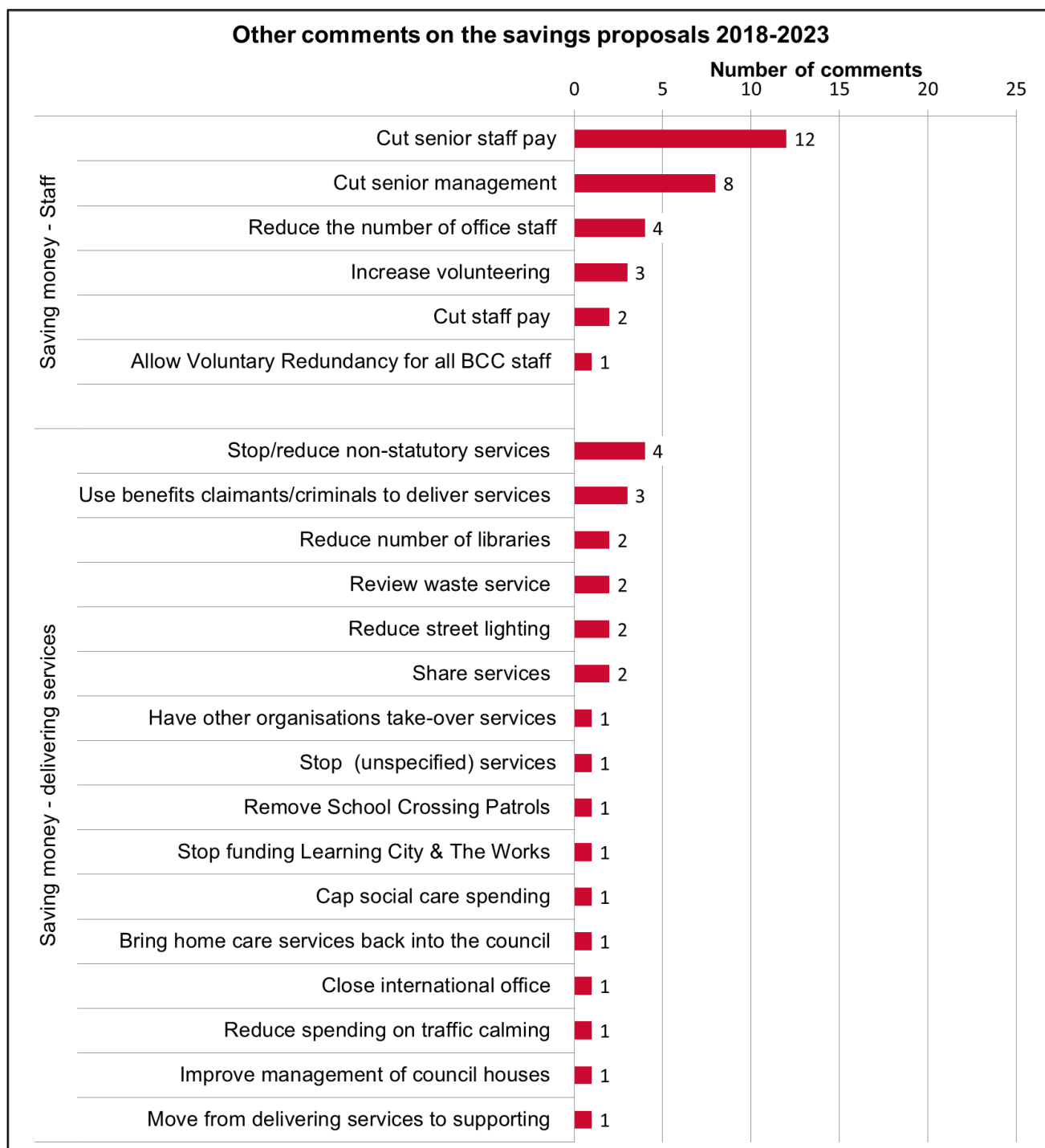
**Figure 8.2: Other comments on the savings proposals 2018-2023 (2 of 7)**



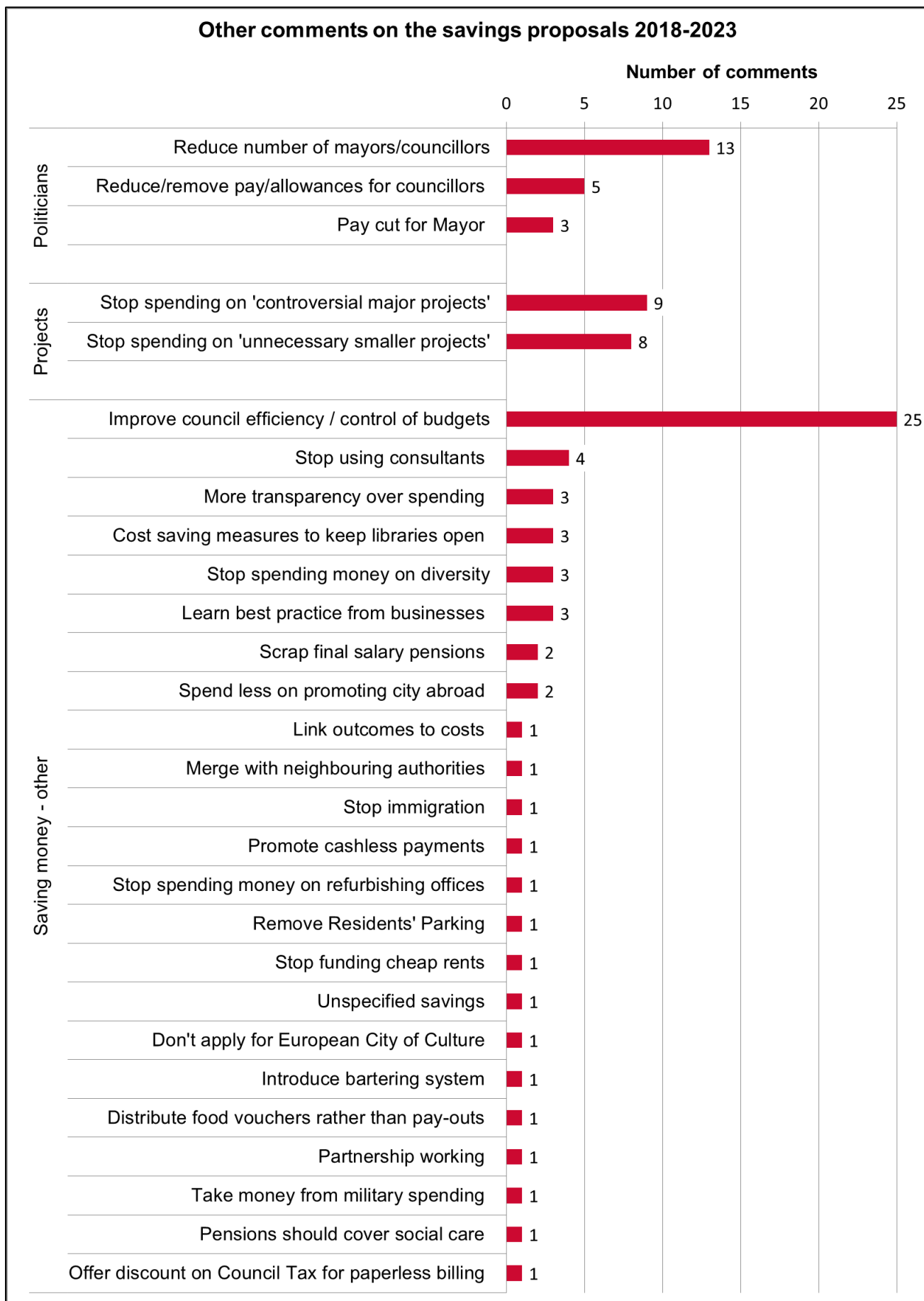
**Figure 8.3: Other comments on the savings proposals 2018-2023 (3 of 7)**



**Figure 8.4: Other comments on the savings proposals 2018-2023 (4 of 7)**

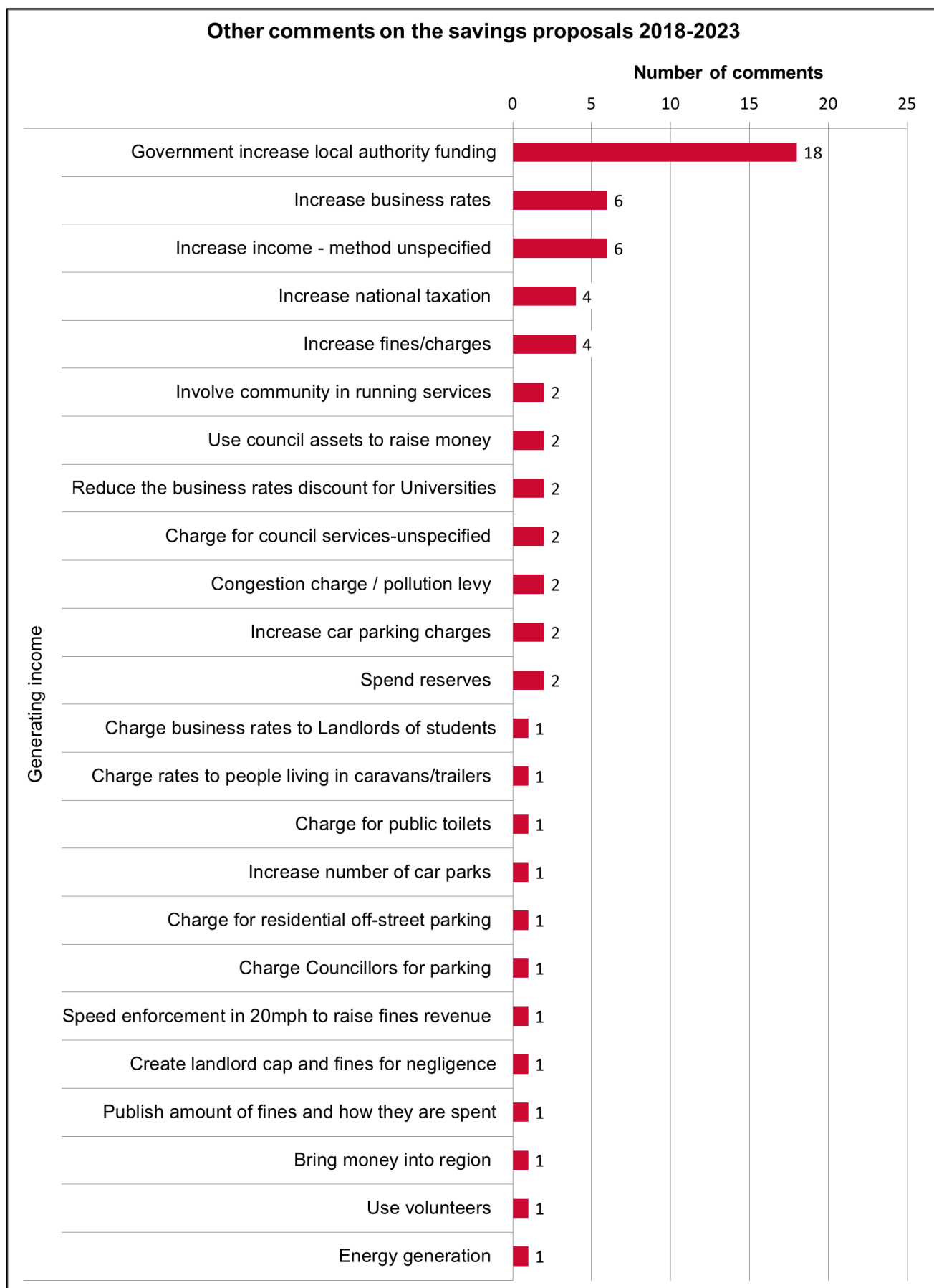


**Figure 8.5: Other comments on the savings proposals 2018-2023 (5 of 7)**

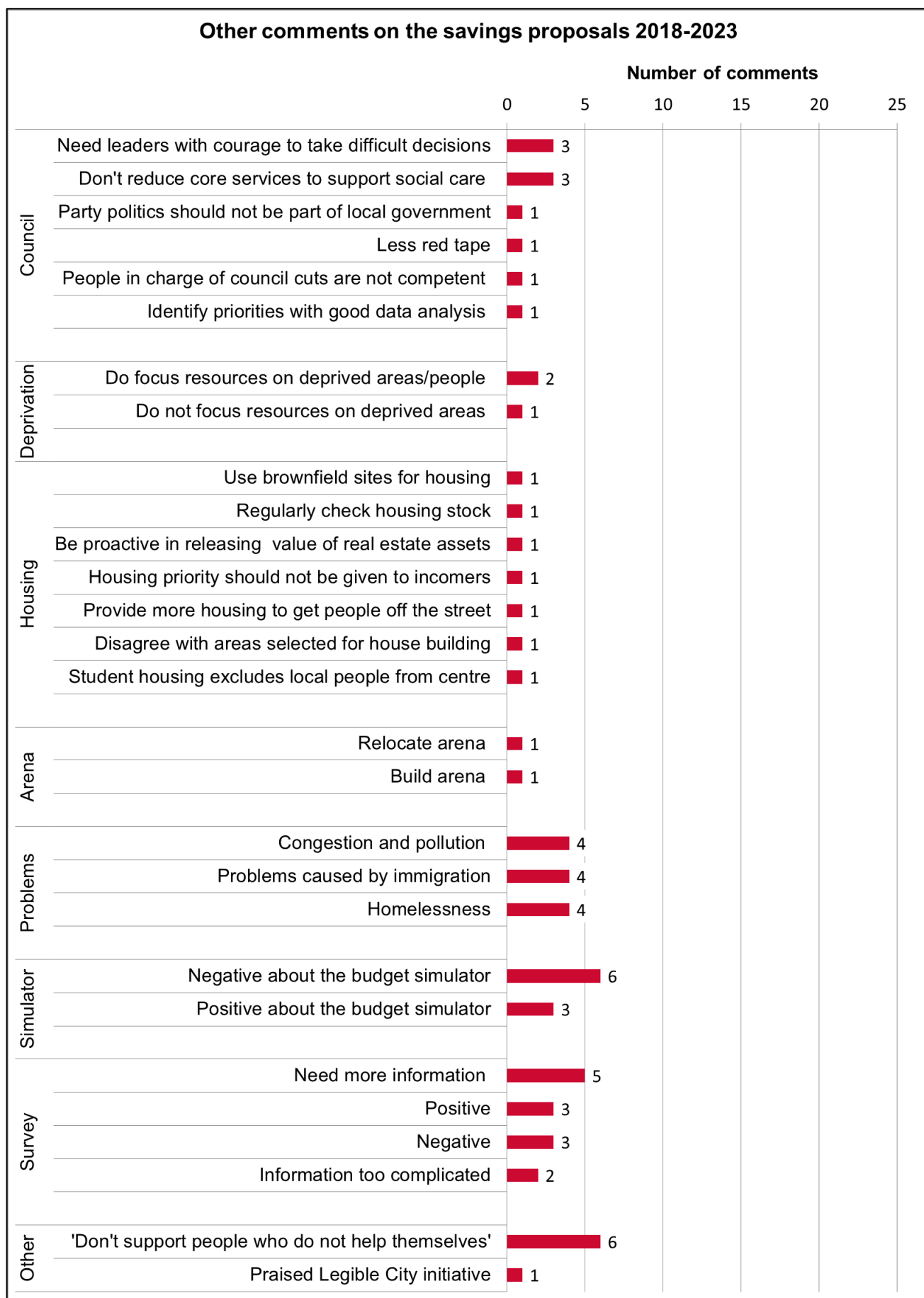




**Figure 8.6: Other comments on the savings proposals 2018-2023 (6 of 7)**



**Figure 8.7: Other comments on the savings proposals 2018-2023 (7 of 7)**



## 5 Survey responses on Corporate Strategy 2018-2023

### 5.1 Overall views on key commitments

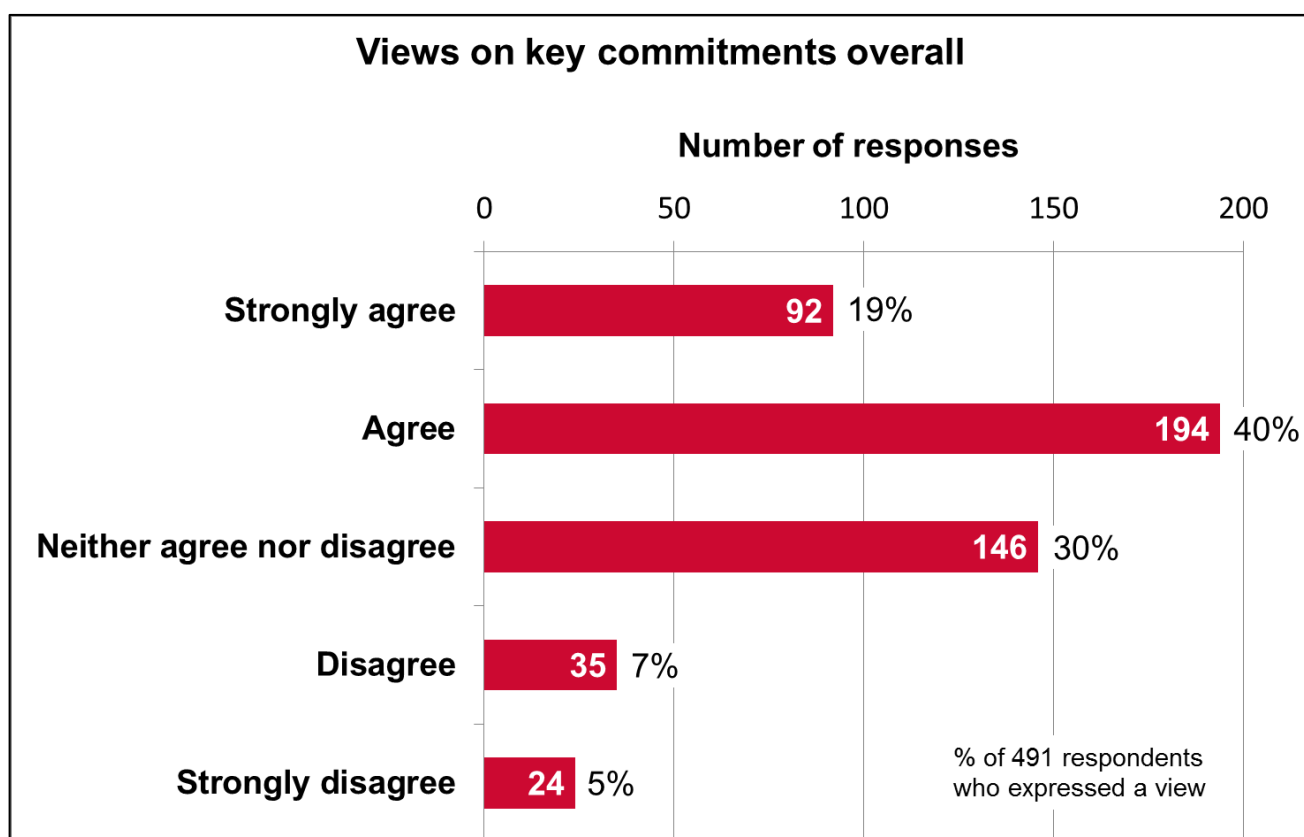
Respondents were asked to provide their views on the key commitments as a whole using a five point scale from ‘strongly agree’ to ‘strongly disagree’.

491 (71%) of the CS&B respondents provided their views (Figure 9). Of these:

- 286 (58%) respondents agree or strongly agree with the key commitments overall.
- 146 (30%) respondents neither agree nor disagree with the key commitments overall.
- 59 (12%) respondents disagree or strongly disagree with the key commitments.

205 people did not answer the question<sup>13</sup>.

**Figure 9: Views on Corporate Strategy key commitments overall**



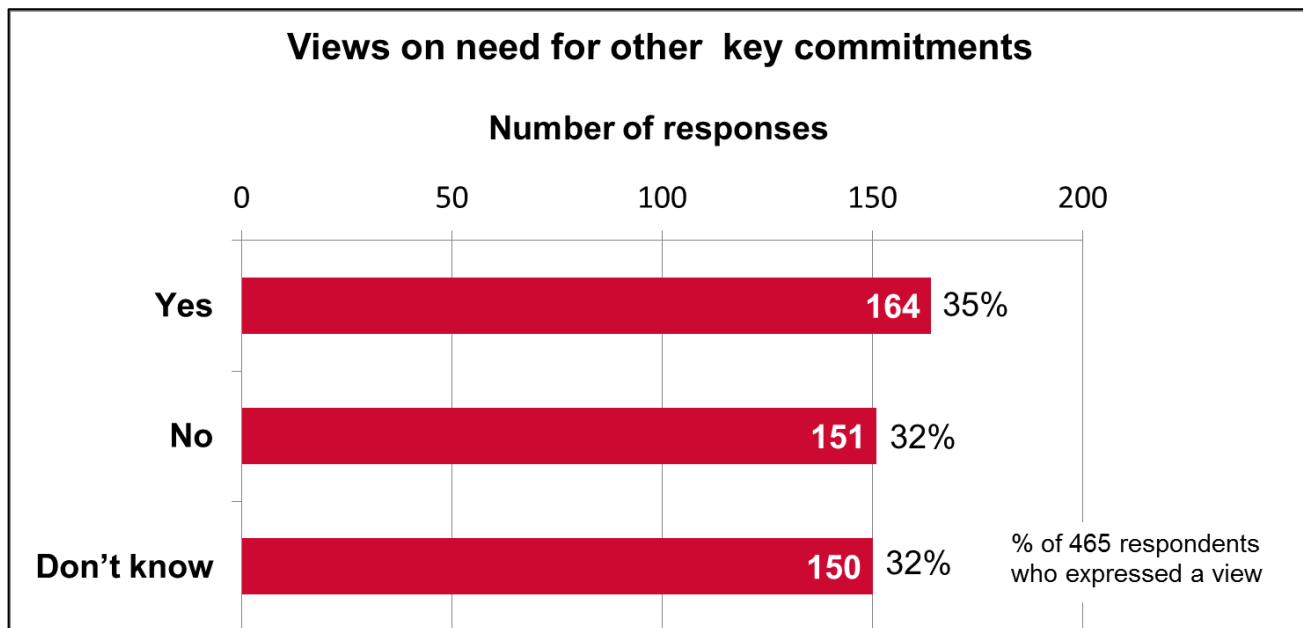
### 5.2 Other key commitments the council should make

Respondents were asked if they think there are other key commitments the council should make. 465 (67%) of CS&B respondents answered the question (Figure 10), of whom:

- 164 (35%) thought other key commitments are needed;
- 151 (32%) thought there are no additional commitments needed; and
- 150 (32%) did not know.

<sup>13</sup> Response rates to the Corporate Strategy questions were lower than for the questions on Council Tax and Social Care Precept because only three of the 181 people who answered interview surveys went on to respond to the section on the Corporate Strategy.

**Figure 10: Views on the need for other key commitments**



190 (27%) of the CS&B respondents specified additional key commitments they thought the council should make. (This is more than the 164 respondents who stated that other key commitments were needed).

These free text suggestions are categorised below<sup>14</sup> and in Figure 11 under the five Corporate Strategy themes (Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing, Belonging) plus five other categories (the role of the council, Council Tax and Business Rates, ways to save money, other comments about the 23 proposed key commitments, and comments about the CS&B survey).

### Theme 1: Empowering and Caring

There were 42 (22%) comments related to Theme 1: Empowering and Caring. Of these:

- 13 (7%) stated the council should prioritise social care and support the most vulnerable people in Bristol. Of these, four were critical that past and proposed savings have taken funds from vulnerable people and one stated that there is a need to stimulate the social care provider market to prevent dependence on fewer providers;
- 11 (6%) thought that the council’s activities should promote independence by individuals and communities, rather than creating dependency. These ranged from recommending the council intervenes less to requesting more support for people to help them achieve independence. Two of the 11 emphasised the need for excellent information and advice to enable people to independently access services provided by the council, NHS and VCS providers;
- 7 (4%) stated that tackling growing homelessness in Bristol is a priority. One of these identified the importance of mental health services to prevent homelessness;
- 4 (2%) highlighted the need to support and safeguard children, with one of these requesting the council to reconsider plans to reduce youth clubs and services;

<sup>14</sup> The number of categorised suggestions is more than the 190 free text responses because some responses included suggestions in more than one category. Percentages are % of the 190 free text responses.

- 3 (2%) called on the council to maintain an active presence in all wards and communities and retain funding for community action. One of these was very critical that the council is transferring its responsibilities to communities and another strongly objected to the proposed withdrawal of £257 in grants for small community projects;
- 2 (1%) supported encouraging volunteering;
- 1 (1%) stated that the local element of Community Infrastructure Levy should be devolved to smaller local areas than is proposed.
- 1 (1%) called for commitment to older people, including age diversity in city leadership.

## **Theme 2: Fair and Inclusive**

There were 62 (33) comments related to Theme 2: Fair and Inclusive. Of these:

- 14 (7%) wanted commitments to address housing. Of these:
  - 9 (5%) wanted the council to deliver on its commitment to deliver socially affordable housing;
  - 3 (2%) called on the council to commit to tackle problem landlords, by inspecting properties or capping private rents;
  - 1 (1%) advised that the council should not build thousands of houses without supporting infrastructure;
  - 1 (1%) wanted the council to clamp down on the practice of sub-letting council properties.
- 13 (7%) thought the council should prioritise education, including early literacy intervention, support for people with Special Educational Needs and access courses for colleges. A further 2 (1%) wanted the council to do more to support young people, including disabled citizens, into employment;
- 9 (5%) thought the commitments should include addressing social justice and tackling social inequality. Four of these identified that the council should target its resources more fairly across the city. In contrast, one (1%) thought that it is not the role of the council to compensate for inequity in society;
- 8 (4%) want the council to ‘grow the city’ as a regional centre and to encourage/support business, in order to generate funds to pay for services. In contrast, 1 (1%) suggested reducing demand for services by reducing housing capacity in the city;
- 4 (2%) want the council to oppose austerity;
- 2 (1%) thought the council should ensure all citizens have access to basic needs (healthy food and water, heat and shelter, clean air and safety from violence);
- 2 (1%) wanted the council to protect low-income families;
- 2 (1%) submitted comments opposing inclusivity, citing anti-immigration views;
- 1 (1%) wanted the council to work more with Bristol-based suppliers in order to retain wealth in the city;
- 1 (1%) called for more creative ideas for generating income in order to reduce the need for cuts;
- 1 (1%) favoured promoting more tourism;
- 1 (1%) was concerned about the number of students in the city.

### Theme 3: Well Connected

There were 30 (16%) comments related to Theme 3: Well Connected. Of these:

- 27 (14%) wanted improvements to transport of which:
  - 19 (10%) want to reduce cars in the city and to promote public transport and healthy travel. One of these wanted a commitment to a congestion charge;
  - 3 (2%) wanted funds to maintain existing roads and footways;
  - 2 (1%) argued for measures to making driving more convenient in the city;
  - 1 (1%) highlighted a need to help people with physical and mental disabilities access transport.
  - 1 (1%) suggested ways to optimise safety and capacity in Residents' Parking Schemes;
- 3 (2%) wanted a commitment to tackle crime.

### Theme 4: Wellbeing

There were 73 (38%) comments related to Theme 4: Wellbeing. Of these:

- 33 (17%) requested commitments to maintain existing assets which contribute to wellbeing, including:
  - 17 (9%) asked for a commitment to parks and green spaces;
  - 8 (4%) wanted to maintain libraries;
  - 4 (2%) wanted to keep public toilets open;
  - 4 (2%) asked for budgets to invest in and maintain street trees;
- 24 (13%) called for commitments to make Bristol sustainable. These included:
  - 8 (4%) requested commitments to reduce waste, improve household waste and recycling, and cleaner streets with action on litter and fly-tipping;
  - 6 (3%) called for a commitment to measures to deliver clean air;
  - 4 (2%) wanted stronger commitments to tackle climate change (again with an emphasis on sustainable transport) and promoting green energy and home efficiency measures;
  - 2 (1%) wanted a commitment to food and clean water security, including local food production;
  - 3 (2%) others called for unspecified measures to make Bristol sustainable and to protect the environment;
- 10 (5%) wanted more emphasis on public health and wellbeing;
- 3 (2%) wanted changes to the planning system to site landmark infrastructure and public buildings in the city centre (not at the edges of the city), to protect green belt and to simplify the planning process;
- 2 (1%) wanted to tackle fuel poverty;
- 1 (1%) respondent called for reductions on outside advertising because it impacts on wellbeing, air quality and a diverse local economy.

## **Theme 5: Belonging**

There were 14 (7%) comments related to Theme 5: Belonging. Of these:

- 6 (3%) wanted the council to commit to build the arena;
- 3 (2%) want to maintain museums and art and culture;
- 2 (1%) wanted the council to commit to transparency and honesty (one of whom accused the council of 'cronyism');
- 1 (1%) wanted funding for sports clubs;
- 1 (1%) asked for the council to introduce qualifications for buskers;
- 1 (1%) said the council should bring some fun into Bristol.

## **Role of the council**

There were 18 (9%) comments about the role of the Council. Of these:

- 12 (6%) stated that the council should focus on practical actions, maintaining assets and completing existing priorities before embarking on new visions;
- 3 (2%) said that the council should only commit to delivering its statutory services;
- 1 (1%) stated the council has a key role in civic leadership, and should play a leading role in the life of the city: community, business, social well-being and public life;
- 1 (1%) thought the council should provide some social care service in-house to maintain good quality;
- 1 (1%) thought the council should not fund activities which the private sector could pay for, such as harbour festival, the arena and Bristol's Biggest Bike Ride.

## **Council Tax and Business Rates**

There were 12 (6%) comments related to Council Tax and Business Rates. Of these:

- 4 (2%) wanted to freeze or reduce Council Tax and 1 (1%) wants to reduce Council Tax for the elderly;
- 3 (2%) supported increasing Council Tax and 1 (1%) favours taxing families with children more;
- 2 (1%) oppose increasing business rates;
- 1 (1%) favours increasing business rates.

### **Ways to save money**

There were 30 (16%) suggestions for ways for the council to save money. Of these:

- 12 (6%) Improve council efficiency / control of budgets;
- 5 (3%) recommended cutting salaries for senior staff and another 1 (1%) wanted to review all council staffing;
- 4 (2%) wanted to cut funding for the City Office and running the Mayor's activities;
- 2 (1%) wanted to remove the elected Mayoral system;
- 2 (1%) called for more cross-departmental collaboration in the council;
- 2 (1%) called for cutting benefits for people who make lifestyle choices they cannot afford;
- 1 called for commissioning services externally, which they anticipate would be more efficient;
- 1 (1%) recommended cutting the pay of consultants.

### **Comments about the 23 proposed key commitments**

There were 17 (9%) comments about the 23 key commitments. Of these:

- 8 (4%) highlighted the need to target budgets at areas which deliver the key commitments;
- 6 (3%) were sceptical that the key commitments are platitudes and that policy details and actions were what would count;
- 1 (1%) thought there are too many commitments;
- 1 (1%) expressed positive support for the commitments;
- 1 (1%) criticised the tone of the Corporate Strategy, concluding 'the running of the city is not a business, but a democratically accountable institution'.

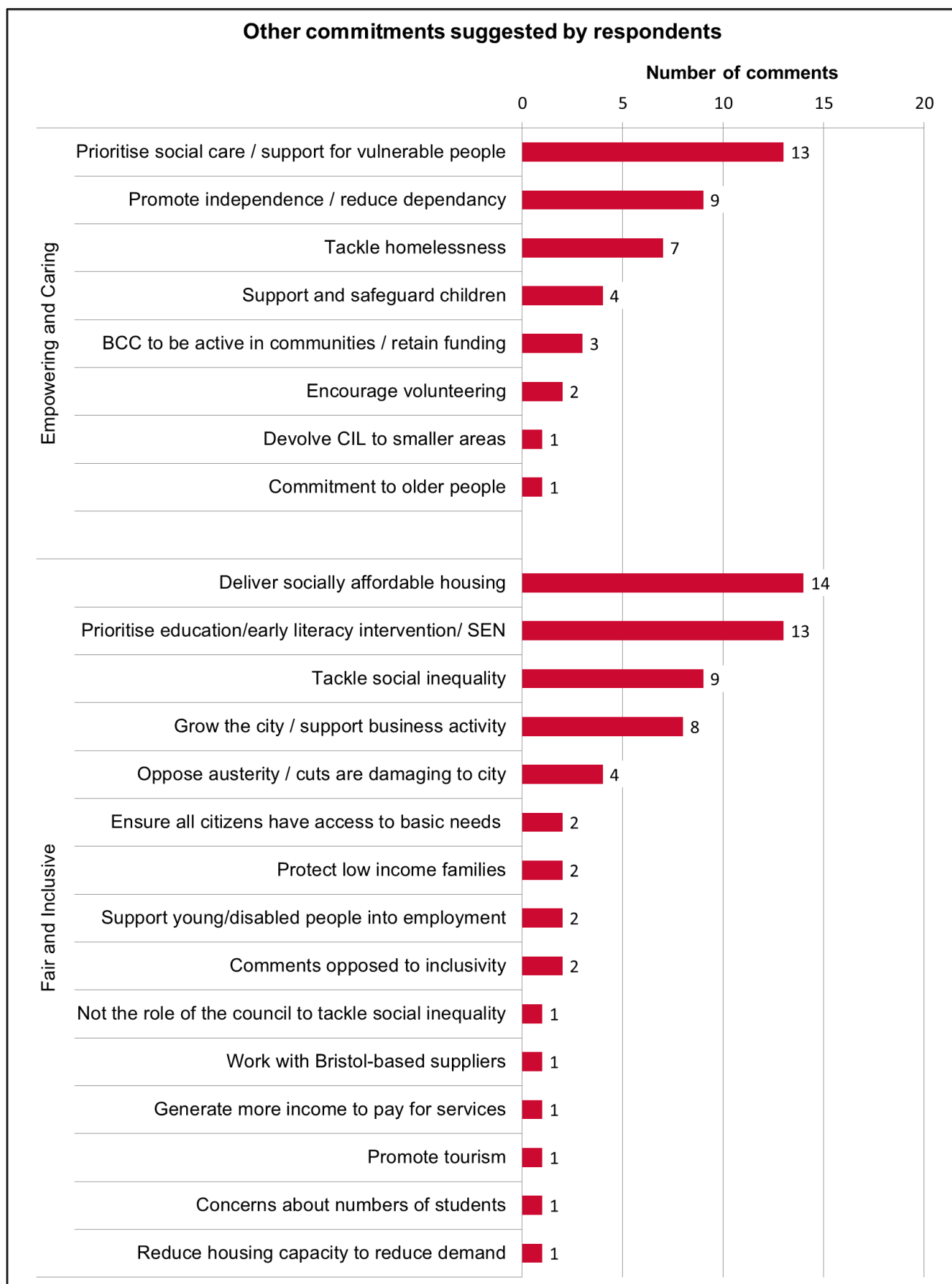
### **Comments about the CS&B survey**

There were 2 (1%) comments about the CS&B survey. Of these:

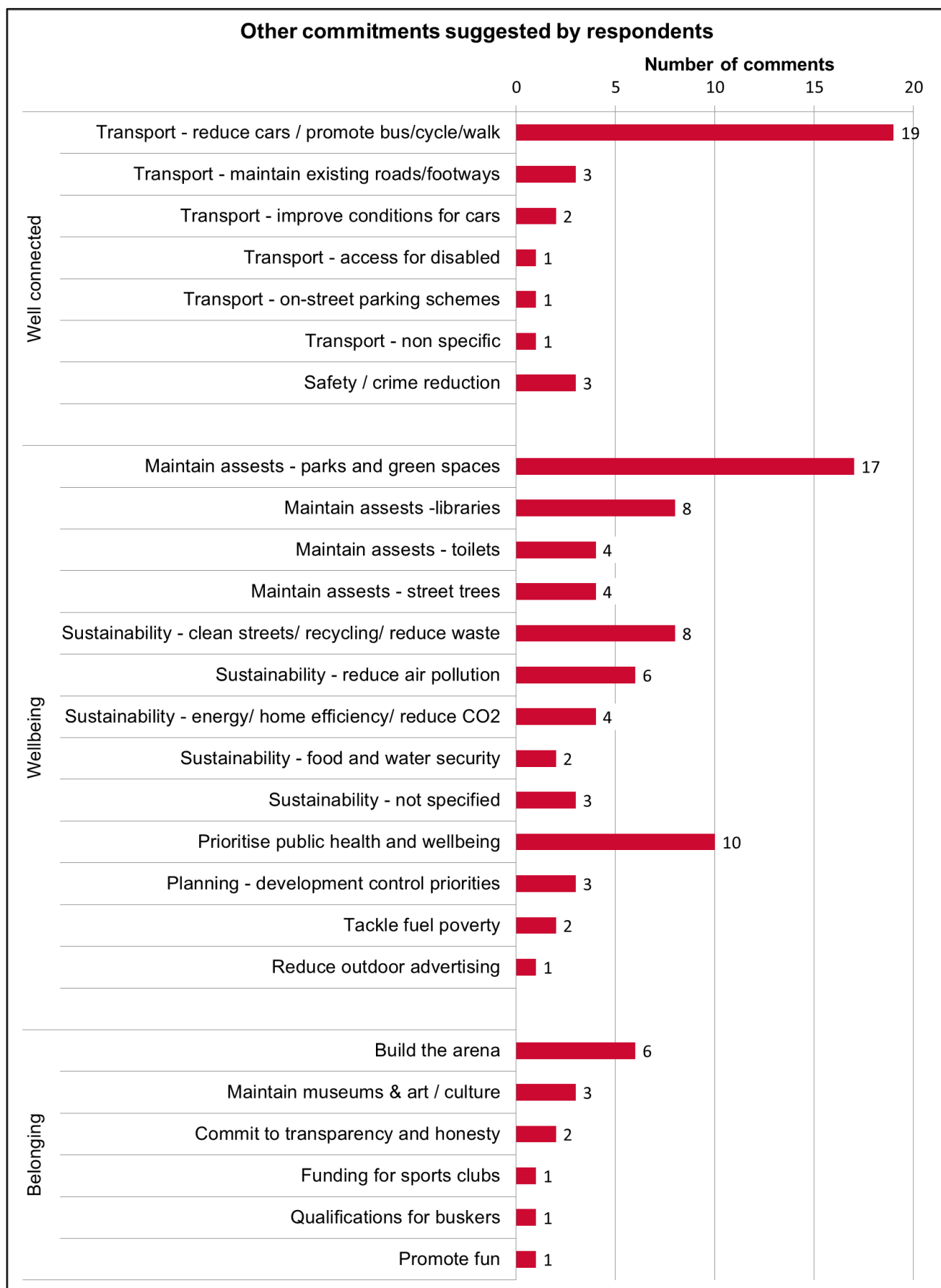
- 1 (1%) stated that the survey was too complicated;
- 1 (1%) questioned the value of consultations and instead wanted the council to talk to service users and let users decide the future services.



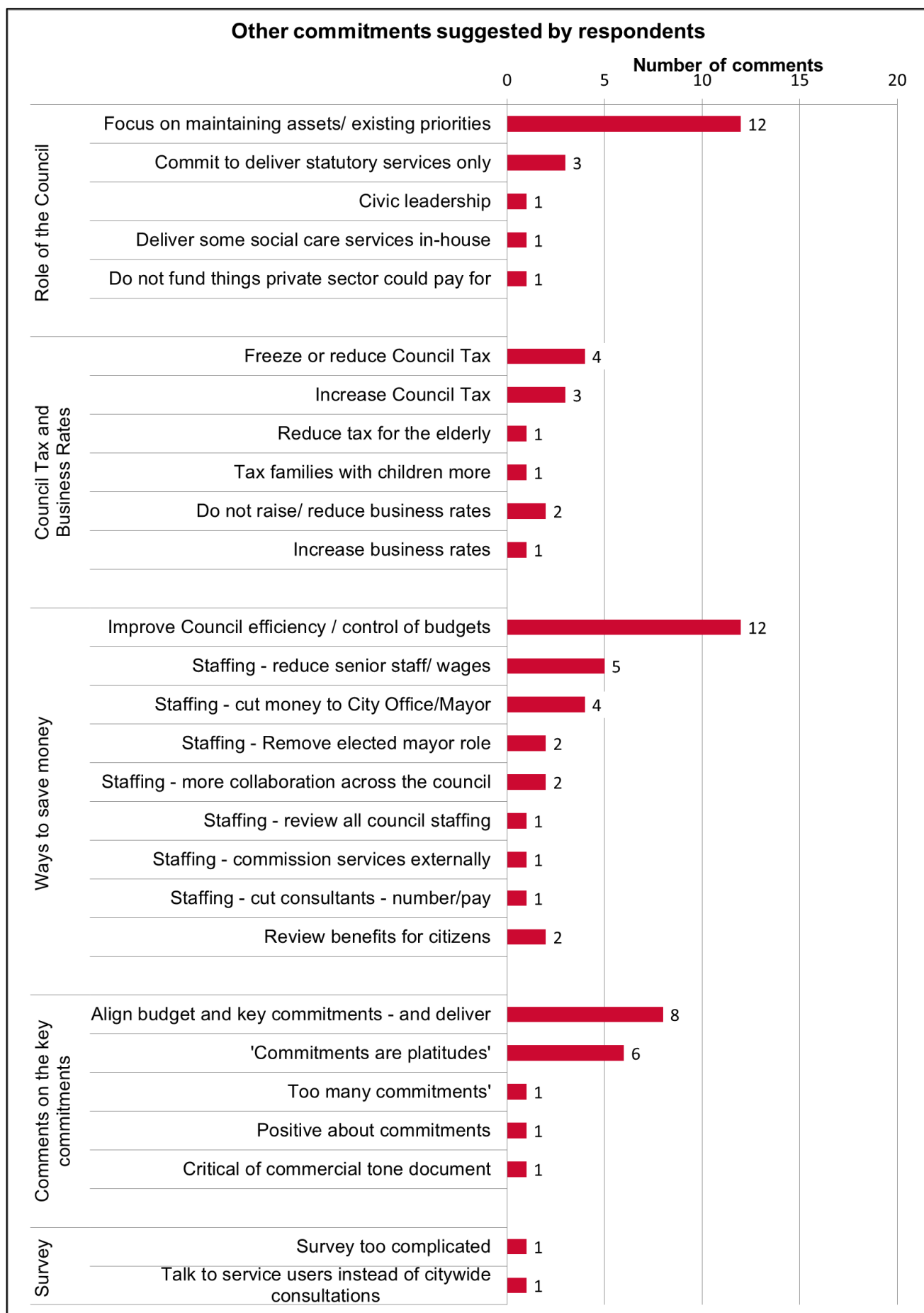
**Figure 11.1: Other commitments suggested by respondents (1 of 3)**



**Figure 11.2: Other commitments suggested by respondents (2 of 3)**



**Figure 11.3: Other commitments suggested by respondents (3 of 3)**



### 5.3 Key commitments which respondents think should not be priorities

The survey asked respondents to identify any key commitments which they think should NOT be among the council's highest priorities.

282 (41%) of the CS&B respondents identified one or more of the key commitments which they thought should not be corporate commitments (Figure 12). This is more than half (57%) of the 497 people who answered one or more of the Corporate Strategy questions. Of these, 53 (11%) identified ten or more key commitments which they did not support.

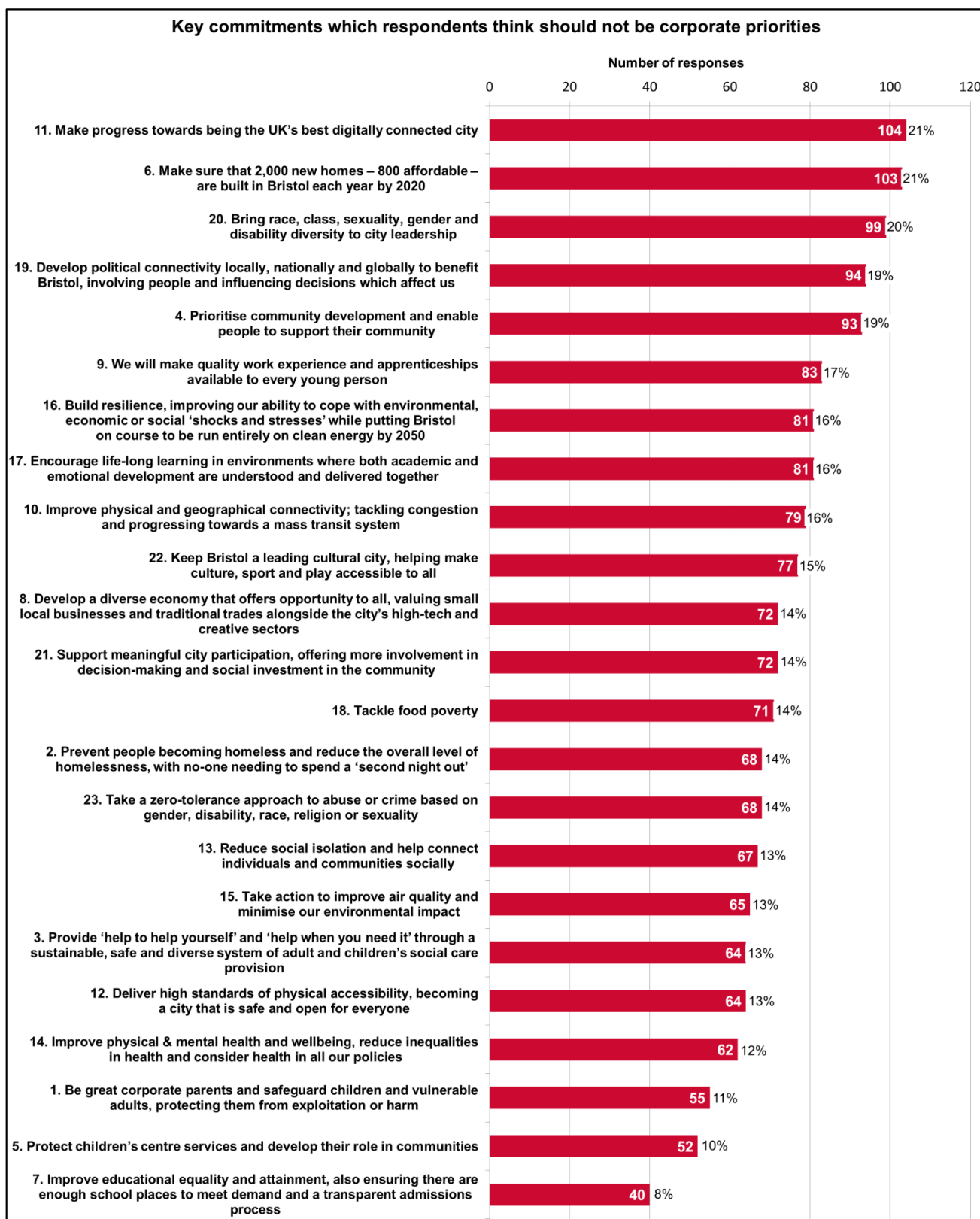
The key commitments which have least support (i.e. those that the highest numbers of respondents thought should NOT be corporate priorities) are as follows. The percentages are the percentage of the 497 people who answered one or more of the Corporate Strategy questions (not the percentage of all CS&B respondents):

- **Commitment 11.** Make progress towards being the UK's best digitally connected city – identified by 104 (21%) of the respondents to the Corporate Strategy questions;
- **Commitment 6.** Make sure that 2,000 new homes – 800 affordable – are built in Bristol each year by 2020. 103 (21%) respondents identified that this should NOT be a priority;
- **Commitment 20.** Bring race, class, sexuality, gender and disability diversity to city leadership – identified by 99 (20%) respondents.
- **Commitment 19.** Develop political connectivity locally, nationally and globally to benefit Bristol, involving people and influencing decisions which affect us - identified by 94 (19%) respondents;
- **Commitment 4.** Prioritise community development and enable people to support their community – identified by 93 (19%) respondents;
- **Commitment 9.** We will make quality work experience and apprenticeships available to every young person – identified by 83 (17%) respondents;

The key commitments which have greatest support (i.e. those which fewest people think should NOT be corporate priorities) are:

- **Commitment 7.** Improve educational equality and attainment, also ensuring there are enough school places to meet demand and a transparent admissions process - 40 (8%) respondents identified that this should NOT be a priority;
- **Commitment 5.** Protect children's centre services and develop their role in communities – identified by 52 (10%) respondents;
- **Commitment 1.** Be great corporate parents and safeguard children and vulnerable adults, protecting them from exploitation or harm– identified by 55 (11%) respondents;
- **Commitment 14.** Improve physical & mental health and wellbeing, reduce inequalities in health and consider health in all our policies – identified by 62 (12%) respondents;
- **Commitment 12.** Deliver high standards of physical accessibility, becoming a city that is safe and open for everyone – identified by 64 (13%) respondents;
- **Commitment 3.** Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of adult and children's social care provision – identified by 64 (13%) respondents;
- **Commitment 15.** Take action to improve air quality and minimise our environmental impact – identified by 65 (13%) respondents;
- **Commitment 13.** Reduce social isolation and help connect individuals and communities socially – identified by 67 (13%) respondents.

**Figure 12: Key commitments which respondents think should NOT be priorities**



## 5.4 Reasons why respondents did not support specific commitments

Respondents were asked to explain why they thought the key commitments they had identified should not be corporate priorities.

178 (26%) respondents provided free text comments explaining why they thought the key commitments they had identified should not be corporate priorities. These comments are categorised below<sup>15</sup> and in Figure 13 for each commitment.

### **Commitment 1 Be great corporate parents and safeguard children and vulnerable adults, protecting them from exploitation or harm**

2 comments (1%):

- 1 (1%) said that being corporate parents should not be BCC's responsibility;
- 1 (1%) said that we should increase the police force instead.

### **Commitment 2 Prevent people becoming homeless and reduce the overall level of homelessness, with no-one needing to spend a 'second night out'**

3 comments (2%):

- 1 (1%) said that BCC is mismanaging homeless provision by paying landlords too much;
- 1 (1%) said that based on cost/benefit this was not a priority;
- 1 (1%) said that we should reduce tax in order to enable the private sector to create jobs for homeless people.

### **Commitment 3 Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of adult and children's social care provision**

8 comments (4%):

- 4 (2%) said that commitment 3 seems to be putting the onus onto vulnerable service users;
- 1 (1%) said that commitment 3 could be combined with commitment 1;
- 1 (1%) said that this should already be in place;
- 1 (1%) said that this could be tackled by increasing jobs in the private sector;
- 1 (1%) said that this would need inclusive and effective council communications.

### **Commitment 4 Prioritise community development and enable people to support their community**

15 comments (8%):

- 10 (6%) said that this should not be a council priority;
- 2 (1%) said that the council had taken actions to destroy communities up to this point;
- 1 (1%) was concerned that the council was loading increasing amounts of public services onto volunteers.

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<sup>15</sup> The number of categorised comments is more than the 178 free text responses because some responses included comments in more than one category. Percentages are expressed as % of the 178 responses.

### **Commitment 5 Protect Children’s Centre services and develop their role in communities**

3 (2%) comments:

- All comments said that BCC did not need to provide this service.

### **Commitment 6 Make sure that 2,000 new homes – 800 affordable – are built in Bristol each year by 2020**

25 (14%) comments:

- 10 (6%) said that there should be a larger quantity of affordable houses built;
- 7 (4%) said that the council should not be building more homes;
- 2 (1%) said that the council should be using existing properties more effectively;
- 2 (1%) said Bristol is already overcrowded;
- 2 (1%) said that too many “affordable” homes were proposed;
- 1 (1%) said houses wouldn’t go to local people;
- 1 (1%) suggested changing town planning regulations.

### **Commitment 7 Improve educational equality and attainment, also ensuring there are enough school places to meet demand and a transparent admissions process**

2 (1%) comments:

- 1 (1%) said that this was ‘pointless within the academy system’;
- 1 (1%) said this would not work due to the unfair way BCC allocates funds to schools.

### **Commitment 8 Develop a diverse economy that offers opportunity to all, valuing small local businesses and traditional trades alongside the city’s high-tech and creative sectors**

4 comments (2%):

- 3 (2%) said that businesses should do this themselves;
- 1 (1%) said that large businesses requiring skilled workers should be included.

### **Commitment 9 We will make quality work experience and apprenticeships available to every young person**

17 comments (10%):

- 14 (8%) said that this was not a priority for BCC;
- 3 (2%) said that there were issues with the approach described in the commitment, of which:
  - 1 (1%) said that this was ‘undermined by BCC reducing its workforce’;
  - 1 (1%) said that it would be impossible if colleges do not support the skills businesses need;
  - 1 (1%) said that 100% coverage would dilute the quality of work experience offered, resulting in people being forced to do roles they don’t want.

### **Commitment 10 Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system**

11 comments (6%):

- 6 (3%) were concerned with the disruption and cost of setting up mass transit systems;
- 1 (1%) said that we should work with the current traffic system;
- 1 (1%) said that we should be prioritising infrastructure for walking and cycling;
- 1 (1%) said that we seem to be making transport worse.

### **Commitment 11 Make progress towards being the UK's best digitally connected city**

26 comments (15%):

- All comments said that digital connectivity was not a high priority.

### **Commitment 12 Deliver high standards of physical accessibility, becoming a city that is safe and open for everyone**

10 comments (6%):

- 7 (4%) said that this was not a priority for BCC;
- 1 (1%) said that this commitment was hypocritical after we closed down all public facing council offices outside of the city centre;
- 1 (1%) said that they didn't think we could afford or control it;
- 1 (1%) said that the law already requires reasonable adjustment and disabled access.

### **Commitment 13 Reduce social isolation and help connect individuals and communities socially**

8 comments (5%):

- All comments said that this should not be the council's responsibility.

### **Commitment 14 Improve physical & mental health and wellbeing, reduce inequalities in health and consider health in all our policies**

2 comments (1%):

- 1 (1%) said that we should be addressing inequities in health rather than inequalities;
- 1 (1%) said that the council's actions were in opposition to this commitment.

### **Commitment 15 Take action to improve air quality and minimise our environmental impact**

4 comments (2%):

- 2 (1%) said that this was not a priority for BCC;
- 1 (1%) said that this should be dealt with by other agencies;
- 1 (1%) said that there also needed to be a commitment to give people access to green spaces.



**Commitment 16 Build resilience, improving our ability to cope with environmental, economic or social ‘shocks and stresses’ while putting Bristol on course to be run entirely on clean energy by 2050**

10 comments (6%):

- 7 (4%) said that this was an impractical luxury;
- 2 (1%) said that this priority was not well articulated;
- 1 (1%) said that this should be dealt with by other agencies.

**Commitment 17 Encourage life-long learning in environments where both academic and emotional development are understood and delivered together**

11 comments (6%):

- 8 (5%) said that this is not a priority for BCC;
- 2 (1%) were not sure what the commitment meant;
- 1 (1%) suggested training young people in trade skills.

**Commitment 18 Tackle food poverty**

13 comments (7%):

- 3 (2%) said that we should instead stimulate economic activity and create jobs to tackle poverty overall;
- 3 (2%) said that this was not a priority for the council;
- 2 (1%) said that we should be educating people to cook cheap meals, grow their own food etc. to reduce food poverty;
- 2 (1%) said that people need to prioritise their benefits etc. to buy food rather than mobile phones etc.;
- 1 (1%) said that we should give families food vouchers;
- 1 (1%) said that this should be tackled by the voluntary sector.

**Commitment 19: Develop political connectivity locally, nationally and globally to benefit Bristol, involving people and influencing decisions which affect us**

17 comments (10%):

- 13 (7%) said that this was not a priority;
- 3 (2%) said that it was unclear what this commitment aimed to achieve;
- 1 (1%) said that this was not a believable commitment as it is the opposite of the council’s actions, e.g. stopping funding neighbourhood forums.

### **Commitment 20 Bring race, class, sexuality, gender and disability diversity to city leadership**

29 comments (16%):

- 18 (10%) were against the focus on diversity and stated that we should be focusing on employing the best people for the job;
- 6 (3%) said that it was not a top priority;
- 2 (1%) said that it was not the council's role to do this and we should just follow legal requirements;
- 1 (1%) suggested that this commitment should be achieved through meaningful intervention to ensure equal opportunities, e.g. flexible working or addressing root cause of unequal academic achievement rather than quotas.

### **Commitment 21 Support meaningful city participation, offering more involvement in decision-making and social investment in the community**

12 comments (7%):

- 8 (4%) said that this was not a priority for the council;
- 4 (2%) said that people who were interested in getting involved with the community already would.

### **Commitment 22 Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all**

15 comments (8%):

- 12 (7%) said that this was not a priority for BCC;
- 3 (2%) said that Bristol is not a leading cultural city.

### **Commitment 23 Take a zero-tolerance approach to abuse or crime based on gender, disability, race, religion or sexuality**

13 comments (7%):

- 6 (3%) saw commitment 23 as directing police action towards equalities groups at the expense of everyone else;
- 2 (1%) said that this is the job of the police rather than the council;
- 1 (1%) said that we have allowed grooming gangs and FGM to continue.

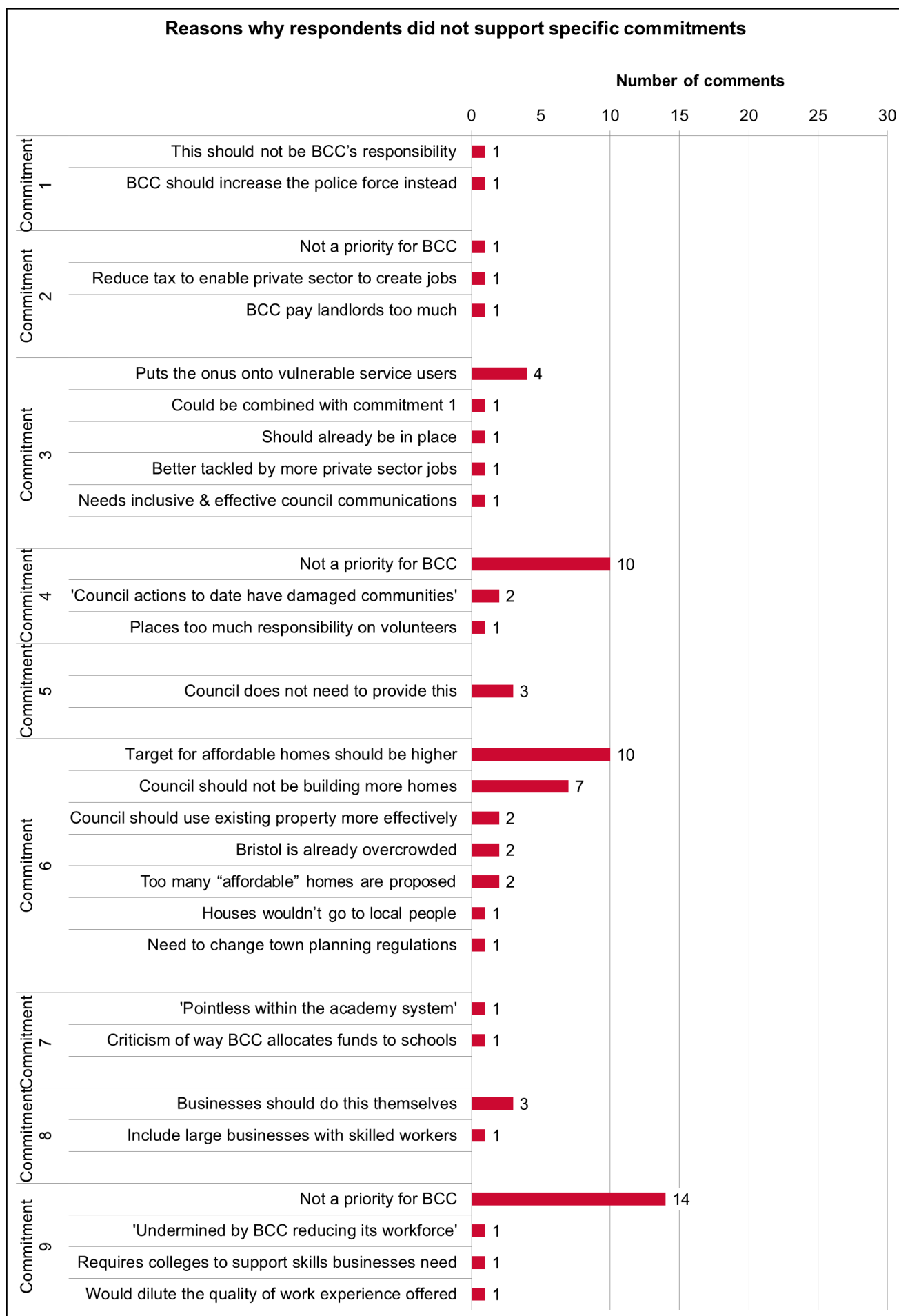
## **Not specific to a particular commitment**

46 comments (26%):

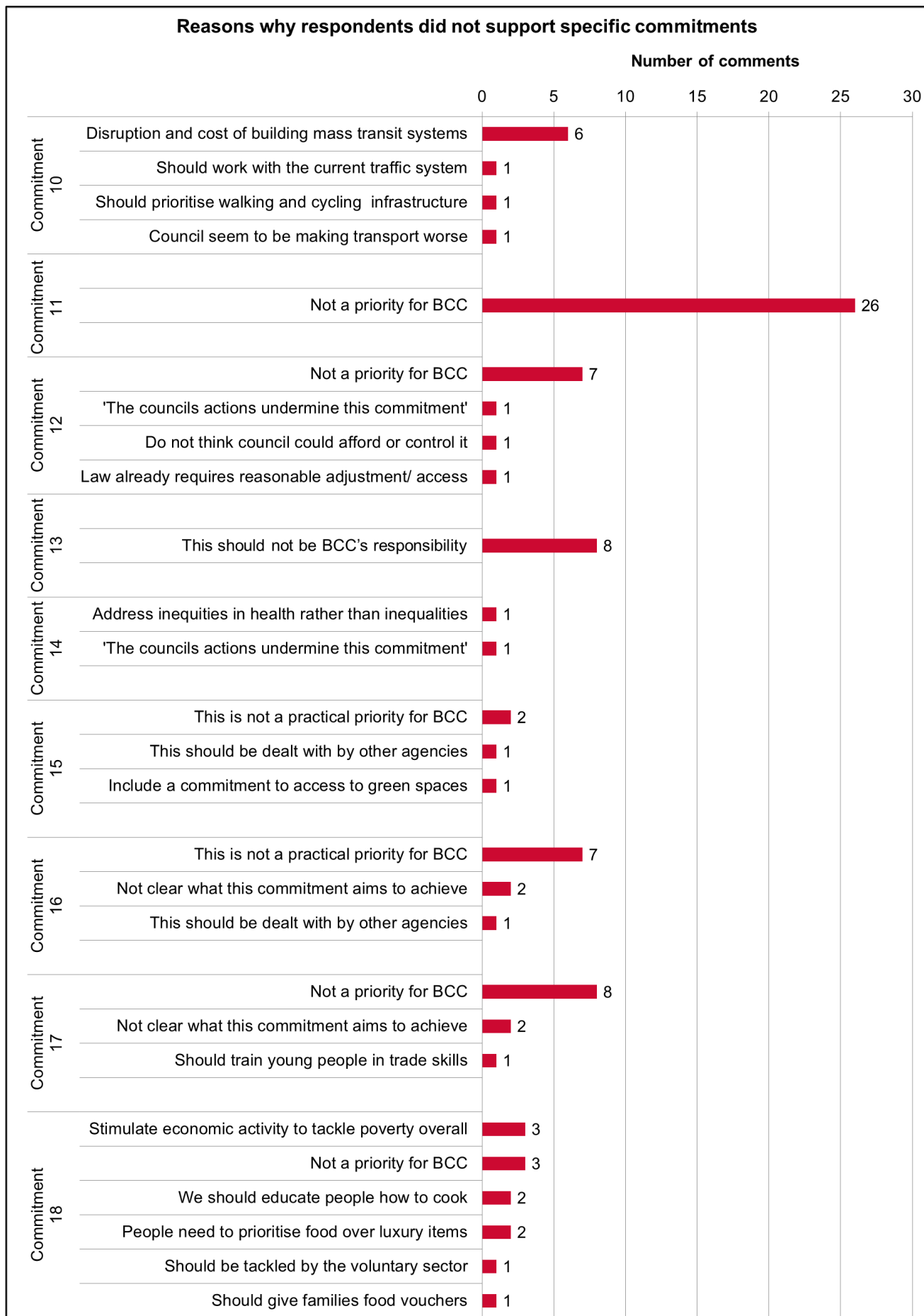
- 11 (6%) said that commitments were not priorities (unspecified);
- 6 (3%) said that the commitments were too vague and needed more specific detail;
- 2 (1%) said that some of the priorities should be delivered through private businesses;
- 2 (1%) said that we should not be prioritising minorities;
- 1 (1%) said we should focus on delivery;
- 1 (1%) said people need to take responsibility for themselves;
- 1 (1%) said decisions should be free from politics;
- 1 (1%) said that education should be prioritised;
- 1 (1%) said that the educational cuts go against our commitments;
- 1 (1%) said that we should not prioritise people with children;
- 1 (1%) said that we need a smaller number of key commitments;
- 1 (1%) said that we should make Bristol safe;
- 1 (1%) said that we should stop the Council Tax reduction scheme;
- 1 (1%) said that we should encourage sports and exercise;
- 1 (1%) said that we should cut senior staff;
- 1 (1%) said that we should involve residents in the running of BCC.

6 (3%) of the comments misunderstood the question and commented on commitments they wanted prioritised.

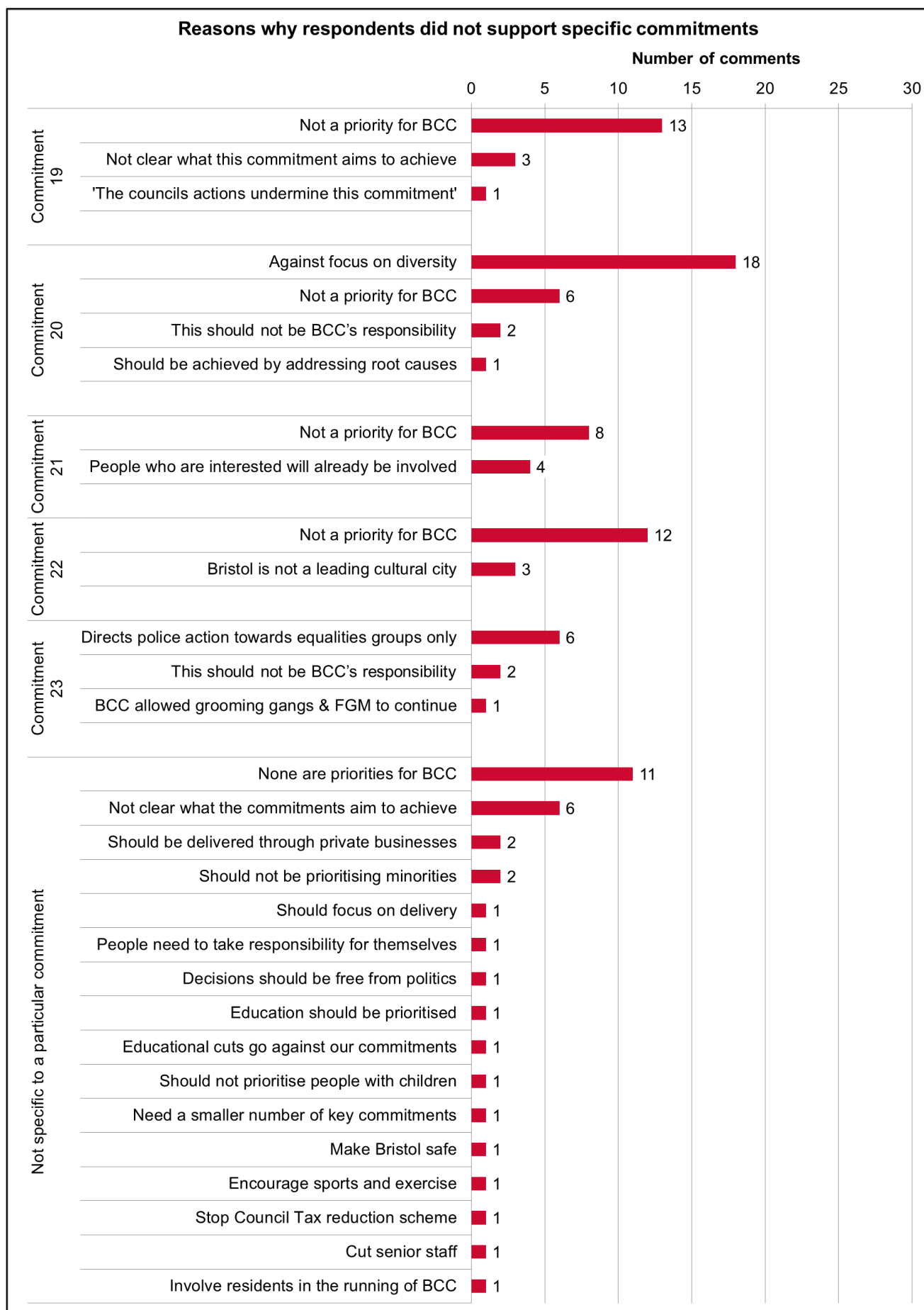
**Figure 13.1: Reasons why respondents do not support specific commitments (1 of 3)**



**Figure 13.2: Reasons why respondents do not support specific commitments (2 of 3)**



**Figure 13.3: Reasons why respondents do not support specific commitments (3 of 3)**



## 5.5 Other comments on the draft Corporate Strategy

158 (23%) of the CS&B consultation respondents provided other free text comments on the draft Corporate Strategy. These comments are categorised below<sup>16</sup> and in Figure 14.

### Positive comments on the Corporate Strategy

There were 16 (10%) positive comments about the Corporate Strategy, of which:

- 12 (8%) were positive comments about the vision;
- 4 (3%) were positive comments about the commitments.

### Negative comments on the Corporate Strategy

There were 31 (20%) negative comments about the Corporate Strategy.

- 26 (16%) said that the Corporate Strategy was too vague / too idealistic / contained too many commitments.
- 2 (1%) stated that the monetary savings were not clear enough.
- 1 (1%) said that the Corporate Strategy needed more emphasis on economic growth.
- 1 (1%) said that BCC was using this consultation as support for cuts.
- 1 (1%) said that BCC needs to better explain the jargon within the strategy.

### Implementation of the Corporate Strategy

- 12 (8%) stated that the value of the vision and commitments is dependent on successful delivery and implementation.

### Priorities

There were 58 (37%) comments giving priorities for the council. These were:

- 8 (5%) - public transport/access;
- 6 (4%) - the environment/reducing air pollution;
- 5 (3%) - improving infrastructure and conditions for pedestrians/cyclists;
- 4 (3%) - improving roads and congestion;
- 4 (3%) - reducing social inequality;
- 3 (2%) - opposing austerity;
- 3 (2%) - health and wellbeing;
- 3 (2%) - social services/care homes/carers;
- 2 (1%) - libraries;
- 2 (1%) - education;
- 2 (1%) - older people;
- 2 (1%) - vulnerable adults;
- 2 (1%) - building more affordable housing;
- 2 (1%) - dealing with the causes of social problems rather than the symptoms;

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<sup>16</sup> The number of categorised comments is more than the 158 free text responses because some responses included comments in more than one category. Percentages are expressed as % of the 158 responses.

- 2 (1%) - parks/green spaces;
- 2 (1%) - fixing roads;
- 1 (1%) - learning disabilities;
- 1 (1%) - supporting local and citywide events;
- 1 (1%) - stopping discrimination;
- 1 (1%) - reducing immigration;
- 1 (1%) - building the arena;
- 1 (1%) - reducing illegal drugs usage in Bristol.

### **Not priorities when budgets are limited**

There were 4 (3%) comments on what areas are not priorities when budgets are limited:

- 1 (1%) said that “digitally connected” was not a priority;
- 1 (1%) said that the commitments in general were not a priority;
- 1 (1%) said that people need to help themselves;
- 1 (1%) said that the council needs to get back to basics.

### **Savings suggestions**

There were 24 (15%) savings suggestions:

- 8 (5%) suggested that the council should control costs;
- 5 (3%) suggested that the council should scrap costly transport schemes;
- 4 (3%) suggested that the council should stop sub-contracting work and using consultants;
- 3 (2%) suggested removing non-productive staff;
- 1 (1%) suggested that we need better coordination of services;
- 1 (1%) suggested better utilising the current housing stock;
- 1 (1%) suggested stopping spending on projects;
- 1 (1%) suggested that being a councillor should become a voluntary service.

### **Income**

There were 9 (6%) comments on income:

- 3 (2%) suggested increasing income (unspecified);
- 2 (1%) suggested that we raise Council Tax;
- 1 (1%) suggested that we keep large events free as they bring in more income through increased tourism;
- 1 (1%) suggested selling off/leasing council owned properties;
- 1 (1%) suggested introducing a tourist tax;
- 1 (1%) suggested using the council reserves to pay for services.



## **Collaboration**

There were 2 (1%) comments on collaboration:

- 2 (1%) suggested that we collaborate with the universities.

## **Comments about the consultation**

There were 5 (3%) comments about the consultation:

- 4 (3%) gave negative comments about the consultation;
- 1 (1%) gave positive comments about the consultation.

## **Negative about council's record**

There were 11 (7%) negative comments about the council's record:

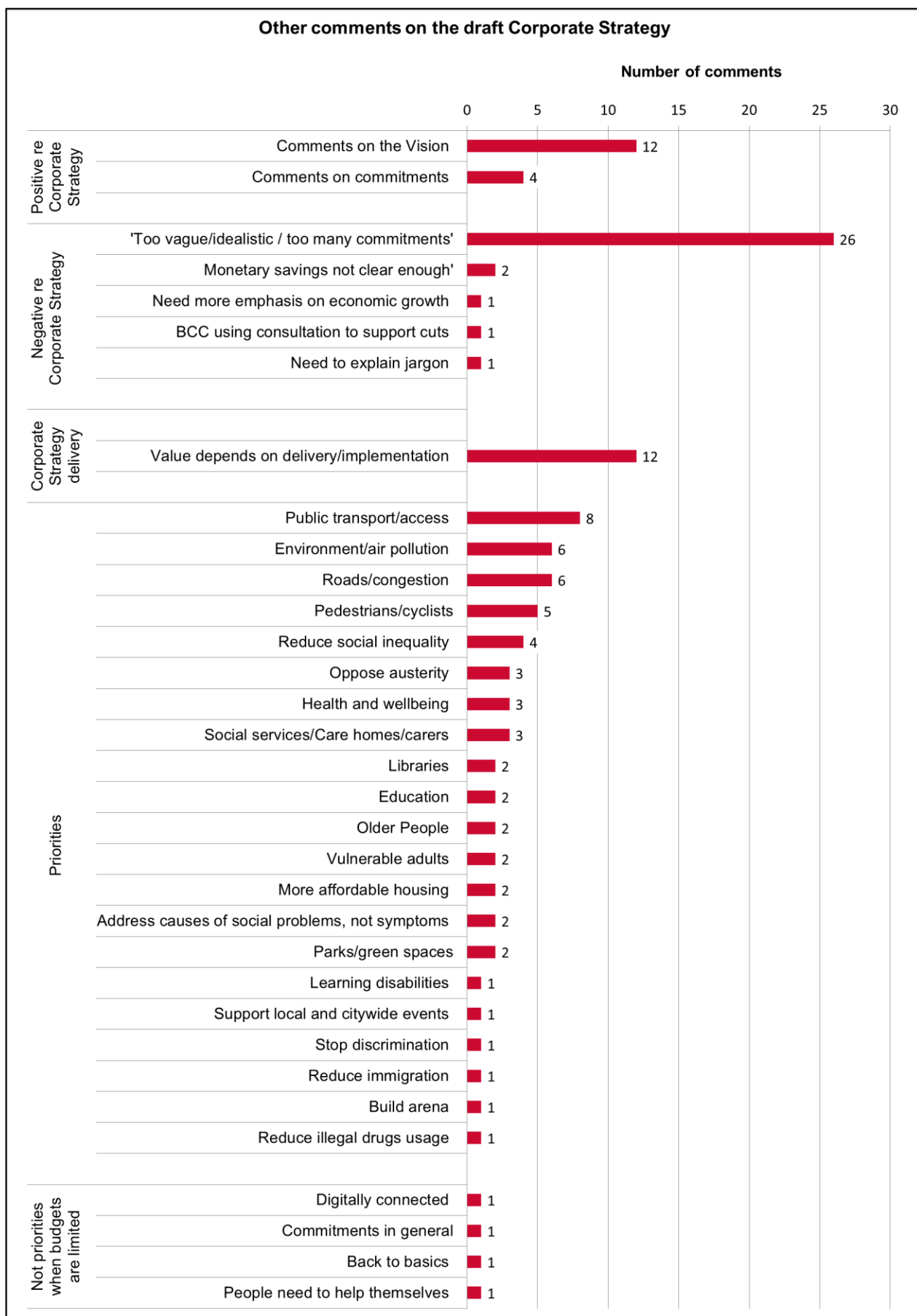
- 3 (2%) commented negatively about the arena;
- 3 (2%) had negative comments about the council's record in general;
- 2 (1%) had negative comments about the council's record on transport;
- 2 (1%) had negative comments about the council's record on schools;
- 1 (1%) said that the commitment to city participation is undermined by savings proposal to reduce community development posts.

## **Suggestions for running of the council**

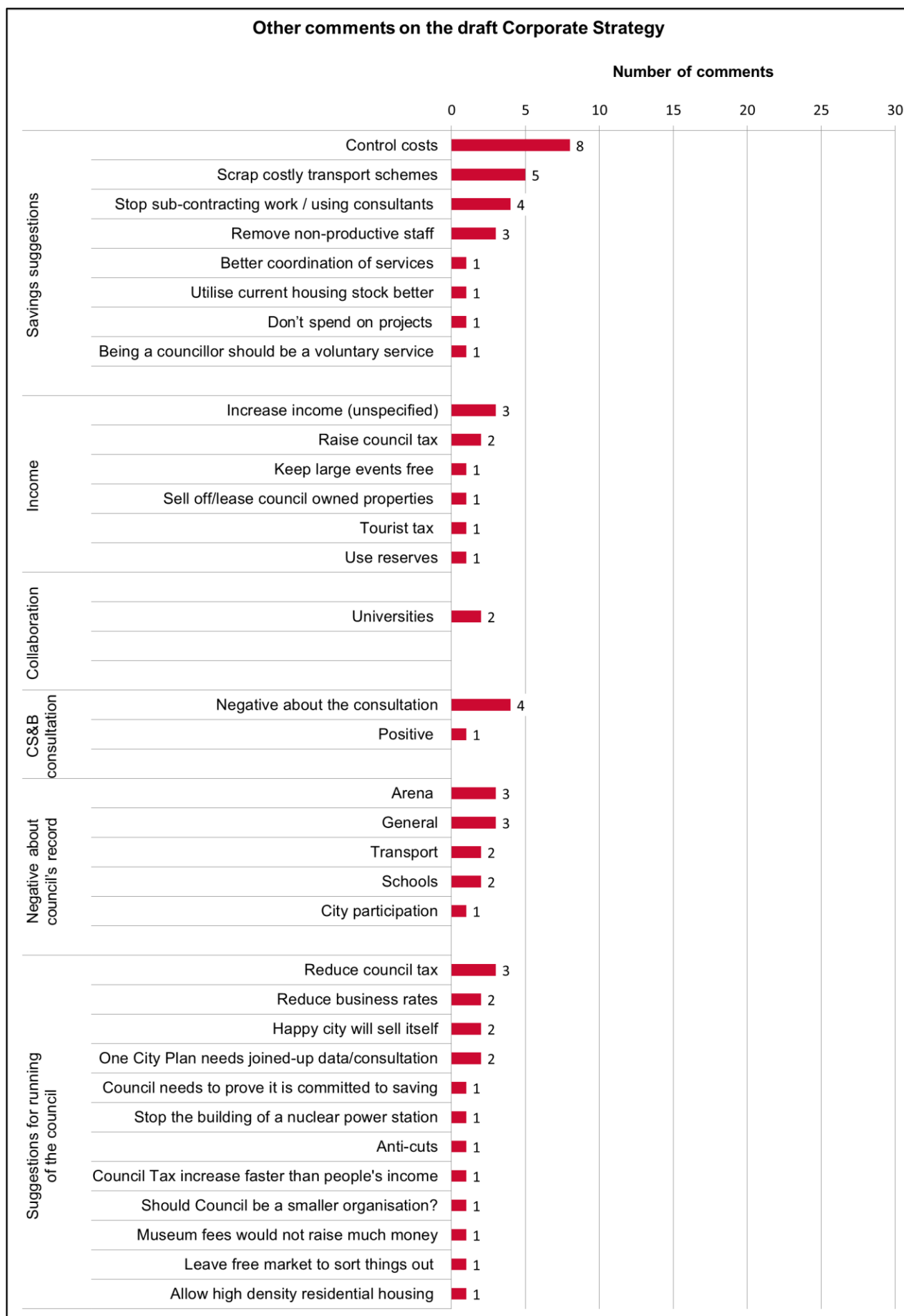
There were 17 (11%) comments with suggestions for running the council:

- 3 (2%) said we should reduce Council Tax;
- 2 (1%) suggested reducing business rates;
- 2 (1%) said that a happy city will sell itself;
- 2 (1%) said that the One City Plan needs to be assisted by joined-up data/consultation;
- 1 (1%) said the council needs to prove it is committed to saving money and getting best value for money;
- 1 (1%) said we need to stop the building of a nuclear power station;
- 1 (1%) said they were anti-cuts;
- 1 (1%) were concerned that Council Tax is increasing faster than most people's income;
- 1 (1%) asked whether it was a foregone conclusion that the Council will be a smaller organisation;
- 1 (1%) suggested that charging for museums wouldn't raise much money;
- 1 (1%) suggested that the council should leave the free market to sort things out;
- 1 (1%) suggested that we should allow high density residential housing to be built.

**Figure 14.1: Other comments on the draft Corporate Strategy (1 of 2)**



**Figure 14.2: Other comments on the draft Corporate Strategy (2 of 2)**



## **6 Other correspondence on the CS&B consultation**

### **6.1 Overview**

16 letters and emails were received in response to the CS&B consultation, outside of the consultation survey format. These are summarised below and comprised:

- nine responses from members of the public;
- seven responses from other interested parties.

A further 13 emails and letters were received which focused on the Neighbourhood Action consultation and these are described in Appendix C.

### **6.2 Responses from members of the public regarding the consultation**

The nine responses from members of the public included recommendations for council priorities and suggestions for how the council should generate more income and save money. The comments are summarised by theme below.

#### **Council Tax**

There was one suggestion about Council Tax, which stated that people on benefits should contribute to council's budget.

#### **Income/funding**

There were two suggestions for increasing income/funding:

- Libraries should charge for library books;
- The council should oppose austerity and demand money from central government.

#### **Saving money**

There were seven suggestions about saving money:

- The council should cancel MetroBus;
- The council should remove the Mayor;
- The council should sell off the College Green offices;
- The council should stop spending on projects with no chance of completion;
- People need to be held accountable for wasting council money;
- The council should provide larger litter bins so they can be emptied less frequently;
- The council should reduce the BCC pension scheme.

#### **Council priorities**

There were four recommendations about council priorities:

- Maintain free bus passes for older people;
- Maintain park toilets;
- Waste collectors need to stop dropping rubbish;
- Build underground metro system on budget

### 6.3 Responses from other interested parties regarding the consultation

The seven responses from other interested groups came from the following local organisations: Avon and Somerset PCC and Constabulary, Bristol Unison, Golden Key, The Northern Slopes Initiative, South Gloucestershire Council, Woodland Trust, and VOSCUR. These comments are summarised below.

#### Corporate Strategy

The Northern Slopes Initiative made the following points on the Corporate Strategy in general:

- The Corporate Strategy needs to be inspirational and set standards for others;
- The council needs to encourage individuals and groups and develop trust between parties;
- The splitting of strategic themes and commitments was viewed as unhelpful, as people need to understand how they interlink and need to be delivered;
- The document needs to be simpler to understand.

#### The City

South Gloucestershire Council stated that they:

- Suggest that we collectively assess the implications of Brexit;
- Suggested working collaboratively to promote the region to the Europe and the World;
- Support the concept of the One City Plan.

#### Empowering and Caring

Golden Key, with reference to the 'Empowering and Caring' theme, stated that they:

- Support creating a sustainable, empowered city with financial security;
- Council needs to create a city-wide response for vulnerable adults not accommodated in the Care Act;
- Support the council making homelessness a key commitment;
- Were concerned with the impact of a Council Tax rise on vulnerable people;
- Believe the council need to support people leaving care or with a history of care.

#### Fair and Inclusive

South Gloucestershire Council, in reference to the 'Fair and Inclusive' theme, stated that they:

- Welcome the scale of ambition for housing delivery;
- Support securing quality work experience for young people;
- Support collaborative working to improve educational attainment in the region.

#### Well Connected

South Gloucestershire Council, in reference to the 'Well Connected' theme, stated that they:

- Support collaborative working to improve digital connectivity in the region;
- Support collaborative working to improve transport in the region.

## Wellbeing

Both South Gloucestershire Council and the Woodland Trust commented on the 'Wellbeing' theme, stating that they:

- Support collaborative working on improving air quality in the region;

South Gloucestershire Council also highlighted that they:

- Support collaborative working on the wellbeing agenda;

The Woodland Trust also highlighted that they:

- Would like a stronger commitment to protecting and enhancing Bristol's natural environment, particularly a specific reference to maintaining and enhancing the tree canopy;
- The importance of access to green space to promote physical and mental health and wellbeing;
- The need for strong commitment to the expectations on developers to provide trees as part of a new development or of any regeneration scheme.

## Crime

A joint letter from the Police and Crime Commissioner and Avon and Somerset Constabulary stated that these organisations:

- Welcome references to safeguarding and a zero tolerance approach to hate crime;
- Would like reference to safe communities in the Corporate Strategy;
- Would welcome engagement and collaboration on the Reducing Reoffending agenda;
- Recommends that an impact assessment is carried out on discontinuing the services currently funded by the Police and Crime grant if that money is used to fund PCSOs;
- Propose that the PCC fund the PCSO posts directly to the Constabulary as part of the normal police budget process rather than a commissioning grant for internal police posts.

## Council staff

UNISON made the following comments relating to BCC colleagues:

- BCC staff should be consulted on changes that impact them and Unions should be informed;
- Staff feel as though they are overstretched;
- Staff are offended by constant referral to "efficiency savings";
- Staff feel cuts aren't distributed equally across the council as lower paid staff are seemingly cut at the expense of higher paid;
- They perceive a lack of transparency over processes around interim placements;
- They stated that stress and mental ill health has become the highest cause of sickness amongst BCC workforce;
- They welcome a strong, clear message from the leaders of the council whenever they are making decisions;
- Workforce should be important, valued, and the key to making the council successful in the future.

## **Working with community groups**

VOSCUR provided recommendations for improving how the council works with community groups:

- Community Asset Transfer process should be streamlined and community organisations should be supported through the process;
- The council should develop new ways of working with VCSE organisations and communities to enable them to play key roles in delivering public services;
- The council should work collaboratively to develop co-location options for VCSE organisations;
- They supported collaborative working to further develop and replicate models that bring additional resources to the city and make a difference in priority communities.

## **Alternatives to further cuts**

UNISON suggested alternatives to further cuts:

- The council has a range of powers that can be used to generate income;
- Changes need to be made culturally and organisationally to enable the council to use these powers to generate income;
- There are several potential business opportunity areas that could be explored by the council;
- The council needs to develop sustainable finances to deal with the impact of the ageing population and costs of adult social care;
- The council should procure services in a way that both promotes social cohesion and environmental protection and enables innovation in in-house service delivery.

In addition to the written comments described above, verbal comments were received from business representatives, including from Business West and Destination Bristol, at the Corporate Strategy partner briefing on 22 November 2017. These are described in section 7.2.

## **7 Feedback from meetings**

### **7.1 Public meetings**

The CS&B consultation and the 'Neighbourhood Action' consultation were publicised at the LDub Arts Club Funding Meeting on 15 November, the 'Love St Paul's' (post Partnership transition) meeting on 21 November, a 'Team Southmead' meeting on 28 November and at the Stoke Bishop & Sea Mills Forum on 28 November. Attendees were encouraged to complete the survey online or using paper copies. Direct feedback received at the meetings is described below.

#### **Team Southmead meeting**

The Team Southmead meeting was attended by seven residents and five other attendees who were ward councillors, BCC officers or VCS representatives. Of four comments received:

- Two were critical that they were being asked to respond to a proposal to further reduce the funding for Neighbourhood Action, having very recently provided their views on retaining this fund as part of the Your Neighbourhood consultation;
- One was critical of the six week consultation period for the CS&B consultation, stating that because Team Southmead meets monthly, six weeks did not provide enough time to respond;
- One complained that the computers in their library had not worked during the recent 'Your Neighbourhood' consultation.

#### **Stoke Bishop & Sea Mills Forum, Love St Paul's and LDub Arts Club Funding meetings**

The CS&B consultation and related consultations were publicised and paper copies of the information and survey were handed out. No feedback on the CS&B consultation was provided at the meetings.

Feedback on the Neighbourhood Action consultation proposals is included in Appendix C.

### **7.2 Corporate Strategy partner briefing**

Representatives from Bristol City Council's strategic city partners and the business community attended an informal briefing with the Mayor, Deputy Mayor and the council's director of finance on 22 November 2017.

There was broad agreement that the new corporate strategy and budget outline presented an opportunity to work more closely together to redefine the role of the local authority and how businesses and wider partners can help deliver the city's strategic objectives.

Attendees acknowledged the current economic and political environment in terms of local authority funding, austerity and the imperative to balance the council's budget in order to protect services for the long term.

Representatives of the voluntary sector noted that this was an opportunity for real change and for the sector to actively support the council in empowering individuals and communities and where appropriate developing and delivering services either on the council's behalf or independently but in partnership.

Business representatives, including from Business West and Destination Bristol, noted the direct interest of the business community in the council's economic growth agenda. One delegate offered the support and expertise of business leaders in the city in assisting the council in identifying and developing opportunities to raise revenue from appropriate assets and services. The risk of relying too strongly on revenue from increased business rates was also noted. In addition, it was suggested that a collective effort to raise awareness, discussion and change behaviour in relation to citizens' expectations of local authority services could be taken forward.



## 8 How will this report be used?

This report will be taken into account as final proposals are developed by officers to put to Cabinet to recommend to Full Council. This consultation report will also be considered by Cabinet and Full Council in making its decisions about the Corporate Strategy and the 2018/19 budget at the Full Council meeting on 20 February 2018.

As noted above, Full Council will set the overall amounts each part of the council has to spend over the coming year; it does not approve all of the detail on how the savings will be made. The three consultations on specific savings measures (Financial assessment of Care Services consultation, Culture Services consultation, Neighbourhood Action consultation), which are reported in Appendices A, B and C, address how some of the savings could be made in 2018/19 and in future years. The results of these consultations will be taken into consideration in developing a set of final proposals that will be considered by the Mayor and Cabinet when they take those decisions on 23 January 2018<sup>17</sup>.

Cabinet decisions will be published through normal procedures for Full Council and Cabinet decisions at [democracy.bristol.gov.uk](http://democracy.bristol.gov.uk).

### How can I keep track?

You can always find the latest consultations online at [www.bristol.gov.uk/consultationhub](http://www.bristol.gov.uk/consultationhub), where you can also sign up to receive automated email notifications about consultations.

All decisions related to the proposals in this consultation will be made publicly at the Full Council meeting on 20 February 2018 or future Cabinet meetings.

You can find forthcoming meetings and their agenda at [democracy.bristol.gov.uk](http://democracy.bristol.gov.uk).

Any decisions made by Full Council and Cabinet will also be shared at [democracy.bristol.gov.uk](http://democracy.bristol.gov.uk).

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<sup>17</sup> Decisions on the final proposals for Parks and Green Spaces will be made at a Cabinet meeting in 2018, following consideration of the Parks and Green Spaces consultation results, which will be published in a separate report. The Council's forward plan ([www.bristol.gov.uk/forwardplan](http://www.bristol.gov.uk/forwardplan)) will give 28 days' notice of the Cabinet meeting at which the decisions will be made.

## Appendix A Financial Assessment of Care Services consultation

### A.1 Introduction

#### A.1.1 Existing arrangements

There are several ways in which the council supports children who no longer live with their parents.

The council cares directly for some children (currently more than 650). Approximately a quarter of these children are looked after by the council through a voluntary agreement with their parents.

Around 500 other children are cared for by ‘Special Guardians’. A Special Guardianship Order (SGO) is a way in which children can gain the security and support of a permanent home and family when they can no longer live with their parents and would otherwise be in the care of the local authority. Special Guardians are usually a family member for the child or someone who knows the child well and is connected to them in some other way; for example a foster carer may become the Special Guardian for a child they have looked after. The council provides financial support in the form of a weekly allowance to Special Guardians.

Further information is available in ‘Caring for a family or friend’s child’ ([www.bristol.gov.uk/social-care-health/caring-for-family-friends-childrens](http://www.bristol.gov.uk/social-care-health/caring-for-family-friends-childrens)).

#### A.1.2 Proposed savings measures

As part of the savings needed to bridge the gap in the council’s finances of £108m over the next five years, Bristol City Council consulted on proposed changes to the funding it offers to parents and carers who need extra help to provide care for their children. This would enable us to reduce the budget for this service by £50k in 2018/19.

The proposal that was consulted on was to introduce a financial assessment of three aspects of its provision to children in care. This was intended to ensure that people pay something towards the care of their children if they can afford to, and full funding is reserved for those who need it most. These three proposals were:

**Proposal 1:** a financial assessment of Special Guardians. The proposal that was consulted on was to reduce or end the payment of the allowance for Special Guardians whose financial situation means they do not need the full allowance for looking after the child(ren). The reduction in allowance for individual Special Guardians would range from no reduction to £243 per week, depending on the age of the child, other benefits and income of the Special Guardian. (The council does not currently undertake any financial assessment of Special Guardians, unlike adoption allowances which are subject to a financial assessment of the family).

**Proposal 2:** The council would provide practical support to carers and children according to assessed need which may range from therapeutic interventions (for which Adoption Support Fund applications may be made on behalf of the family) to practical, play and parenting support, or support to access universal and targeted services.

**Proposal 3:** The proposal that was consulted on was to pilot a financial assessment of parents’ income where children are voluntarily accommodated (looked after under Section 20 Children Act 1989) by the local authority. Parents would be required to contribute towards the cost of their child’s care where they were assessed as being able to afford it. Individual families would be required to contribute approximately £40 per week towards living expenses and clothing allowance. (Information about Section 20 of the Children Act 1989 is available at: [https://www.cafcass.gov.uk/media/277498/s20\\_guidance.pdf](https://www.cafcass.gov.uk/media/277498/s20_guidance.pdf).)

Further information was provided in the [Financial Assessment of Care Services consultation document](#).

## A.2 Methodology

An online survey for the Financial Assessment of Care Services consultation was available on the city council’s Consultation Hub ([www.bristol.gov.uk/consultationhub](http://www.bristol.gov.uk/consultationhub)) between 6 November and 17 December 2017. Paper copies of the survey and alternative formats were available on request.

The Financial Assessment of Care Services consultation was publicised as one of four ‘related consultations’ as part of the publicity and briefings for the CS&B consultation (described in section 2.6 of this report).

## A.3 Results

### A.3.1 Survey response rate and respondent characteristics

#### A.3.1.1 Response rate to Financial Assessment of Care Services survey

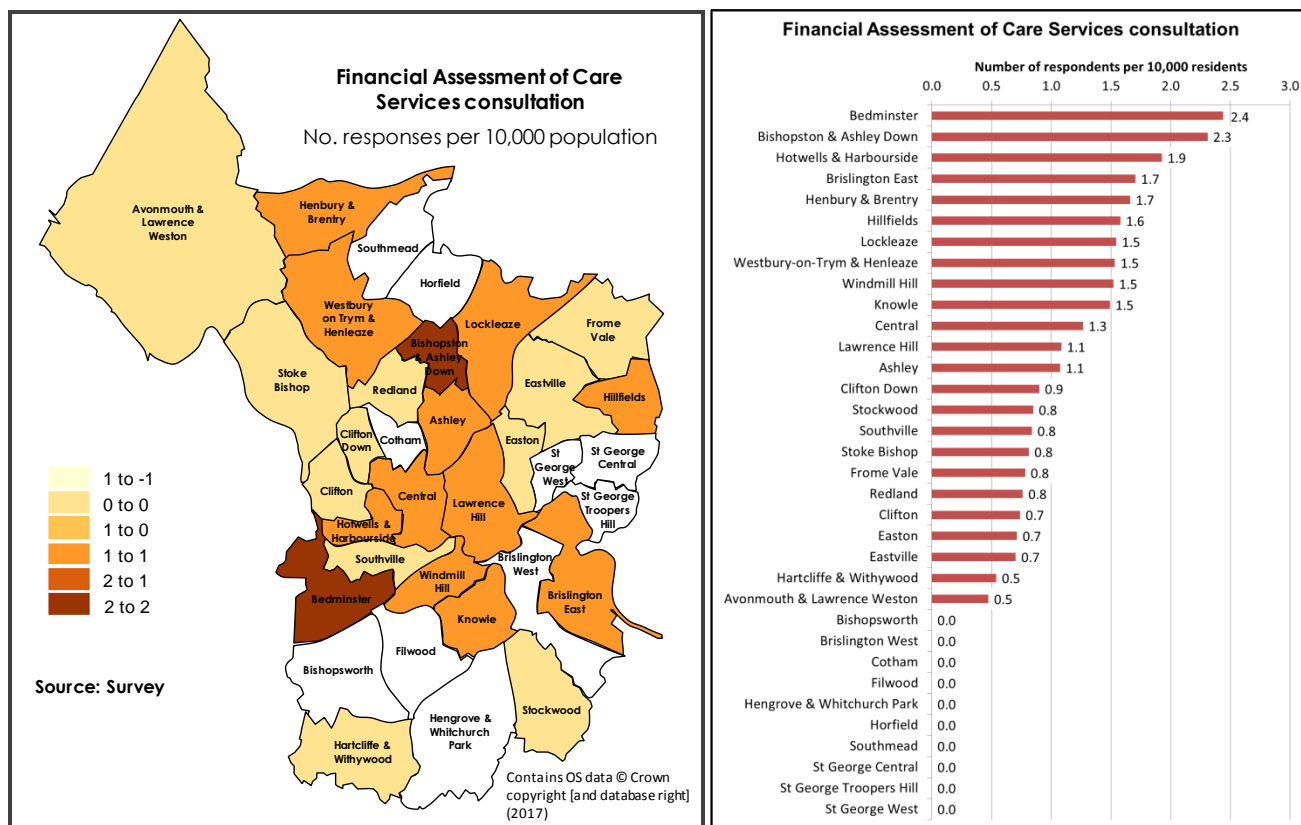
50 responses were received to the Financial Assessment of Care Services (FACS) survey. All the respondents completed the survey online.

#### A.3.1.2 Geographic distribution of responses

39 responses (78%) were received from postcodes within the Bristol City Council area, three (6%) were from North Somerset, Bath & North East Somerset (B&NES) or South Gloucestershire, two (4%) postcodes were from further afield or were unidentifiable, and six (12%) respondents did not provide a postcode.

The geographic distribution of responses from within Bristol is shown in Figure A1.

**Figure A1: geographic distribution of FACS responses in Bristol**



### A.3.1.3 Characteristics of respondents

47 (94%) people answered one or more of the equalities monitoring questions.

The most common age of respondents is 45-64 years (57%), followed by 25-44 (21%). The proportion of responses in the age categories 45-64 and 65-74 years is higher than these age groups' proportion of the population in Bristol. Survey responses from children (under 18) and age groups 18-24, 25-44, and over 75 are under-represented.

55% of responses were from women and 36% were from men. (9% preferred not to say.)

Disabled respondents (9%) are under-represented compared to the proportion of disabled people living in Bristol<sup>18</sup>.

There more White British and Other White respondents than these groups' proportion of the Bristol population. Mixed / dual heritage respondents approximately match the proportion of this group in Bristol. No respondents identified as Black/Black British, Asian/Asian British or citizens of other ethnic group. 11% of respondents preferred not to say.

People with no religion are over-represented and Christians and Muslims are under-represented. The small number of respondents does not allow for meaningful comparison of respondents from other less prevalent religions and beliefs.

A full breakdown of respondent characteristics is found in Table A1 and Figure A2.

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<sup>18</sup> Data on disability rates in the Bristol population are based on people who identified in the 2011 Census that their day-to-day activities are limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months.

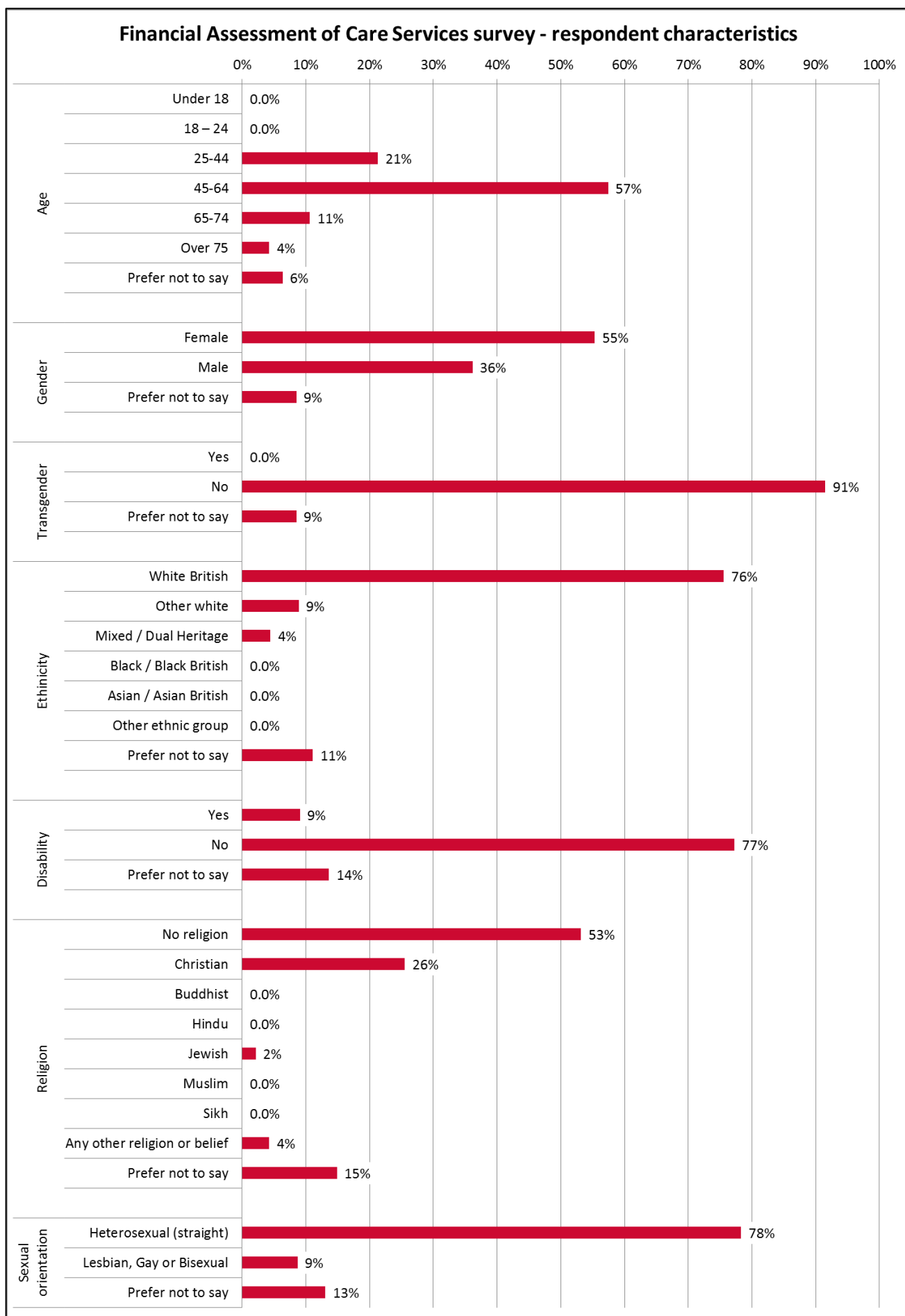
**Table A1: respondent characteristics - Financial Assessment of Care Services survey**

	<b>Respondent characteristic</b>	<b>Number of responses to survey</b>	<b>% responses to equalities question</b>
Age	Under 18	0	0%
	18 – 24	0	0%
	25-44	10	21%
	45-64	27	57%
	65-74	5	11%
	Over 75	2	4%
	Prefer not to say <sup>(1)</sup>	3	6%
	No response to question <sup>(2)</sup>	3	-
Gender	Female	26	55%
	Male	17	36%
	Prefer not to say <sup>(1)</sup>	4	9%
	No response to question <sup>(2)</sup>	3	-
Transgender	Yes	0	0%
	No	43	91%
	Prefer not to say <sup>(1)</sup>	4	9%
	No response to question <sup>(2)</sup>	3	-
Ethnicity	White British	34	76%
	Other White	4	9%
	Mixed / Dual Heritage	2	4%
	Black / Black British	0	0%
	Asian / Asian British	0	0%
	Other ethnic group	0	0%
	Prefer not to say <sup>(1)</sup>	5	11%
	No response to question <sup>(2)</sup>	5	-
Disability	Yes	4	9%
	No	34	77%
	Prefer not to say <sup>(1)</sup>	6	14%
	No response to question <sup>(2)</sup>	6	-
Religion	No religion	25	53%
	Christian	12	26%
	Buddhist	0	0%
	Hindu	0	0%
	Jewish	1	2%
	Muslim	0	0%
	Sikh	0	0%
	Any other religion or belief	2	4%
	Prefer not to say <sup>(1)</sup>	7	15%
	No response to question <sup>(2)</sup>	3	-
Sexual orientation	Heterosexual (straight)	36	78%
	Lesbian, Gay or Bisexual	4	9%
	Prefer not to say <sup>(1)</sup>	6	13%
	No response to question <sup>(2)</sup>	4	-

Note 1: Respondents who selected 'Prefer not to say' from the list of options;

Note 2: Respondents to the FACS survey who declined to answer the equalities question

**Figure A2: Characteristics of respondents**



### A.3.2 Survey results

#### A.3.2.1 Views on proposal 1: financial assessment of Special Guardians

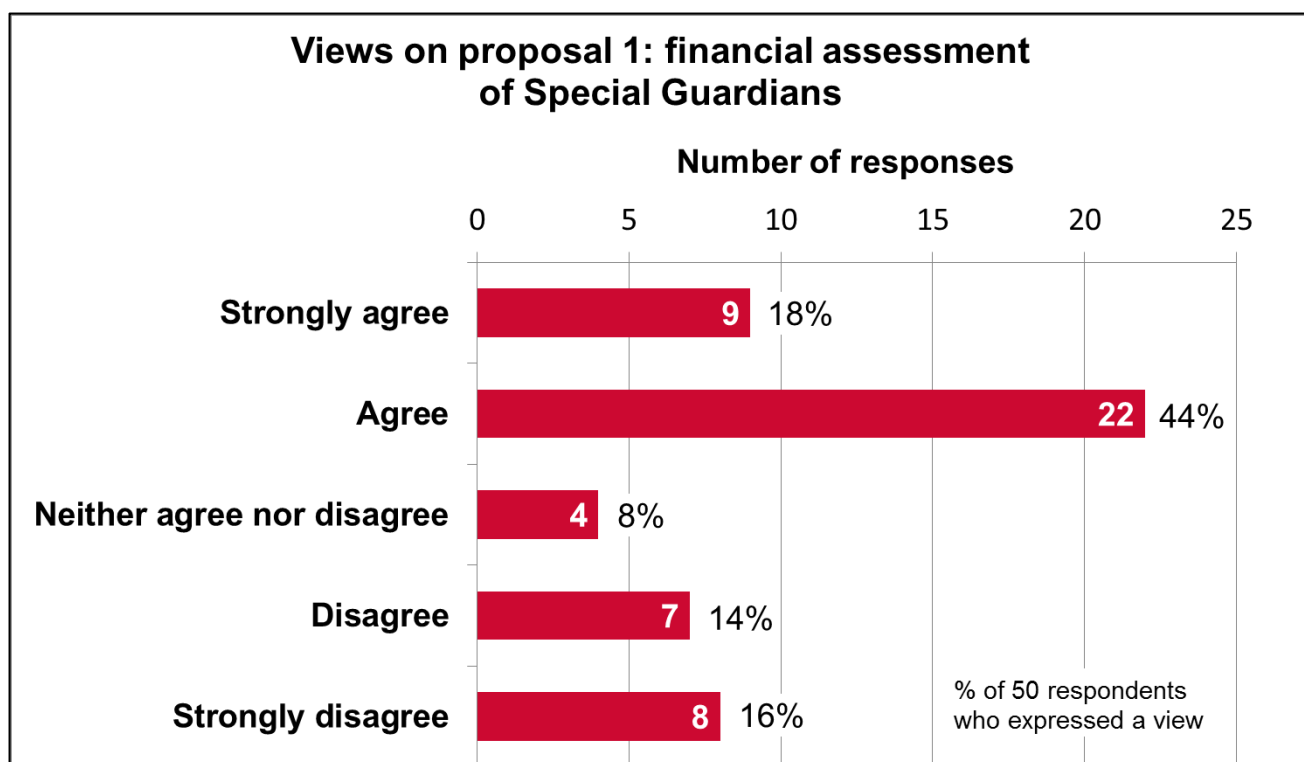
Respondents were asked if they agreed or disagreed with proposal 1: a financial assessment of Special Guardians.

50 (100%) respondents expressed a view (Figure A3), of whom:

- 31 (62%) agreed or strongly agreed with proposal 1;
- 4 (8%) neither agreed nor disagreed; and
- 15 (30%) disagreed or strongly disagreed with proposal 1.

There are currently 514 children in Bristol living in a permanent family arrangement through Special Guardianship or a similar order and to whom the council pays a weekly allowance. It is anticipated that financial assessment would affect the financial support we pay to 15 (3%) of these families.

**Figure A3: Views on proposal 1: financial assessment of Special Guardians**



### A.3.2.2 Views on proposal 2: practical support according to assessed need

Respondents were asked if they agreed or disagreed with proposal 2: the council will provide practical support to carers and children according to assessed need.

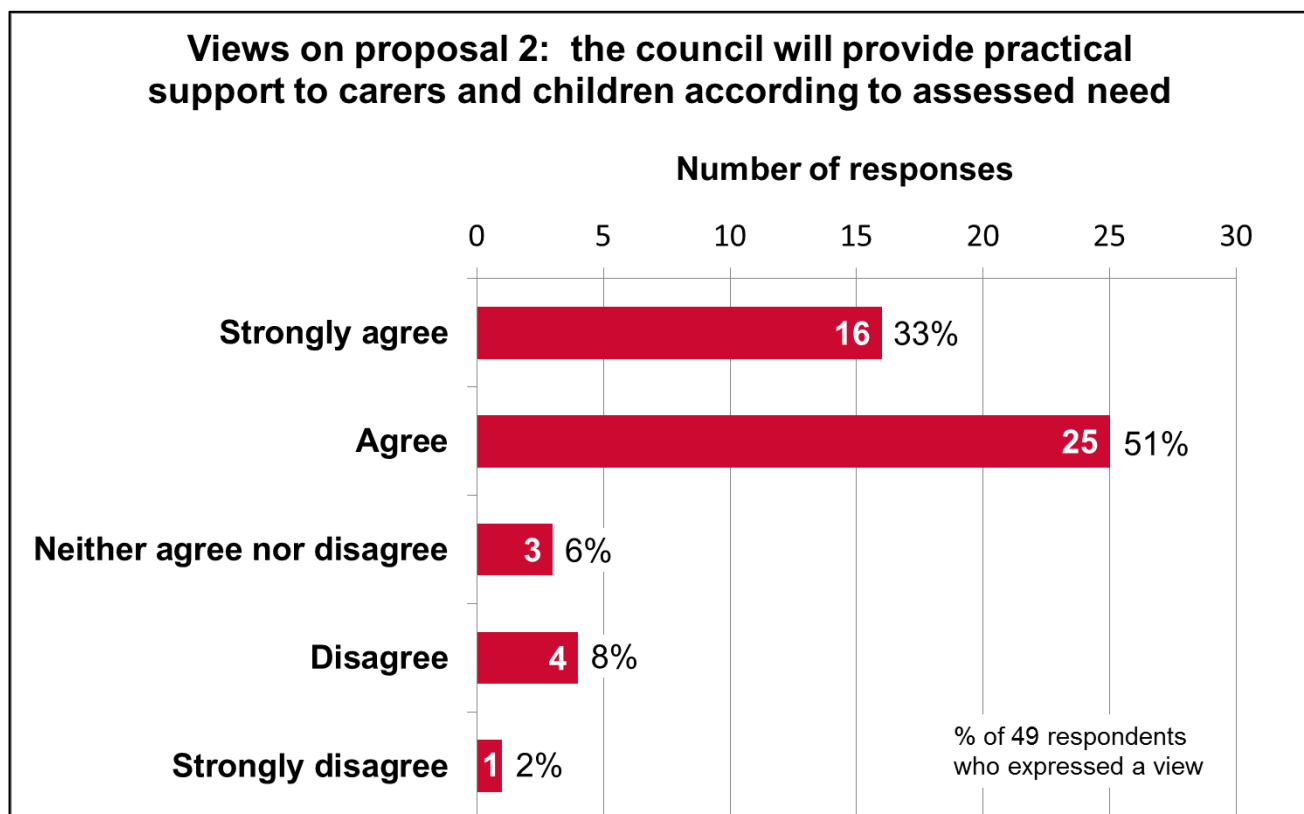
Of the 49 (98%) respondents who expressed a view (Figure A4):

41 (84%) agreed or strongly agreed with proposal 2;

3 (6%) neither agreed nor disagreed; and

5 (10%) disagreed or strongly disagreed with proposal 2.

**Figure A4: Views on proposal 2: practical support according to assessed need**





### A.3.2.3 Views on proposal 3: financial assessment for voluntarily accommodated children

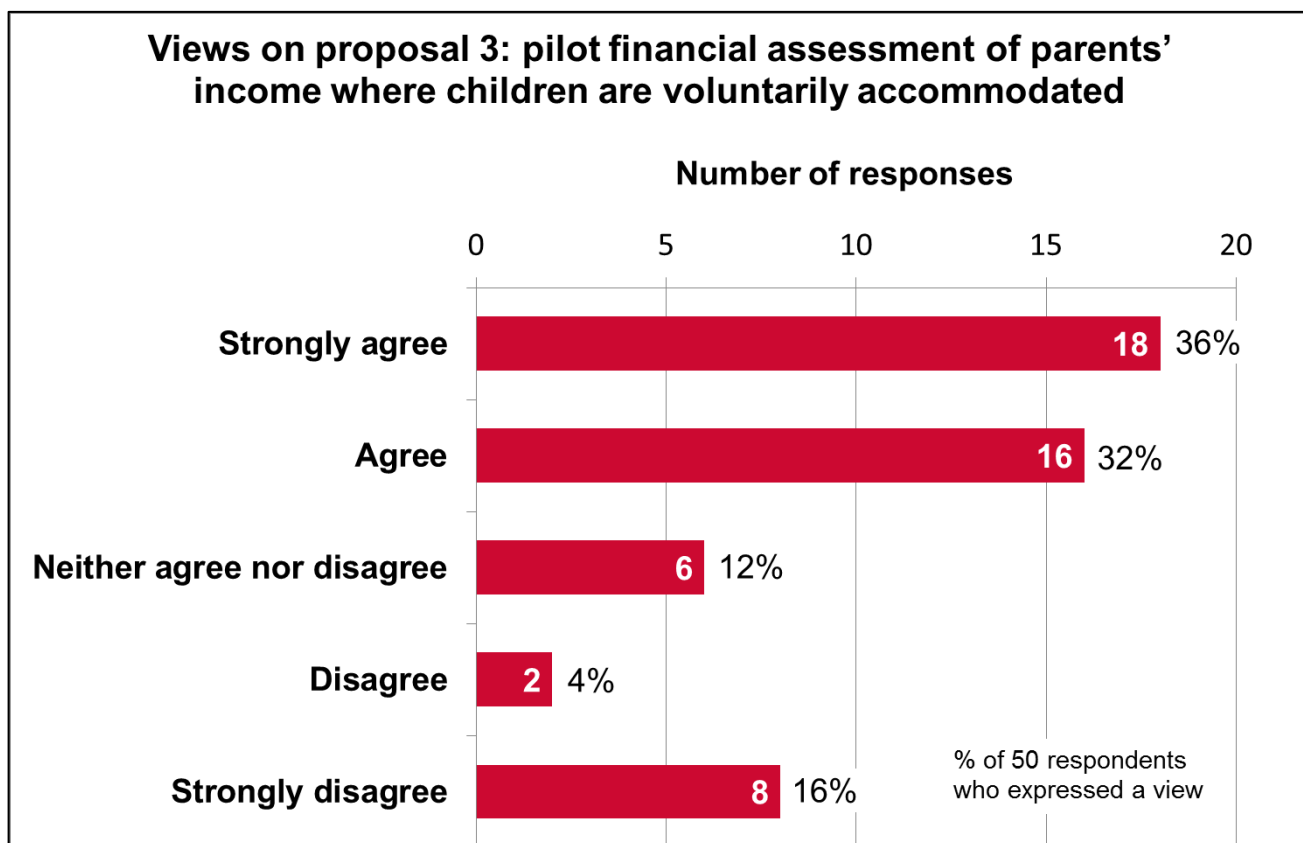
Respondents were asked if they agreed or disagreed with proposal 3: to pilot financial assessment of parents’ income where children are voluntarily accommodated by the local authority.

50 (100%) respondents expressed a view (Figure A5), of whom:

- 34 (68%) agreed or strongly agreed with proposal 3;
- 6 (12%) neither agreed nor disagreed; and
- 10 (20%) disagreed or strongly disagreed with proposal 3.

The council cares directly for more than 661 children, of whom 180 (27%) are looked after by the council through a voluntary agreement with their parents. It is anticipated that financial assessment would affect nine (5%) of these families.

**Figure A5: Views on proposal 3: financial assessment for voluntarily accommodated children**



### A.3.2.4 Other comments on the proposals

15 (30%) respondents provided free text feedback on the proposals. These free text comments are categorised below and in Figure A6 <sup>19</sup>.

#### Requests to maintain financial allowances

10 respondents urged the council not to cut these financial allowances, of whom:

- 7 (47%) were concerned about the negative effects this would have on families and children and stated that carers looking after traumatised children need financial support;
- 7 (47%) stated that the proposals would discourage people taking on a Special Guardian role and would push more children into foster care, costing the council more in the long run;
- 1 (7%) thought that the forecast saving of £50k was not sufficient to justify the impacts on families.

#### Other comments

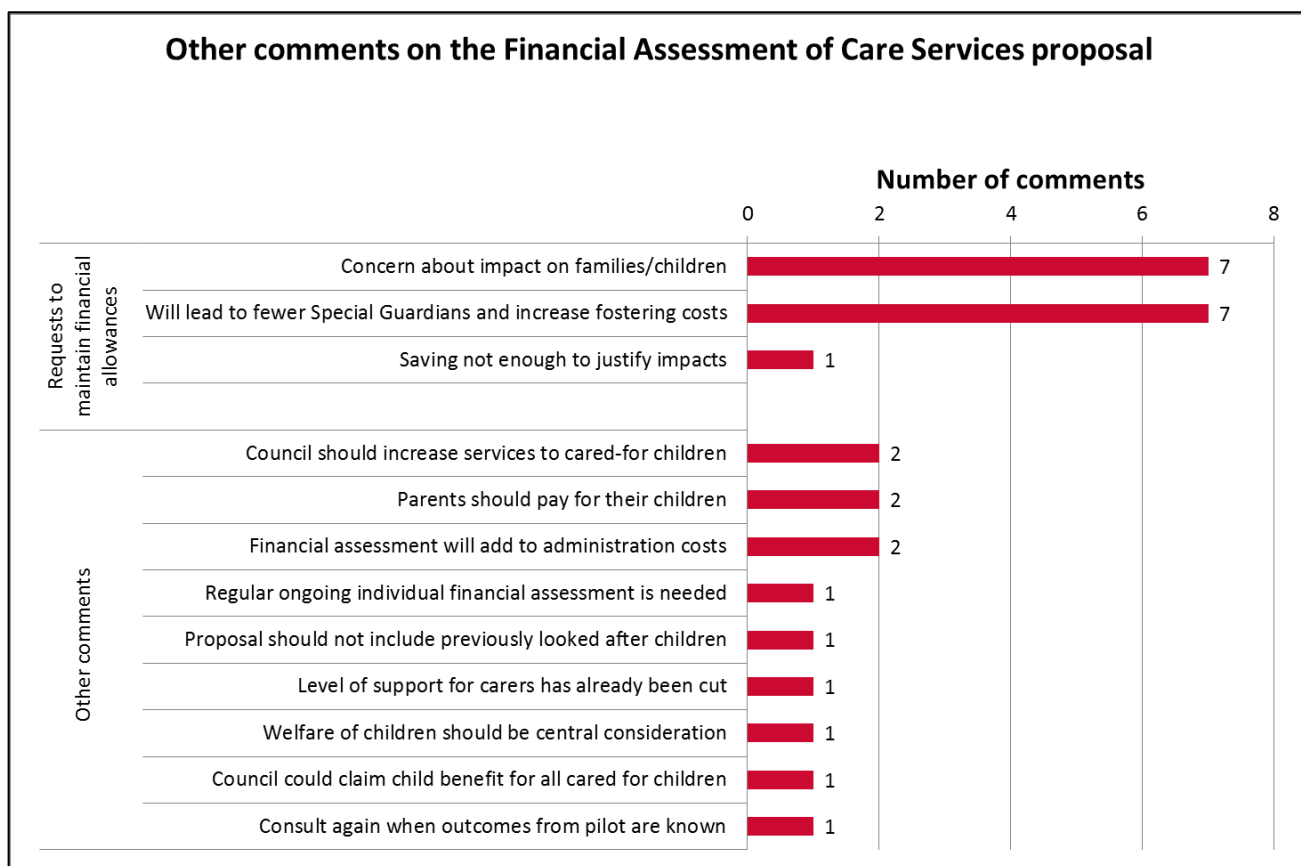
There were 12 other comments on the proposals:

- 2 (13%) thought the council should increase its services to cared-for children, not decrease them;
- 2 (13%) expressed the view that parents have a responsibility to pay for the upkeep of their own children and should not expect others to pay for them;
- 2 (13%) comments identified that there would be additional administrative costs to undertake financial assessments of families and Special Guardians;
- 1 (7%) commented that ongoing assessment would be required on an individual basis to meet families' changing needs;
- 1 (7%) thought the financial assessments should not apply to the parents of previously looked after children now adopted or in SGO placements;
- 1 (7%) commented that the help foster carers receive has been reduced hugely compared to previous years;
- 1 (7%) stated that the welfare of children should be central consideration;
- 1 (7%) suggested that savings could be made by the council claiming child benefit for all children accommodated by the local authority;
- 1 (7%) suggested consulting again when the outcomes from the piloting are known, stating that it is difficult to judge the proposals now without knowing much more about the services, the administration costs of the proposals and the impacts on the families and children.

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<sup>19</sup> The number of categorised comments is more than the 15 free text responses because some responses included comments in more than one category. Percentages are % of the 15 free text responses.

**Figure A6: Other comments on Financial Assessment of Care Services proposals**



**A.3.3 Other correspondence**

No letters or emails were received on this proposal.

**A.3.4 Public/stakeholder meetings**

There was no feedback from public or stakeholder meetings on this consultation.

## Appendix B Culture Services consultation

### B.1 Introduction

As part of the savings needed to bridge the gap in the council's finances of £108m over the next five years, Bristol City Council consulted on proposals for increasing income and efficiency across its Culture Service beyond those already detailed in the 2017/18 Corporate Strategy consultation. The proposals in the Culture Services consultation included:

- introducing charges at some of our museums;
- increasing sponsorship and changes to how the Bristol Film Office and Site Permissions services work that will make them self-financing.

The consultation proposals defined a target of saving money over each of the next five years so that by 2023 we would operate with a budget reduced by £140k compared to our present budget. The proposed savings in each year are shown below.

**Table B1: Annual savings table:**

Net saving 2018/19 (£'000s)	Net saving 2019/20 (£'000s)	Net saving 2020/21 (£'000s)	Net saving 2021/22 (£'000s)	Net saving 2022/23 (£'000s)	Total (£'000s)
5,000	60,000	19,000	35,000	21,000	140,000

The consultation proposed following three changes to achieve these savings.

- **Proposal 1:** Red Lodge and the Georgian House Museums currently offer free entry. We proposed introducing a small entrance fee for adults, while keeping admission free for children in 2019/20. We forecast that this would generate an additional £45,000 a year although we acknowledged it would be likely to have an impact on visitor numbers. We proposed that the exact charge would be decided following user research and full benchmarking but we expected it to be between £3 and £7.
- **Proposal 2:** The council proposed to work with businesses and organisations to explore the possibility of increasing major event income through sponsorship and additional commerciality for events such as Harbour Festival. This could see us raise an additional £35,000 a year by 2022/23, without changing the fundamental nature of the events.
- **Proposal 3:** The council proposed working towards making the Bristol Film Office and Site Permissions services self-financing. This could be achieved by increasing the number of events, both large and small, held in the city and working with the industry to boost the number of film and TV productions filmed here. Over the five year period 2018/19 to 2022/23 this would mean generating an additional £60,000 to ensure both teams are self-financing.

Further information was provided in the [Culture Services consultation](#).

## B.2 Methodology

An online survey for the Culture Services consultation was available on the city council’s Consultation Hub ([www.bristol.gov.uk/consultationhub](http://www.bristol.gov.uk/consultationhub)) from 6 November to 17 December 2017. Paper copies of the survey and alternative formats were available on request.

The Financial assessment of care services consultation was publicised as one of four ‘related consultations’ as part of the publicity and briefings for the CS&B consultation (described in section 2.6 of this report).

In addition, the Culture Service sent details of the consultation to Staff and Friends Groups and requested that they forward the consultation to relevant stakeholders. (These included specialist interest groups; for example archaeology groups). The service also made visitors to Red Lodge and Georgian House aware of the consultation

## B.3 Results

### B.3.1 Survey response rate and respondent characteristics

#### B.3.1.1 Response rate to Culture Services survey

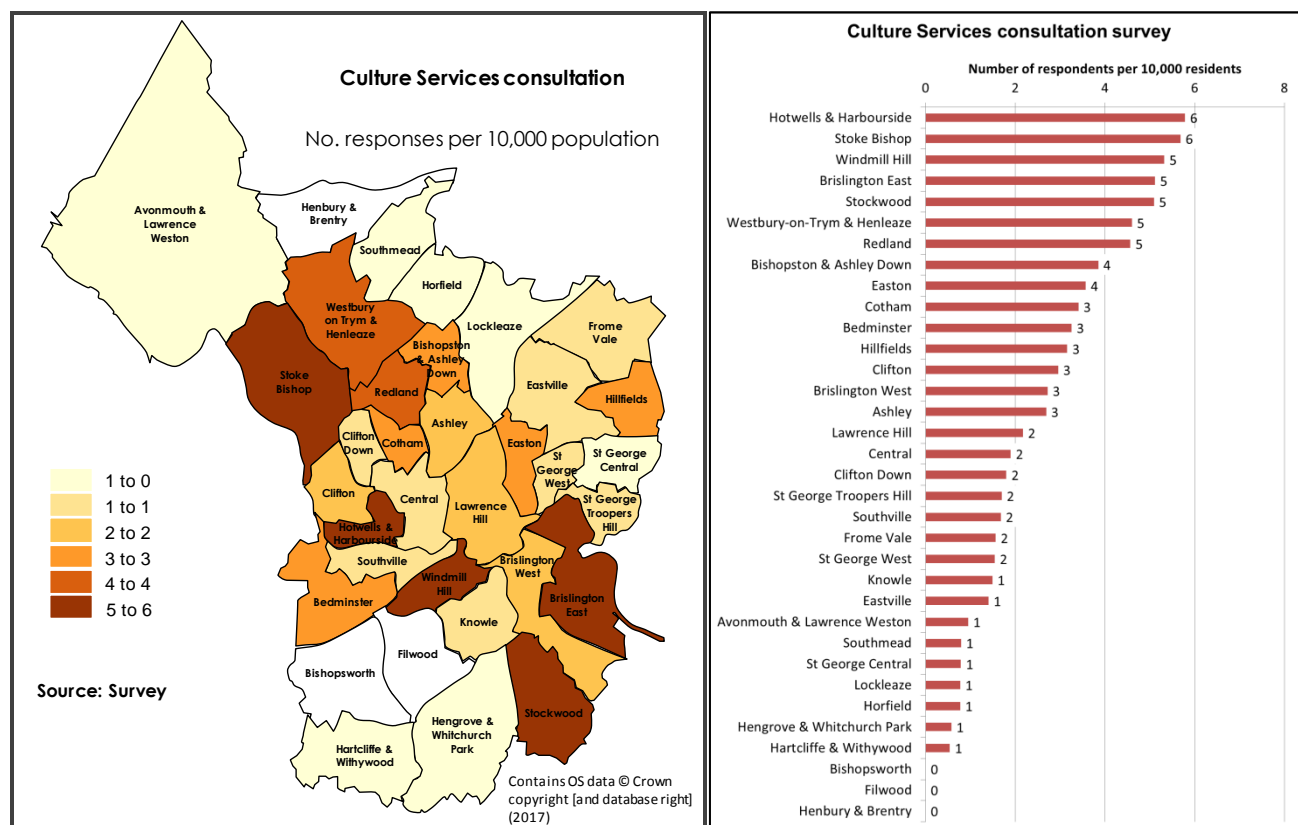
124 responses were received to the Culture Services survey via the online survey.

#### B.3.1.2 Geographic distribution of responses

105 responses (85%) were received from postcodes within the Bristol City Council area, six (5%) were from North Somerset, Bath & North East Somerset (B&NES) or South Gloucestershire, one (1%) postcode was unidentifiable, and 12 (10%) respondents did not provide a postcode.

The geographic distribution of responses from within Bristol is shown in Figure B1.

**Figure B1: geographic distribution of Culture Services responses in Bristol**



### B.3.1.3 Characteristics of respondents

122 (98%) people answered one or more of the equalities monitoring questions.

The most common age of respondents is 45-64 years (44%), followed by 25-44 (28%). The proportion of responses in the age categories 45-64 and 65-74 years is higher than this age group's proportion of the population in Bristol. Survey responses from children (under 18) and young people aged 18-24 are under-represented. Responses from people aged 25-44, and over 75 closely match this age group's proportion of the population in Bristol.

47% of responses were from women and 40% were from men. (13% preferred not to say.)

Disabled respondents (7%) are under-represented compared to the proportion of disabled people living in Bristol<sup>20</sup>.

Response rates from White British, Other White and Mixed/dual heritage respondents are higher than these groups' groups' proportion of the Bristol population. All other ethnic groups are under-represented and no respondents identified as Asian/Asian British or citizens of other ethnic group. 14% of respondents preferred not to say.

People with no religion are over-represented and Christians and Muslims are under-represented. The small number of respondents does not allow for meaningful comparison of respondents from other less prevalent religions and beliefs.

A full breakdown of respondent characteristics is found in Table B2 and Figure B2.

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<sup>20</sup> Data on disability rates in the Bristol population are based on people who identified in the 2011 Census that their day-to-day activities are limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months.

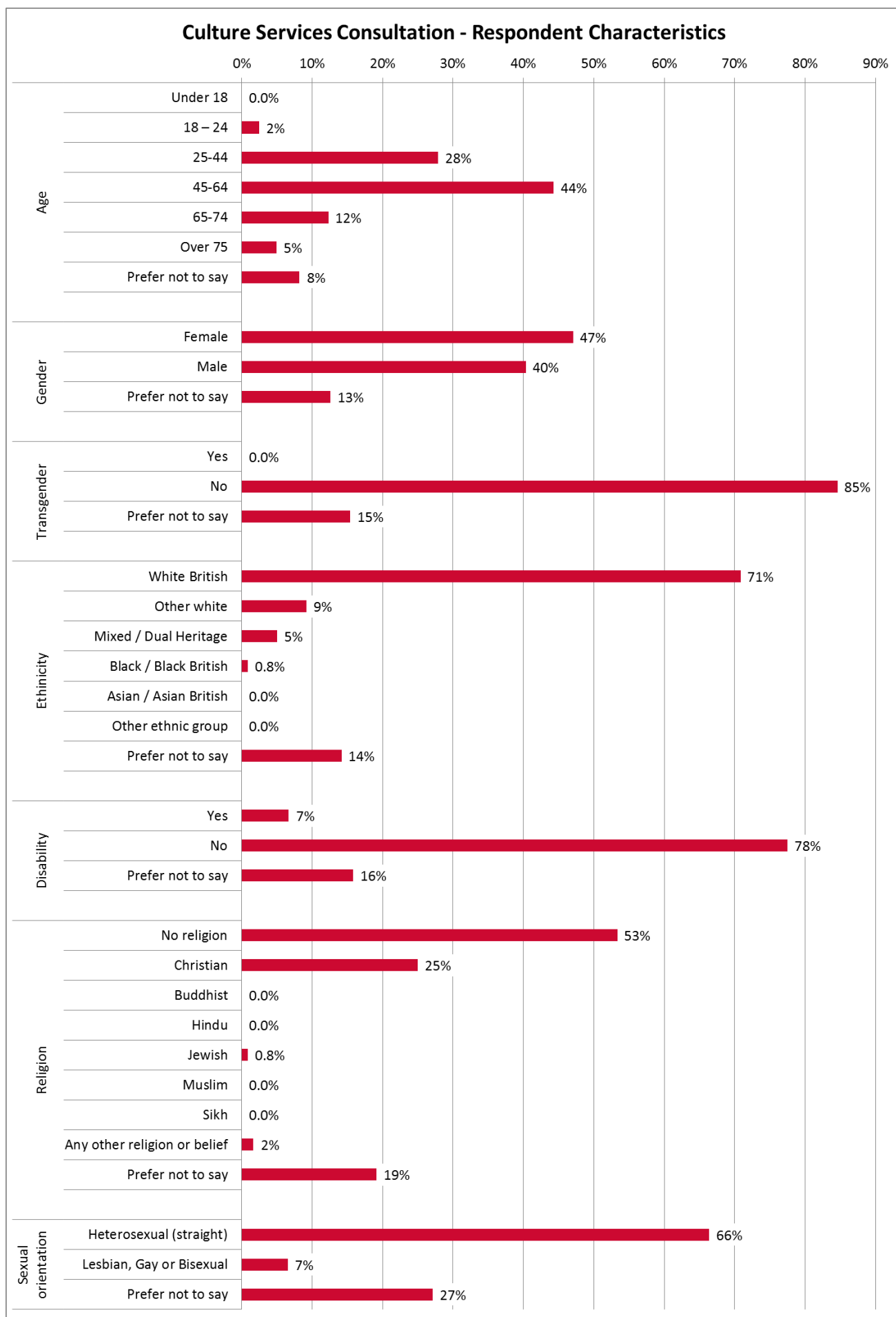
**Table B2: respondent characteristics - Culture Services survey**

	<b>Respondent characteristic</b>	<b>Number of responses to survey</b>	<b>% responses to equalities question</b>
Age	Under 18	0	0%
	18 – 24	3	2%
	25-44	34	28%
	45-64	54	44%
	65-74	15	12%
	Over 75	6	5%
	Prefer not to say <sup>(1)</sup>	10	8%
	No response to question <sup>(2)</sup>	2	-
Gender	Female	56	47%
	Male	48	40%
	Prefer not to say <sup>(1)</sup>	15	13%
	No response to question <sup>(2)</sup>	5	-
Transgender	Yes	0	0%
	No	99	85%
	Prefer not to say <sup>(1)</sup>	18	15%
	No response to question <sup>(2)</sup>	7	-
Ethnicity	White British	85	71%
	Other White	11	9%
	Mixed / Dual Heritage	6	5%
	Black / Black British	1	1%
	Asian / Asian British	0	0%
	Other ethnic group	0	0%
	Prefer not to say <sup>(1)</sup>	17	14%
	No response to question <sup>(2)</sup>	4	-
Disability	Yes	8	7%
	No	93	78%
	Prefer not to say <sup>(1)</sup>	19	16%
	No response to question <sup>(2)</sup>	4	-
Religion	No religion	64	53%
	Christian	30	25%
	Buddhist	0	0%
	Hindu	0	0%
	Jewish	1	1%
	Muslim	0	0%
	Sikh	0	0%
	Any other religion or belief	2	2%
	Prefer not to say <sup>(1)</sup>	23	19%
	No response to question <sup>(2)</sup>	4	-
Sexual orientation	Heterosexual (straight)	71	66%
	Lesbian, Gay or Bisexual	7	7%
	Prefer not to say <sup>(1)</sup>	29	27%
	No response to question <sup>(2)</sup>	17	-

Note 1: Respondents who selected 'Prefer not to say' from the list of options;

Note 2: Respondents to the Culture Services survey who declined to answer the equalities question

**Figure B2: Characteristics of respondents**





### B.3.2 Survey results

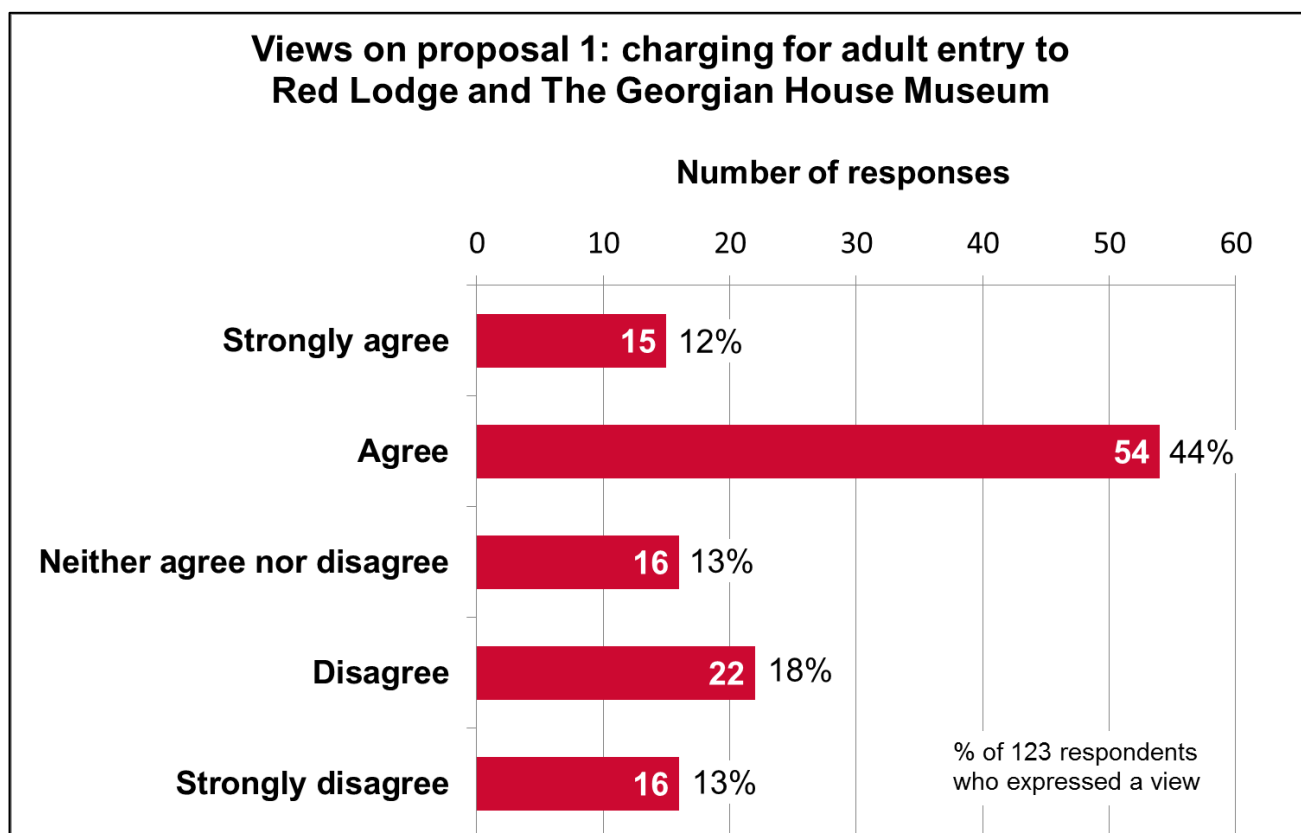
#### B.3.2.1 Views on proposal 1: charging for adult entry to Red Lodge and The Georgian House

Respondents were asked if they agreed or disagreed with proposal 1: charging for adult entry to Red Lodge and The Georgian House Museum.

123 (99%) respondents expressed a view (Figure B3), of whom:

- 69 (56%) agreed or strongly agreed with proposal 1;
- 16 (13%) neither agreed nor disagreed; and
- 38 (31%) disagreed or strongly disagreed with proposal 1.

**Figure B3: Views on proposal 1: charging for Red Lodge and The Georgian House**



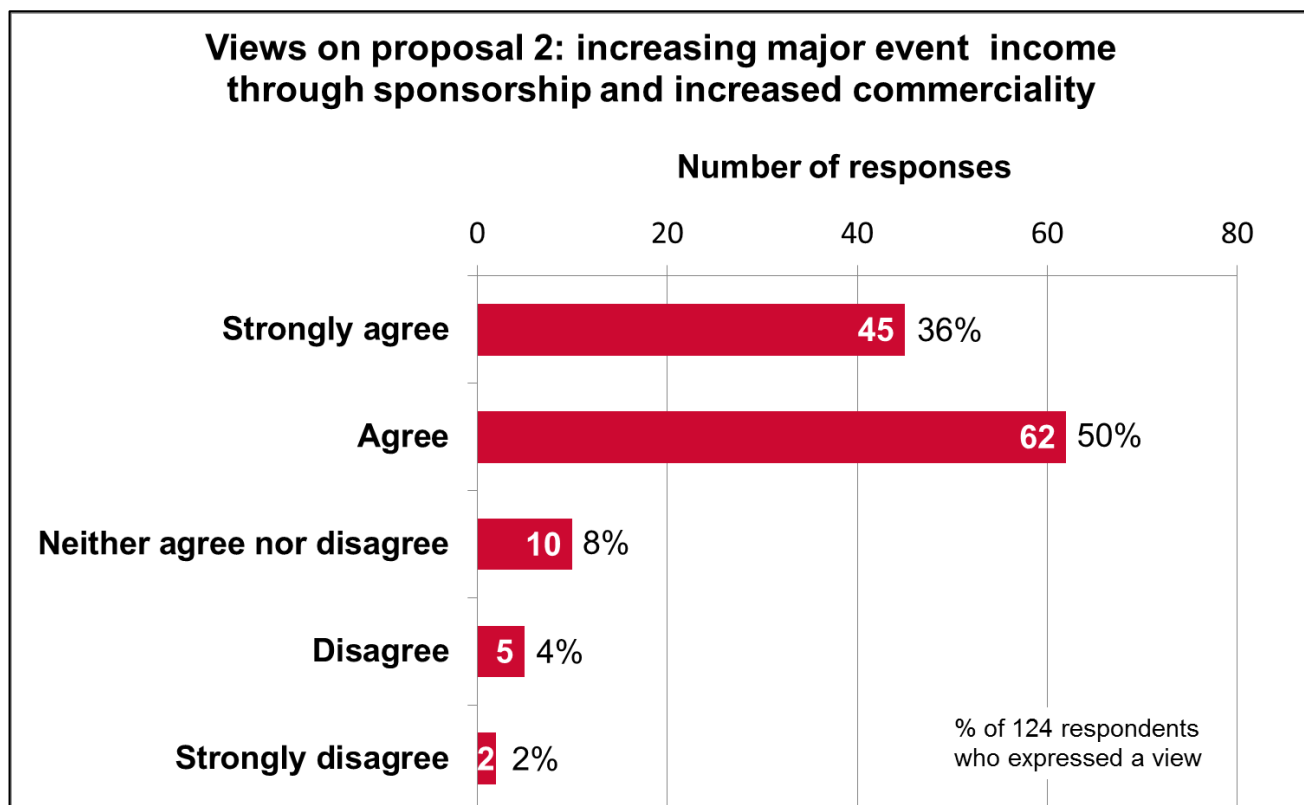
### B.3.2.2 Views on proposal 2: increasing major event income

Respondents were asked if they agreed or disagreed with proposal 2: increasing major event (such as Harbour Festival) income through sponsorship and increased commerciality

Of the 124 (100%) respondents who expressed a view (Figure B4):

- 107 (86%) agreed or strongly agreed with proposal 2;
- 10 (8%) neither agreed nor disagreed; and
- 7 (6%) disagreed or strongly disagreed with proposal 2.

**Figure B4: Views on proposal 2: increasing major event income**



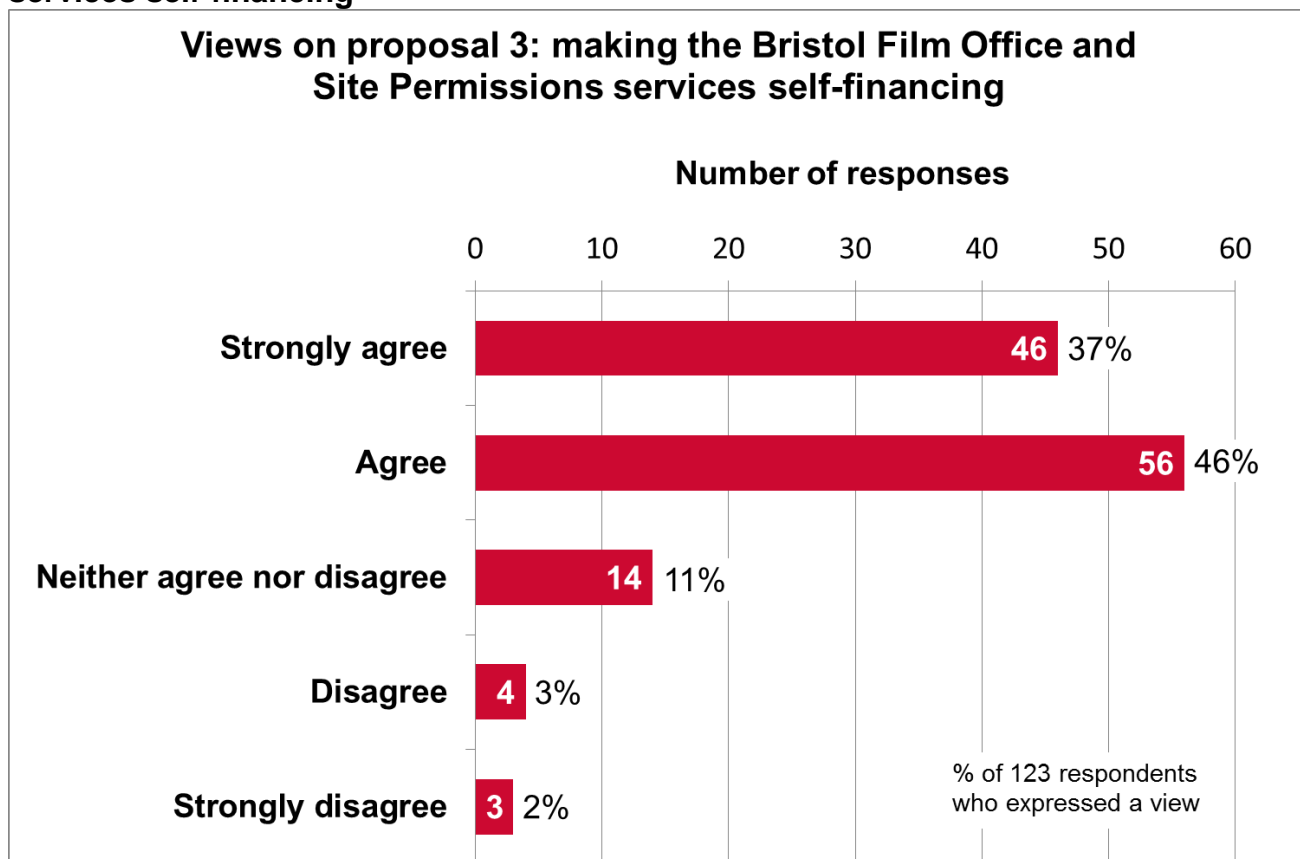
### B.3.2.3 Views on proposal 3: making Bristol Film Office and Site Permissions self-financing

Respondents were asked if they agreed or disagreed with proposal 3: making the Bristol Film Office and Site Permissions services self-financing

123 (99%) respondents expressed a view (Figure B5), of whom:

- 102 (83%) agreed or strongly agreed with proposal 3;
- 14 (11%) neither agreed nor disagreed; and
- 7 (6%) disagreed or strongly disagreed with proposal 3.

**Figure B5: Views on proposal 3: making Bristol Film Office and Site Permissions services self-financing**



### B.3.2.4 Other survey comments on the proposals

49 (40%) of the respondents to the survey provided free text feedback on the proposals. Within this feedback, there were 68 comments about proposal 1, 16 comments about proposal 2, 15 comments relating to proposal 3 and seven comments relating to all three proposals<sup>21</sup>. The comments are categorised below and in Figure B6.

#### Proposal 1

##### **Scale of admission charges**

30 of the comments about proposal 1 addressed the scale of admission charges, of which:

- 6 (12%) said that admission to museums should be free;
- 2 (4%) stated entry fees should be no more than £1 to £2;
- 6 (12%) stated that entry fees should be around £3;
- 2 (4%) proposed entry fees should be £5 or less, one of whom suggested £5 would be a suitable fee to minimise the need for staff to keep change);
- 6 (12%) suggested there should be entry deals, including discounts for entry to more than one museum, free return within a defined period, season tickets, and 'free days');
- 6 (12%) requested free or discounted entry to museums for Bristol Council Tax payers, with charges applied to other visitors;
- 1 (2%) recommended free / discounted entry for people on benefits/low incomes;
- 1 (2%) requested that senior staff in the Culture Service, who will have the marketing expertise and knowledge of museum budgets, should set admission fees to ensure value for money.

##### **Concerns about admission charges**

22 of the comments on proposal 1 were concerns about the effects of admission charges:

- 13 (27%) were concerned that the proposed admission charges would reduce visitor numbers, with two citing evidence from previous charging initiatives in London and Bristol. Two of these thought that charging could lead to closure of the Georgian House and Red Lodge museums;
- 7 (14%) were concerned that entry fees would exclude people on low income from visiting museums, with educational and cultural impacts that would increase exclusion;
- 1 (2%) was concerned that this proposal was the start of charging for all museums in Bristol;
- 1 (2%) asked how staff would charge schools who visited the Red Lodge and Georgian House.

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<sup>21</sup> The number of categorised comments is more than the 49 free text responses because some responses included comments in more than one category. Percentages are % of the 49 free text responses.

### ***Other ideas for raising income or making savings***

14 comments suggested other ways to generate income or make savings at museums:

- 3 (6%) suggested exhibitions, talks, history days and specialist guides as a way to attract more paying visitors;
- 2 (4%) recommended marketing to raise awareness of the museums;
- 2 (4%) proposed charging for M Shed and Bristol Museum and Art Gallery;
- 2 (4%) suggested asking for visitor donations instead of compulsory entry charges;
- 1 (2%) advocated trialling admission fees;
- 1 (2%) wanted the council to seek all avenues for sponsorship of major events before considering admission charges to museums;
- 1 (2%) recommended selling tickets on-line or from single central location to reduce costs;
- 1 (2%) thought the council should cut staff by 50% to reduce costs, which they asserted would have little or no detriment to the museums opening schedules;
- 1 (2%) suggested Integrating the sites permission team dealing with events in parks into the Parks Service, as a way to make savings.

## **Proposal 2**

### ***Sponsorship***

11 of the comments on proposal 2 addressed sponsorship, of which:

- 3 (6%) advised that it is important that increased commercialisation / sponsorship does not spoil the visitor experience;
- 2 (4%) were concerned that the council should avoid accepting unethical sponsorship;
- 2 (4%) stated that major festivals are already commercial and raised doubts that additional sponsorship is available;
- 2 (4%) questioned if the council has skilled people in post to identify and pursue opportunities;
- 1 (2%) stated their agreement that the Harbour Festival should get non BCC sponsorship;
- 1 (2%) requested that BCC should encourage sponsorship of small arts organisations, and suggested that the council might offer benefits to local businesses that provided sponsorship.

### ***Charging event organisers***

Five of the comments stated support for or disagreement with charging festival/event organisers and/or visitors. Of these:

- 1 (2%) supported entry charges for visitors to major festivals;
- 1 (2%) supported charging the organiser of the Harbour Festival;
- 1 (2%) were concerned that increased event charges would discourage attendance, citing the VegFest experience;
- 1 (2%) supported charging the organisers of the Balloon Fiesta and 1 (2%) opposed charging the organisers of the Balloon Fiesta.

### **Accessible events**

1 (2%) respondent stated that major events must be fully accessible to all, with fully accessible toilets, including Changing Places, and fully accessible routes which are publicised.

### **Proposal 3**

The 12 comments on Proposal 3 were:

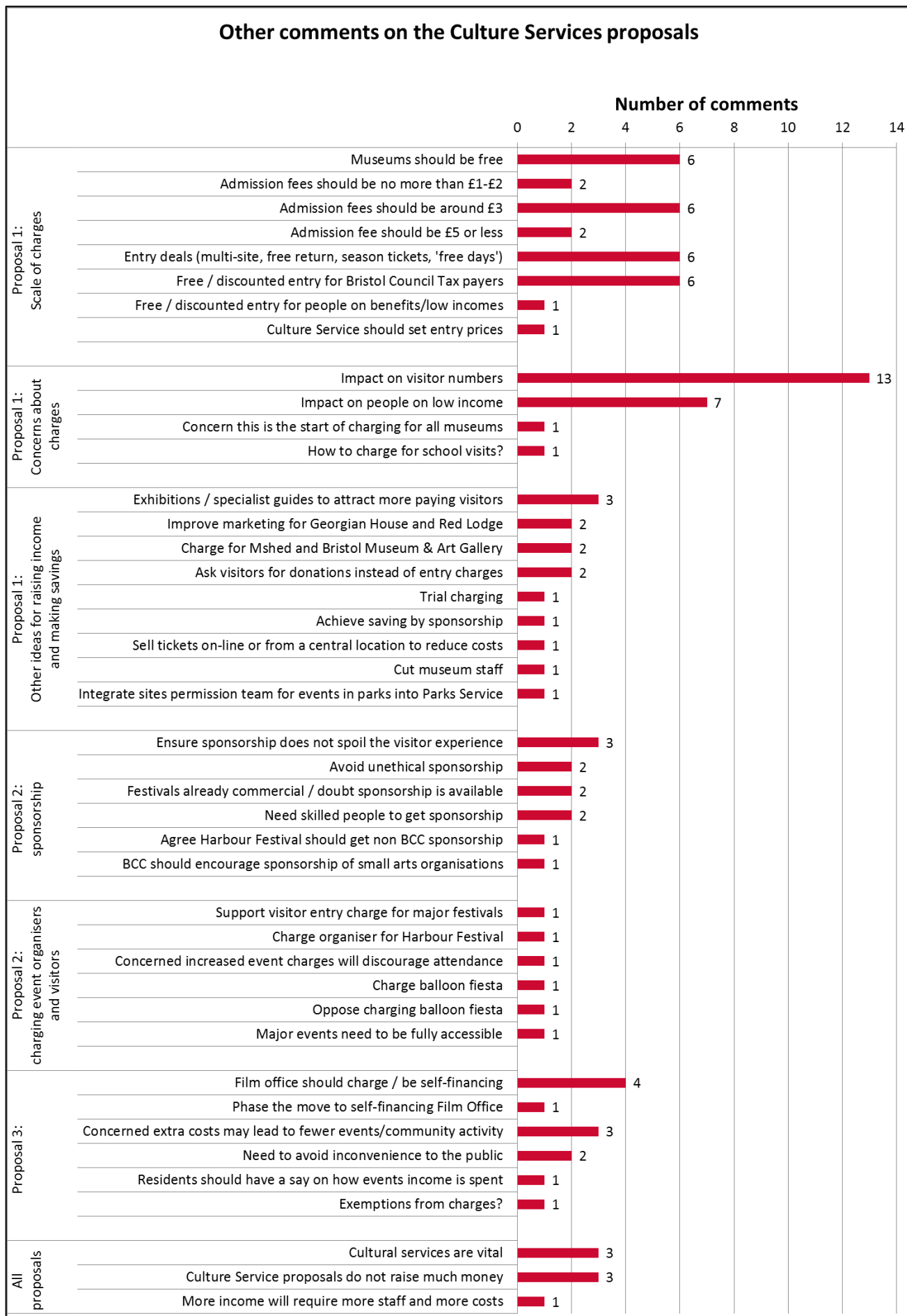
- 5 (10%) agreed that the Film Office should charge for its services to become self-funding. One of these thought that the introduction of charges should be phased to avoid pricing Bristol out of the market. TV companies and organisers of marathons were mentioned by one respondents are being appropriate for charges;
- 3 (6%) were concerned that extra costs may lead to fewer events and discourage community activity;
- 2 (4%) said it was important to avoid inconvenience to the public and to avoid from an 'unrealistic' amount of event activity on public land;
- 1 (2%) stated that residents need to benefit from / have a say on how income raised from use of their local assets is spent
- 1 (2%) asked if proposal 3 would affect the level of free services currently provided to students and independent filmmakers.

### **All three proposals**

The six comments that addressed all three proposals were:

- 3 (6%) stated that culture services are vital to Bristol in terms of education, wellbeing and economic benefits and requested that service levels are maintained;
- 3 (6%) noted that the Culture Service proposals do not raise much money., and questioned if they were worth the inconvenience (more events) and potential negative impacts on Bristol's attractiveness to TV/Film companies.
- 1 (2%) noted that generating more income would require more staff and questioned if the income generated would more than cover the additional costs.

**Figure B6: Other comments on Culture Services proposals**



### **B.3.3 Other correspondence**

No letters or emails were received about this proposal.

### **B.3.4 Feedback from service-led public/stakeholder meetings**

The following feedback on the proposals was received at four service-led meetings.

#### **Friends of Bristol Art Gallery committee meeting**

The meeting was held on 14 November 2017 at Bristol Museum and Art Gallery and was attended by six committee members and two Bristol culture team staff.

Feedback:

- There was no concern with regards to the proposals for the Film Office, Site permission team or events.
- There was slight concern about charging for Red Lodge and the Georgian House but the attendees understood and believed the offer is worth charging for. There was concern that the pricing needs to be right (not too much so as not to put people off).

#### **Friends of Bristol Museums, Galleries and Archives committee meeting**

The meeting was held on 21 November 2017 at M Shed and was attended by five committee members and two Bristol Culture Team staff.

Feedback:

- The committee accepted that with austerity hitting the council's budgets, charging at the two Houses from 2019 was understandable and acceptable and, compared to the Parks proposals, the situation could have been much worse.
- There were no comments on the other proposals as these were outside the committee's remit.

#### **Bristol Museums Development Trust**

The meeting was held on 6 December 2017 at Bristol Student Union and was attended by eight trustees and five members of staff.

Feedback:

- There was discussion about the marketing of the houses to ensure they can hit the income targets and price point for them to work as chargeable venues.

#### **Culture team staff meeting**

The meeting was held on 6 December 2017 and Bristol Museum and Art Gallery at was attended by 38 members of Bristol Culture Team.

Feedback:

- There was discussion of the proposals and questions about how the council could gain more sponsorship for Harbour Festival.
- There was some discussion about the price point for Red Lodge and Georgian House.



## Appendix C Neighbourhood Action consultation

### C.1 Introduction

#### C.1.1 ‘Your Neighbourhood’ consultation on funding for neighbourhood action

As part of the ‘Your Neighbourhood’ consultation, which was open between 13 June and 5 September 2017, the council sought the public’s views about how we should allocate a budget of £309k per annum to support neighbourhood action and decision making. This was what was left in the Neighbourhood Partnerships budget once the saving of £1.062m was removed. We put forward three proposals, one of which was to allocate £257k as small grants to fund local community projects. These grants were proposed to be available for local councillors and members of the community to decide jointly on projects to fund – for example, sports equipment or community events.

We recognise that in the recent ‘Your Neighbourhood’ consultation most people supported the proposal to fund local community projects so we know, of those who responded, most people thought it is a good idea. However, we have had to review this proposal in the context of further savings. Further information is available in the ‘Your Neighbourhood’ Consultation report.

#### C.1.2 Consultation on further reductions to funding for neighbourhood action

As part of savings needed to bridge the gap in the council’s finances of £108m over the next five years, Bristol City Council consulted between 6 November and 17 December 2017 on ‘Removal of remaining funding supporting neighbourhood action’ (referred to as the Neighbourhood Action consultation).

The consultation proposed that the £257k budget for grant funding local community projects be stopped in 2018/19 and future years under the category identified as ‘reducing or stopping non-priority services’. The ‘Neighbourhood Action’ consultation asked if citizens agreed or disagreed with this proposal and if they had any further comments on this proposal.

Further information was provided in the [Neighbourhood Action consultation](#).

### C.2 Methodology

An online survey for the Neighbourhood Action consultation was available on the city council’s Consultation Hub ([www.bristol.gov.uk/consultationhub](http://www.bristol.gov.uk/consultationhub)) between 6 November and 17 December 2017. Paper copies of the survey and alternative formats were available on request.

The Neighbourhood Action consultation was publicised as one of four ‘related consultations’ as part of the publicity and briefings for the CS&B consultation (described in section 2.6 of this report).

In addition, the Neighbourhood Action consultation was promoted at the following public meetings:

- LDub Arts Club Funding Meeting on 15 November 2017;
- ‘Love St Paul’s’ (a post Partnership transition meeting) on 21 November 2017;
- ‘Team Southmead’ meeting on 28 November 2017;
- Stoke Bishop & Sea Mills Forum on 28 November 2017.

Views expressed at these meetings are summarised in section C3.4.

Other service-led publicity included the following:

Date	Publicity	Reach
08 Nov 2017	Emails to 3517 contacts and groups	
09 Nov 2017	Facebook: Tough Times High Hopes video - south area	151
10 Nov 2017	Facebook: Tough Times High Hopes video - north area	92
28 Nov 2017	Facebook: Tough Times High Hopes video - east and central	25
28 Nov 2017	Facebook: Tough Times High Hopes link to budget balancer - south	108
06 Dec 2017	Facebook: Tough Times High Hopes BSL version – south area	85
09 Dec 2017	Facebook: Tough Times High Hopes BSL version – east & central	23
10 Dec 2017	Facebook: one week left link to consultation - Fishponds	268

## C.3 Results

### C.3.1 Survey response rate and respondent characteristics

#### C.3.1.1 Response rate to Neighbourhood Action Survey

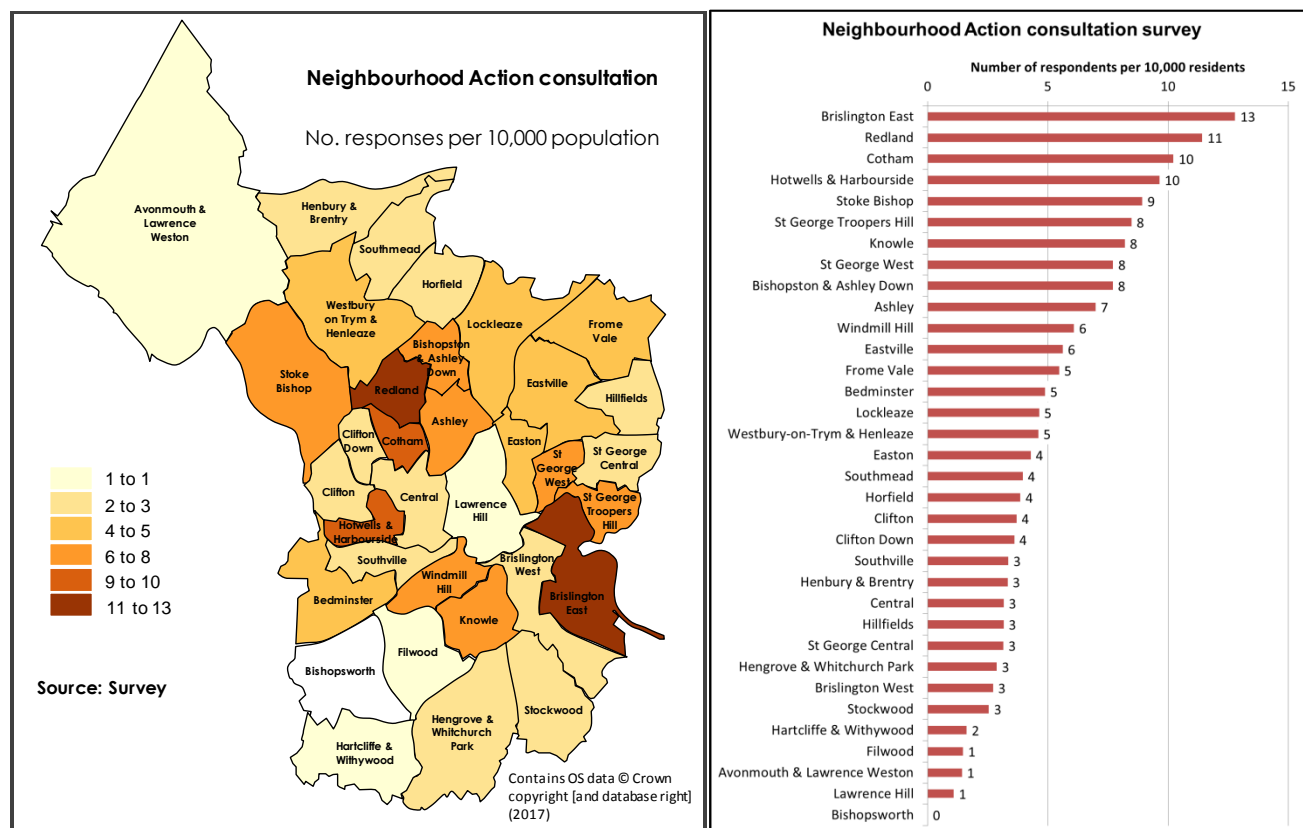
239 responses were received to the Neighbourhood Action survey, via the online and paper-based surveys, including alternative formats. 5 (2%) respondents completed the survey on paper (including large print and easy read formats), and the remaining 234 (98%) completed it online.

#### C.3.1.2 Geographic distribution of responses

213 responses (89%) were received from postcodes within the Bristol City Council area, four (2%) were from North Somerset, Bath & North East Somerset (B&NES) or South Gloucestershire, three (1%) postcodes were from further afield or were unidentifiable. 19 (8%) respondents did not provide a postcode.

The geographic distribution of responses from within Bristol is shown in Figure C1.

**Figure C1: geographic distribution of Neighbourhood Action responses in Bristol**



**C.3.1.3 Characteristics of respondents**

230 (96%) people answered one or more of the equalities monitoring questions.

The most common age of respondents is 45-64 years (37%), followed by 65-74 (26%) and 25-44 (22%). The proportion of responses in the age categories 45-64 years, 65-74 and over 75 are higher than these age groups’ proportion of the population in Bristol. Survey responses from children (under 18), young people aged 18-24 and people aged 25-44 are under-represented.

41% of responses were from women and 48% were from men. (12% preferred not to say.)

Disabled respondents (12%) is less than the proportion of disabled people living in Bristol<sup>22</sup>.

Respondents include more White British respondents than these groups’ proportion of the Bristol population. Other White ethnicity and Mixed/Dual Heritage match Bristol’s population. Black/back British and Asian/Asian British citizens are under-represented.

People with no religion and people with ‘Any other religion or belief’ are over-represented. Christians, Muslims Hindus and Sikhs are under-represented.

A full breakdown of respondent characteristics is found in Table C1 and Figure C2.

<sup>22</sup> Data on disability rates in the Bristol population are based on people who identified in the 2011 Census that their day-to-day activities are limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months.

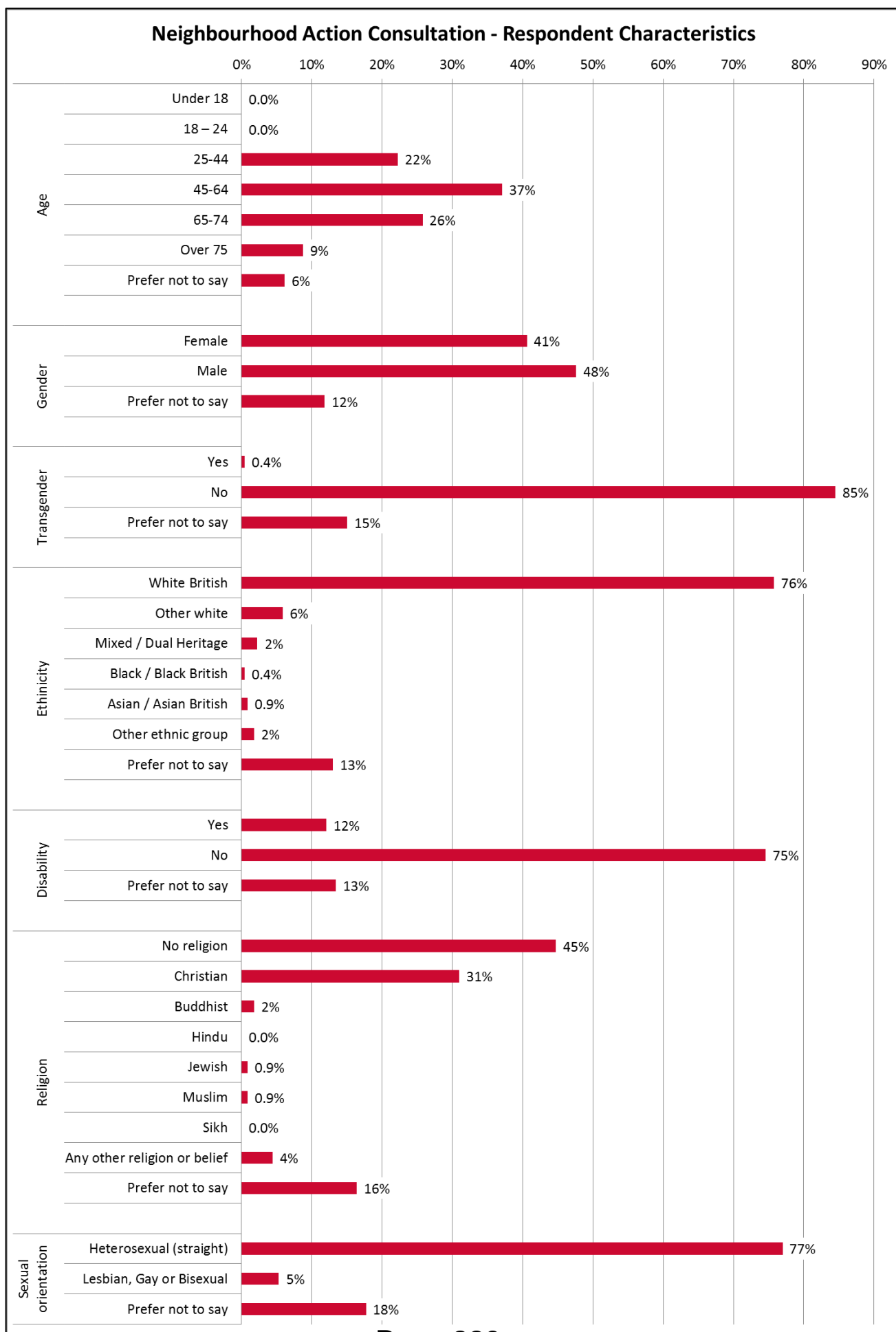
**Table C1: respondent characteristics for Neighbourhood Action consultation**

	<b>Respondent characteristic</b>	<b>Number of responses to survey</b>	<b>% responses to equalities question</b>
Age	Under 18	0	0%
	18 – 24	0	0%
	25-44	51	22%
	45-64	85	37%
	65-74	59	26%
	Over 75	20	9%
	Prefer not to say <sup>(1)</sup>	14	6%
	No response to question <sup>(2)</sup>	10	-
Gender	Female	93	41%
	Male	109	48%
	Prefer not to say <sup>(1)</sup>	27	12%
	No response to question <sup>(2)</sup>	10	-
Transgender	Yes	1	<1%
	No	191	85%
	Prefer not to say <sup>(1)</sup>	34	15%
	No response to question <sup>(2)</sup>	13	-
Ethnicity	White British	169	76%
	Other White	13	6%
	Mixed / Dual Heritage	5	2%
	Black / Black British	1	<1%
	Asian / Asian British	2	1%
	Other ethnic group	4	2%
	Prefer not to say <sup>(1)</sup>	29	13%
	No response to question <sup>(2)</sup>	16	-
Disability	Yes	27	12%
	No	167	75%
	Prefer not to say <sup>(1)</sup>	30	13%
	No response to question <sup>(2)</sup>	15	-
Religion	No religion	101	45%
	Christian	70	31%
	Buddhist	4	2%
	Hindu	0	0%
	Jewish	2	1%
	Muslim	2	1%
	Sikh	0	0%
	Any other religion or belief	10	4%
	Prefer not to say <sup>(1)</sup>	37	16%
	No response to question <sup>(2)</sup>	13	-
Sexual orientation	Heterosexual (straight)	174	77%
	Lesbian, Gay or Bisexual	12	5%
	Prefer not to say <sup>(1)</sup>	40	18%
	No response to question <sup>(2)</sup>	13	-

Note 1: Respondents who selected 'Prefer not to say' from the list of options;

Note 2: Respondents to the Neighbourhood Action survey who declined to answer the equalities question.

**Figure C2: Characteristics of respondents for Neighbourhood Action consultation**



### C.3.2 Survey results

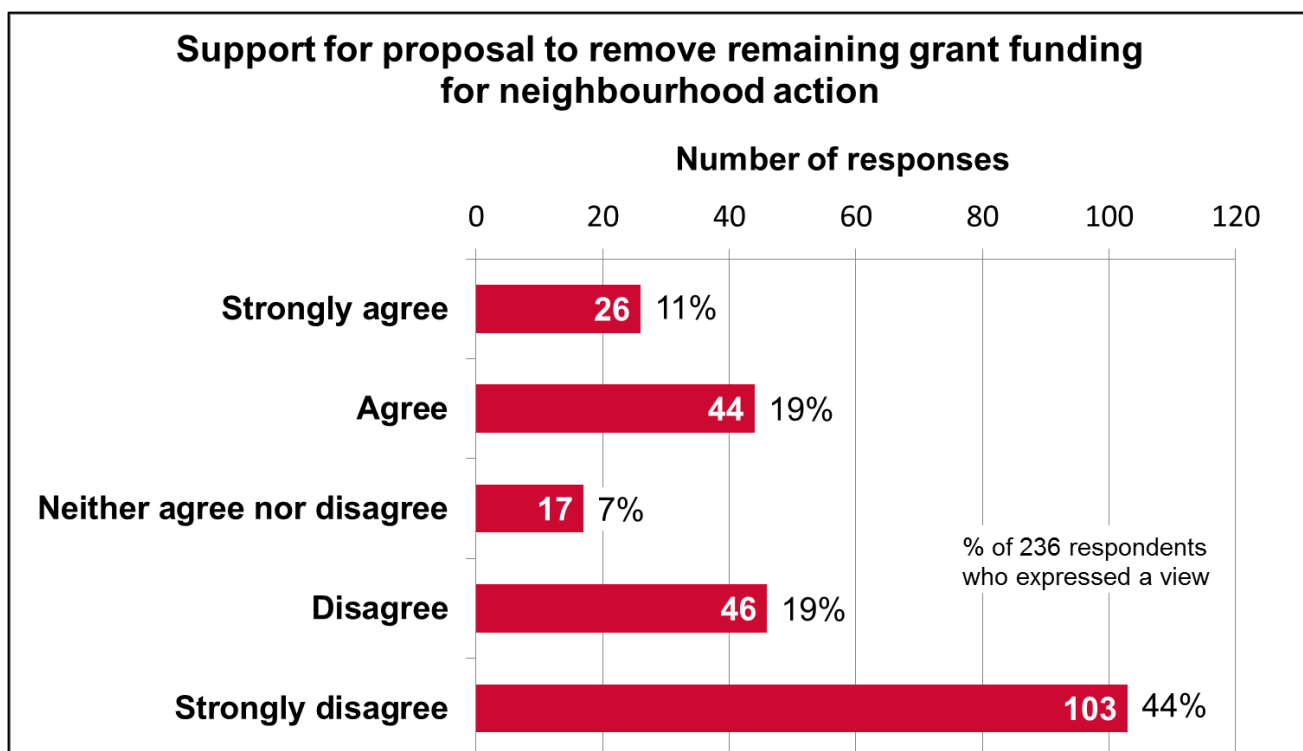
#### C.3.2.1 Support for the proposal to remove grant funding for neighbourhood action

Respondents were asked if they agree with the proposal to stop grant funding for local community projects in 2018/19. This would save £257k per annum in 2018/19 and subsequent years under the category ‘reducing or stopping non-priority services’.

Of 236 (99%) respondents who provided their view (Figure C3):

- 149 (63%) disagreed or strongly disagreed with the proposal;
- Less than half this number - 70 respondents (30%) – agreed or strongly agreed with the proposal;
- 17 (7%) respondents neither agreed nor disagreed.

**Figure C3: Support for removing grant funding for neighbourhood action**



#### C.3.2.2 Other comments on the proposal

145 (61%) respondents provided free text comments on the proposal. These comments are categorised below<sup>23</sup> and in Figure C4.

##### Views on the proposed withdrawal of Neighbourhood Action grant funding

- 87 (60%) stated their opposition to the proposal to withdraw the Neighbourhood Action funds;
- 5 (3%) suggested retaining at least part of the £257k budget or phasing the reduction to enable community groups to seek new funding;
- 14 (10%) respondents supported the proposals, albeit reluctantly acknowledging there were other higher priorities for diminishing council funds.

<sup>23</sup> The number of categorised comments is more than the 145 free text responses because some responses included comments in more than one category. Percentages are expressed as percentages of the 145 free text responses.

## Reasons to retain the Neighbourhood Action fund

There were 162 comments describing why the Neighbourhood Action grants should be retained, with several reasons given by some respondents. Of these:

- 37 (26%) stated that volunteers need some funding to deliver community action. Respondents clarified that this could pay for materials while volunteers would provide their time for free, and that council funding enabled new community groups to build up a track record, without which they could not bid for CIL or S106 funds. A recurrent theme was that community (volunteer) action could mitigate the effects of reduced council interventions, but not without some seed funding from the council;
- 28 (19%) were concerned about the damage to communities in terms of quality of life, mental and physical wellbeing, loss of social interaction and loss of volunteer networks. Of these;
  - 6 (4%) predicted disproportionate negative impacts on deprived areas;
  - 5 (3%) anticipated negative impacts on equalities groups;
  - 3 (2%) stated that antisocial behaviour had already increased, or anticipated that reduced community action would cause it to increase;
- 24 (17%) stated that community grants were very good value for money, which leverage other funds. They stated that withdrawing community grants would cost the council more in future through reduced community support leading to escalating local problems;
- 14 (10%) stated that withdrawal of Neighbourhood Action funds is counter to the One City Plan ambition for a collaborative and integrated approach to deliver for the city and the draft Corporate Strategy expectation that people living and working in Bristol must be part of the solution and that communities and individuals will need to take control of their own change. Respondents stated that the withdrawal of Neighbourhood Action funds would be a disincentive to community involvement;
- 13 (9%) observed that the community-led activities funded by Neighbourhood Action grants help to build community cohesion;
- 10 (7%) stated that funding was needed to delegate local decision making and respondents made the point that strengthening local democracy at a neighbourhood level is directly analogous to Bristol's requests to central Government for more local autonomy;
- 10 (7%) comments provided examples of successful projects which had been funded by Neighbourhood Action grants or new projects which could be delivered by Neighbourhood Action grants if the budget were retained;
- 9 (6%) made the case that the proposal to withdraw the £257 Neighbourhood Action budget disregards the feedback to the recent Your Neighbourhood consultation, describing the proposal as a 'a betrayal', 'deception' and a 'broken promise';
- 6 (4%) stated that the proposal weakens practical links and trust between council and communities;
- 7 (5%) stated that the saving is small compared to the scale of negative impacts if the Neighbourhood Action grants are withdrawn.

### **Reasons to cut the Neighbourhood Action fund**

There were 20 comments describing why the respondents accepted withdrawing Neighbourhood Action grants. Of these:

- 13 (9%) accepted the proposal to withdraw the Neighbourhood Action fund in order to balance the council's budget, of which four did so reluctantly. 6 (4%) explicitly stated there are higher priorities and 2 (1%) requested as mitigation that the council provides advice on how community groups can get external funding;
- 4 (3%) supported the proposal citing criticism of some of the former Neighbourhood Partnerships or how grants were distributed;
- 1 (1%) stated that only a minority of Bristol's citizens benefitted from Neighbourhood Action grants;
- 1 (1%) thought that distribution and monitoring Neighbourhood Action grants would not be feasible now that Neighbourhood Partnerships have been discontinued;
- 1 (1%) noted that there could be additional savings due to the reduced costs of administering the Neighbourhood Action grants.

### **Alternative income sources to avoid cutting the Neighbourhood Action grants**

There were 28 comments suggesting alternative ways to raise income to continue to fund Neighbourhood Action funds:

- 15 (10%) respondents advocated increasing Council Tax, of which 10 specified an increase of more than 1.99% with a referendum;
- 4 (3%) recommended using council reserves, with the expectation that austerity will be lifted in future years;
- 3 (2%) recommended stopping tax avoidance by businesses and individuals;
- 2 (1%) wanted the council to charge students Council Tax or for the universities to pay an equivalent amount to the council for their students;
- 1 (1%) urged the council to seek corporate and philanthropic sponsorship;
- 3 (2%) suggested the council should raise more income, without specifying how this should be done.

### **Alternative savings to avoid cutting the Neighbourhood Action funds**

There were 13 comments suggesting alternative savings to preserve the Neighbourhood Action budget:

- 5 (3%) recommended cutting senior or middle management numbers and/or pay;
- 3 (2%) thought that the council could not justify spending money on a Parliament of Mayors conference at the same time as cutting community funding;
- 2 (1%) advocated reducing the Mayor's and councillors' remuneration / allowances;
- 1 (1%) suggested performance-related pay or pay cuts for council staff;
- 1 (1%) recommended cutting highways spending to minimum safety interventions;
- 1 (1%) advocated not spending money on a new bridge at Cumberland Basin.



## **Alternative uses for the Neighbourhood Action funds**

16 comments identified other priorities that the Neighbourhood Action grants should be spent on:

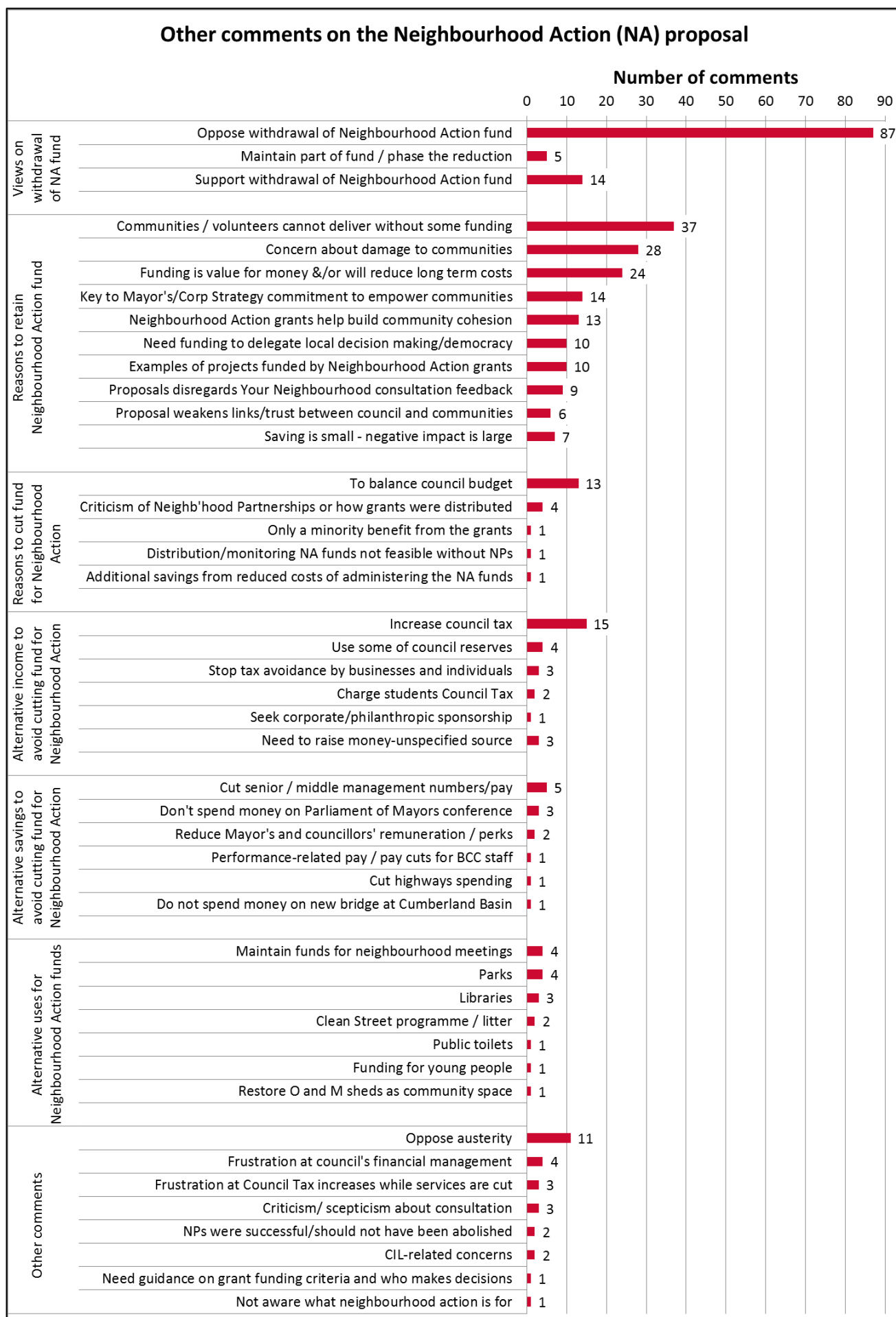
- 4 (3%) said that funds should be maintained for neighbourhood meetings, even if the grants for local projects are withdrawn;
- 4 (3%) wanted the funds to be available for parks;
- 3 (2%) advocated using the funds for libraries or to provide a community space if the local library is closed;
- 2 (1%) recommended funding the Clean Street Programme or litter picking;
- 1 (1%) wanted funding for public toilets;
- 1 (1%) requested more funding for young people;
- 1 (1%) thought the money should be used to restore O Shed and M Shed as a community space and heritage trail hub and to provide theatre space and sound studios.

## **Other comments**

27 comments addressed other issues, as follows:

- 11 (8%) recommended that the council opposes austerity, 3 of which called for stronger city leadership to oppose austerity and safeguard local budgets;
- 4 (3%) expressed frustration at the council's financial management;
- 3 (2%) were frustrated at Council Tax increases while services are cut;
- 3 (2%) criticised aspects of the consultation or expressed scepticism that feedback would be properly considered;
- 2 (1%) stated that the Neighbourhood Partnerships were successful and should not have been abolished;
- 2 (1%) expressed CIL-related concerns, one stating that the new CIL committees are not sufficiently local and one raising concerns that a specific proposal is not listed in the schemes which have funding for the Clifton, Central and Harbourside Partnership.
- 1 (1%) stated that if Neighbourhood Action funds are retained, there would need to be funding guidance on grant funding criteria and who makes decisions;
- 1 (1%) stated that they are not aware what Neighbourhood Action did for their area.

**Figure C4: Other comments on the Neighbourhood Action Proposals**



### **C.3.3 Other correspondence on the Neighbourhood Action consultation**

Ten emails were received in response to the consultation but outside of the consultation survey format. Four of these were from community organisations and six were from members of the public.

#### **Responses from members of the public regarding the consultation**

Two agreed with the saving proposal to remove funding for Neighbourhood Action and felt there were greater benefits to spending on other higher priority areas, e.g. toilets, trees, parks and libraries.

One was concerned with how they would implement community initiatives without the funding, especially in low income areas. They believed that money should be retained to facilitate these initiatives.

One said we should directly engage with disabled people on what would help them and how funding should be spent.

One said that the council should oppose austerity and not participate in the cuts.

One said that they believed the survey was a propaganda exercise.

#### **Responses from other interested parties regarding the consultation**

The four responses from other interested groups came from the following local organisations: Action Greater Bedminster, Bishopston, Cotham and Redland Community Partnership, St George in Bloom, and Meadow Vale Community Association.

Three said that they opposed the proposed reduction in funding.

One said that the removal of funding is a blow to local community action and empowerment and removes the final link to council engagement. They said that the funding provided by the council was key to unlocking many hours of voluntary work from community groups and volunteers.

One asked whether it would it now be morally fair, just, and transparent for community groups to receive any money in the future from these remaining funds given the need for the council to rapidly balance its financial affairs.

### **C.3.4 Feedback from public/stakeholder meetings**

The CS&B consultation and the 'Neighbourhood Action' consultation were publicised at the LDub Arts Club Funding Meeting on 15 November, the 'Love St Paul's' (post Partnership transition) meeting on 21 November, a 'Team Southmead' meeting on 28 November and at the Stoke Bishop & Sea Mills Forum on 28 November. Attendees were encouraged to complete the survey online or using paper copies. Direct feedback received at the meetings is described below.

### **LDub Arts Club Funding meeting**

Four people attended the LDub Arts Club Funding meeting on 15 November 2017. The following feedback was received on the savings proposal to remove remaining funding supporting neighbourhood action:

- Lots of community projects rely on small grant funding; it is the only way they survive.
- BCC has made false promises. [The group thought the money had already been committed];
- In a time where less money is available for big projects (such as renovating housing stock), these small groups are a lifeline for people to get out of their home, feel less isolated and do something that lifts their mood. This has a big impact on mental wellbeing. The benefits are not just to the members of a group but to their wider family, network and community as a whole.
- It boosts community moral, in times of austerity, to give the community small pots of money that they can use how they wish; it can provide a welcome respite from other aspects of life.
- A little bit of money (£257k across Bristol) will be a catalyst for other things and will go a long way if we use what's on our doorstep too.

### **Love St Paul's meeting**

47 people, including 32 residents, attended the Love St Pauls meeting on 21 November. Information was provided in written form and was announced by a local Councillor. The response was muted and one of acceptance. The group was quite motivated and several people signed up to work collectively to develop local work.

### **Team Southmead meeting**

The Team Southmead meeting was attended by seven residents and five other attendees who were ward councillors, BCC officers or VCS representatives. Of four comments received:

- Two were critical that they were being asked to respond to a proposal to further reduce the funding for Neighbourhood Action, having very recently provided their views on retaining this fund as part of the Your Neighbourhood consultation;
- One was critical of the six week consultation period for the CS&B consultation, stating that because Team Southmead meets monthly, six weeks did not provide enough time to respond;
- One complained that the computers in their library had not worked during the recent 'Your Neighbourhood' consultation.

### **Stoke Bishop & Sea Mills Forum**

Approximately 50 people attended the Stoke Bishop & Sea Mills Forum on 28 November. The CS&B consultation and Neighbourhood Action consultation were publicised and paper copies of the information and surveys were handed out. No feedback on the CS&B consultation was provided at the meeting.

## Bristol City Council Equality Impact Relevance Check



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

<b>What is the proposal?</b>	
Name of proposal	Council Budget 2018/19
Please outline the proposal.	The Council is required to set an annual balanced budget presenting how its financial resources are to be allocated and utilised. This is described within the Council's financial plan for the coming year with regard to core, statutory and regulatory services as well as local key priorities and objectives.
What savings will this proposal achieve?	The budget proposes annual expenditure of £1.2bn. Overall budget savings and income proposals will deliver £76.4 m of savings and additional income in 2018/19 with further savings/income in subsequent years to 2022/23
Name of Lead Officer	Michael Pilcher

<b>Could your proposal impact citizens with protected characteristics?</b> (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
The overall budget envelope sets out the monies available for the Council to deliver its services. An overall reduction in the Council's available finances will result in impacts on the community, and these are set out in within the individual service proposals. Relevance Checks and EQIAs, where necessary have been carried out for individual budget proposals.
Please outline where there may be significant negative impacts, and for whom.
As above, the overall budget envelope sets out the monies available for the Council to deliver its services. An overall reduction in the Council's available finances will result in impacts on the community, and these are set out in within the individual service proposals. Relevance Checks and EQIAs, where necessary have been carried out for individual budget proposals.

<b>Could your proposal impact staff with protected characteristics?</b> (i.e. reduction in posts, changes to working hours or locations, changes in pay)
Please outline where there may be significant opportunities or positive impacts, and for whom.
N/A – this is determined at a service or directorate level
Please outline where there may be negative impacts, and for whom.

N/A – this is determined at a service or directorate level

**Is a full Equality Impact Assessment required?**

Does the proposal have the potential to impact on people with protected characteristics in the following ways:

- access to or participation in a service,
- levels of representation in our workforce, or
- reducing quality of life (i.e. health, education, standard of living) ?

Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.

No. The impacts are set out within the individual proposals to meet the savings and income generation proposed within the Council Budget 2018/19. Relevance Checks and EQIAs have been conducted against these individual proposals.

Service Director sign-off and date:

Equalities Officer sign-off and date:  
Jean Candler  
15 January 2018

<b>Title: COMBINED AUTHORITIES BORROWING REGULATIONS</b>	
<b>Ward(s):</b>	ALL
<b>Author: Chris Holme</b>	<b>Job title: Service Manager Corporate Finance</b>
<b>Cabinet lead: Cllr Cheney</b>	<b>Director lead: Denise Murray</b>
<b>Proposal origin:</b> <i>Other</i>	
<b>Decision maker: Mayor</b> <b>Decision forum:</b> <i>Cabinet</i>	
<b>Timescales: This Cabinet report will form part of the Full Council budget 2018-19</b>	
<p><b>Purpose of Report:</b> To give consent to the Combined Authorities Borrowing Regulations, including the setting of a borrowing cap for the West of England Combined Authority</p>	
<p><b>Evidence Base:</b></p> <ul style="list-style-type: none"> <li>As part of the arrangements for devolution and the establishment of combined authorities, the Government indicated that it would provide borrowing powers subject to an agreed borrowing cap with Her Majesty's Treasury (HMT).</li> <li>The Government now intends to bring forward Regulations to be laid before Parliament to come into force for the new financial year 2018/19 which will extend borrowing powers for all functions of the combined authority.</li> <li>Whilst combined authorities will be required to have regard to the Prudential Code in the usual way, the actual maximum annual borrowing limit will be subject to the agreement of a specific debt cap with HMT, which cannot be exceeded.</li> <li>The proposed debt cap for the WECA will not exceed £120M by 2020/21 although it is important to stress this is merely a maximum limit and is in no way a commitment or an expression of an intention to borrow.</li> <li>Any proposed borrowing for the WECA is subject to the unanimous consent of the constituent councils as part of the Annual Budget setting process.</li> <li>For 2017/18 no borrowing was requested or approved and future years borrowing requirements will be considered by the WECA prior to the start of each financial year as part of their consideration of the Annual Budget proposal. This would include details of any relevant investment proposals to be supported by borrowing together with an affordability assessment in line with the Prudential Code</li> <li>As part of devolution arrangements the Government were not minded to provide the fully devolved borrowing arrangements under the Prudential Code to Combined Authorities and therefore, this option will seek to consent to the Government's preferred arrangements providing an annual debt cap for combined authorities.</li> </ul>	
<p><b>Cabinet Member / Officer Recommendations:</b> Cabinet to:</p> <ul style="list-style-type: none"> <li>Give consent to the Combined Authorities Borrowing Regulations, including a debt cap of £120m for the period till 2020/21</li> <li>Delegate to the Service Director Finance after consultation with the Deputy Mayor and Cabinet Member for Finance, Governance &amp; Performance and the Mayor, authority to make all related decisions and provide written authority to the Secretary of State of consent to the Combined Authorities Borrowing Regulations.</li> </ul>	

<b>Revenue Cost: £ 0</b>	<b>Source of Revenue Funding: N/A</b>
<b>Capital Cost: £0</b>	<b>Source of Capital Funding: N/A</b>
<b>One off cost <input type="checkbox"/> Ongoing cost <input checked="" type="checkbox"/></b>	<b>Saving Proposal <input type="checkbox"/> Income generation proposal <input type="checkbox"/></b>
<b>Finance narrative:</b> There are no specific risks arising from this report. The detailed risk assessment associated with any borrowing proposal would need to be considered as part of the relevant Annual Budget setting process.  This report is financial in nature and there are no direct implications arising. Subject to Consent being given to the Combined Authority Borrowing Regulations, the WECA will have flexibility to undertake borrowing subject to approval as part of the Annual Budget setting process.	
<b>Finance: Michael Pilcher, Finance Business Partner</b>	

<b>Corporate Strategy alignment:</b> This is part of the council's overarching budget which is underpinned by the Corporate Strategy.
<b>Legal Advice:</b>  A combined authority's new powers to borrow will be specified in Regulations made under Section 23(5) of the Local Government Act 2003. In addition, for the WECA any specific borrowing proposal is subject to unanimous consent of the constituent councils as set out in The West of England Combined Authority Order 2017, Schedule 1 Para 4(8).  Advice given by: John McCormack (Monitoring Officer)
<b>Legal:</b> Advice also agreed and endorsed by Sinead Willis, Team Leader, Legal Services
<b>City Benefits:</b> There are no direct equalities implications arising in relation to this report and these would be set out in the relevant investment decisions at the time, should any borrowing proposals come forward for consideration by the WECA.
<b>Consultation Details:</b> Consultation has been undertaken with each of the constituent council Chief Executive, Monitoring and S151 Officers. Consent to the Regulations will also need to be given by each of the constituent councils as an executive function

<b>DLT Sign-off</b>	Denise Murray	15 <sup>th</sup> January 18
<b>SLT Sign-off</b>	Denise Murray	15 <sup>th</sup> January 18
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney	15 <sup>th</sup> January 18
<b>For Key Decisions - Mayor's Office sign-off]</b>		15 <sup>th</sup> January 18



<b>Title: Neighbourhood Action Funding</b>	
<b>Ward(s):</b>	ALL
<b>Author: Penny Germon</b>	<b>Job title: Neighbourhood and Communities Manager</b>
<b>Cabinet lead: Cllr Craig</b>	<b>Director lead: Alison Comley</b>
<b>Proposal origin:</b> <i>Other</i>	
<b>Decision maker:</b> Mayor <b>Decision forum:</b> <i>Cabinet</i>	
<b>Timescales: This Cabinet report will form part of the Full Council budget 2018-19</b>	
<b>Purpose of Report:</b> To consider the proposed £257k saving against Neighbourhood Action Funding (formerly wellbeing fund) as part of the budget plans for 18/19 in the light of the consultation findings.	
<b>Evidence Base:</b>	
<ol style="list-style-type: none"> <li>1. 239 responses were received to the Neighbourhood Action survey. 213 responses (89%) were received from postcodes within the Bristol City Council area. 63% of the people who responded to the consultation strongly disagree with the withdrawal of the funding. Some respondents have emphasised the power of small grants to lever in additional funding and encourage social action. This is appreciated and understood. As a council we are acutely aware of the difference small amounts of funding can make to communities and as a city we need to increase social action.</li> <li>2. However, the enormity of the financial challenge facing the council is such that we have to work as a whole city and make the best use of the many opportunities to raise small amounts of funding to get things done or to use the resources we have in a different way. There are many other funding opportunities and sources. Sustainable communities and organisations are those which can access and raise funds in a variety of ways including crowd funding, small grants schemes run by businesses, charitable trusts and in-kind support from within the local area. We need to involve a wider circle of people including businesses and social entrepreneurs to help tackle the challenge we all face.</li> <li>3. It is understood that some communities are more able to access the resources they need and others are not. This in turn reinforces the inequality in the city which is a key focus for the corporate plan. In addition to a one off budget of £50,000 we will continue to work strategically with funders and partner organisations to make the best use of our collective resource to work alongside communities which face the biggest challenges of inequality.</li> <li>4. We will continue to work with communities to access existing resources including: <ol style="list-style-type: none"> <li>a) Support for community and voluntary sector groups through our infrastructure grant to Voscur.</li> <li>b) Candobristol.co.uk is a web platform where people can connect, seek support and pledge resources to support social action in Bristol.</li> <li>e) Provide a forum for citywide networking and space to share good ideas</li> <li>b) Continue to focus the City Council's community development resource on those areas which most need and want support.</li> </ol> </li> <li>5. Bristol Impact Fund has an allocation of £156k for small grants. The first tranche of two year grants were allocated 1st April 2017 – 31st March 2019. When the purpose and priority of the fund is reviewed, we will take into account the impact of withdrawing the small grants scheme.”</li> </ol>	
<b>Cabinet Member / Officer Recommendations:</b>	
<ol style="list-style-type: none"> <li>1. Having given careful consideration to the consultation findings it is proposed to make a saving of £257k by withdrawing the small grants fund.</li> <li>2. Make available one-off budget of up to £50,000 to help mitigate the impact on areas which face</li> </ol>	

greater challenges of inequality and deprivation and where there is limited access to community and voluntary organisations which can help. This funding will be used to increase social action and support communities to become more self-sufficient in identifying funding and accessing resources. How this budget will be allocated will be agreed with the Exec Member.

When the Bristol Impact Fund small grants process is reviewed in 18/19 consideration will be given to the impact of removing the neighbourhood action fund.

<b>Revenue Cost: £0</b>	<b>Source of Revenue Funding: N/A</b>
<b>Capital Cost: £0</b>	<b>Source of Capital Funding: N/A</b>
<b>One off cost <input type="checkbox"/> Ongoing cost <input checked="" type="checkbox"/></b>	<b>Saving Proposal <input checked="" type="checkbox"/> Income generation proposal <input type="checkbox"/></b>
<b>Finance narrative:</b> The proposals outlined in this report will deliver £257k on-going savings to the base budget. As a one-off mitigation to the impact of the proposals a one-off discretionary fund of £50k will be made available in the 2018/19 budget report. Delivery of these savings are assumed within the Medium Term Financial Plan.	
If the recommendations aren't agreed, alternative proposals would need to be found.	
<b>Finance: Michael Pilcher</b>	

**Corporate Strategy alignment:** This is part of the council's overarching budget which is underpinned by the Corporate Strategy.

**Legal Advice:**

The consultation responses must be taken into account conscientiously in finalising the decision.

There must be clear evidence that the decision maker has considered the consultation responses, or a summary of them, before taking its decision. The demands of fairness are likely to be higher when the consultation relates to a decision which is likely to deprive someone of an existing benefit.

This is discretionary funding. The discretion should be exercised reasonably and with clear, objective rational.

The decision maker must also comply with the Public Sector Equality duty to consider the need to promote equality for persons with "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and have due regard to the need to

- i) eliminate discrimination, harassment, and victimisation
- ii) advance equality of opportunity
- iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.

In order to do this Cabinet will need to have sufficient information about the effects of the proposed changes/withdrawal of funding on the aims of the Equality Duty. The Equalities impact assessment is designed to assist with compliance with this duty and so consideration must be given to the assessment and the Public sector equality duty before taking the decision.

**Legal:** Jane Johnson, Team Leader, Legal Services

**City Benefits:** It is a statutory requirement to set a legal budget

**Consultation Details:** are set out above

<b>DLT Sign-off</b>	Gemma Dando	11 <sup>th</sup> January 18
<b>SLT Sign-off</b>	Gemma Dando	11 <sup>th</sup> January 18
<b>Cabinet Member sign-off</b>	Cllr Asher Craig	14 <sup>th</sup> January 18
<b>For Key Decisions - Mayor's Office sign-off</b>		15 <sup>th</sup> January 18

<b>Title: Culture team savings from 2018 following consultation</b>	
<b>Ward(s):</b>	ALL
<b>Author: Laura Pye</b>	<b>Job title: Head of Culture</b>
<b>Cabinet lead: Mayor</b>	<b>Director lead: Bill Edrich, Director Facilities</b>
<b>Proposal origin:</b> <i>Other</i>	
<b>Decision maker: Mayor</b> <b>Decision forum:</b> <i>Cabinet</i>	
<b>Timescales: This Cabinet report will form part of the Full Council budget 2018-19</b>	
<p><b>Purpose of Report:</b> As part of the savings needed to bridge the gap in the council's finances of £108m over the next five years, Bristol City Council consulted on proposals for increasing income and efficiency across its Culture Service beyond those already detailed in the 2017/18 Corporate Strategy consultation. Following the consultation we intend to implement these proposals.</p>	
<ul style="list-style-type: none"> <li>• <b>Evidence Base:</b> The consultation proposed following three changes to achieve these savings- <ul style="list-style-type: none"> <li>• <b>Proposal 1:</b> Red Lodge and the Georgian House Museums currently offer free entry. We proposed introducing a small entrance fee for adults, while keeping admission free for children in 2019/20. We forecast that this would generate an additional £45,000 a year although we acknowledged it would be likely to have an impact on visitor numbers. We proposed that the exact charge would be decided following user research and full benchmarking but we expected it to be between £3 and £7.</li> <li>• <b>Proposal 2:</b> The council proposed to work with businesses and organisations to explore the possibility of increasing major event income through sponsorship and additional commerciality for events such as Harbour Festival. This could see us raise an additional £35,000 a year by 2022/23, without changing the fundamental nature of the events.</li> <li>• <b>Proposal 3:</b> The council proposed working towards making the Bristol Film Office and Site Permissions services self-financing. This could be achieved by increasing the number of events, both large and small, held in the city and working with the industry to boost the number of film and TV productions filmed here. Over the five year period 2018/19 to 2022/23 this would mean generating an additional £60,000 to ensure both teams are self-financing.</li> </ul> </li> <li>• Full details of the consultation can be found within the full budget consultation report</li> <li>• The results of the consultation were as follows- <ul style="list-style-type: none"> <li>• Respondents were asked if they agreed or disagreed with proposal 1: charging for adult entry to Red Lodge and The Georgian House Museum. 123 (99%) respondents expressed a view of whom 69 (56%) agreed or strongly agreed with the proposal</li> <li>• Respondents were asked if they agreed or disagreed with proposal 2: increasing major event (such as Harbour Festival) income through sponsorship and increased commerciality, of the 124 (100%) respondents who expressed a view 107 (86%) agreed or strongly agreed with the proposal</li> <li>• Respondents were asked if they agreed or disagreed with proposal 3: making the Bristol Film Office and Site Permissions services self-financing, 123 (99%) respondents expressed a view of whom 102 (83%) agreed or strongly agreed with the proposal</li> </ul> </li> <li>• All three proposals will now be implemented according to the timescales set out in the consultation.</li> <li>• The major feedback about proposal 1: charging for Red Lodge and Georgian House was in relation to the level of charge so a full benchmarking exercise and some further testing will be carried out before this is implemented in April 2019</li> </ul>	
<p><b>Cabinet Member / Officer Recommendations:</b> Cabinet approve the implementation of the following-</p> <ol style="list-style-type: none"> <li>1. Charging adults for entry to Red Lodge and Georgian House Museums from April 2019</li> <li>2. Increased income from major event through sponsorships</li> <li>3. Increase income generation to make both the Film Office and Site permission team cost neutral by 2022</li> </ol>	

<b>Revenue Cost: £ 0</b>	<b>Source of Revenue Funding: Culture</b>
<b>Capital Cost: £0</b>	<b>Source of Capital Funding: n/A</b>
<b>One off cost <input type="checkbox"/> Ongoing cost <input checked="" type="checkbox"/></b>	<b>Saving Proposal <input checked="" type="checkbox"/> Income generation proposal <input checked="" type="checkbox"/></b>
<p><b>Finance narrative:</b> The proposals outlined in this report are estimated to deliver £5k saving in 2018/19 and £140k over the period of the Medium Term Financial Plan. This is through a combination of different changes to service delivery as outlined in the report. This is in line with what is assumed in the budget proposals being recommended to Full Council in February 2018.</p> <p>Delivery of the savings will be monitored through established governance processes with mitigating actions and/or alternative proposals established if the savings are lower than expected.</p>	
<b>Finance: Michael Pilcher</b>	

<p><b>Corporate Strategy alignment:</b> This is part of the council's overarching budget which is underpinned by the Corporate Strategy.</p>
<p><b>Legal Advice:</b></p> <p>The consultation responses must be taken into account conscientiously in finalising the decision. There must be clear evidence that the decision maker has considered the consultation responses, or a summary of them, before taking its decision. The demands of fairness are likely to be higher when the consultation relates to a decision which is likely to deprive someone of an existing benefit.</p> <p>The decision maker must also comply with the Public Sector Equality duty to consider the need to promote equality for persons with "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and have due regard to the need to</p> <ul style="list-style-type: none"> <li>i) eliminate discrimination, harassment, and victimisation</li> <li>ii) advance equality of opportunity</li> <li>iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.</li> </ul> <p>In order to do this Cabinet will need to have sufficient information about the effects of the proposed changes. The Equalities impact assessment is designed to assist with compliance with this duty and so consideration must be given to the assessment and the Public sector equality duty before taking the decision.</p> <p>Legal advice should be sought as detailed proposals are developed in relation to the second recommendation</p>
<b>Legal:</b> Nancy Rollason, Head of Legal Services
<b>City Benefits:</b> It is a statutory requirement to set a legal budget
<b>Consultation Details: are set out above</b>

<b>DLT Sign-off</b>	Denise Murray	15 <sup>th</sup> January 18
<b>SLT Sign-off</b>	Denise Murray	15 <sup>th</sup> January 18
<b>Cabinet Member sign-off</b>	Cllr Craig Cheney	15 <sup>th</sup> January 18
<b>For Key Decisions - Mayor's Office sign-off</b>	[name]	15 <sup>th</sup> January 18

<b>Title: Improved Better Care Fund – 2017/18 to 2019/20</b>	
<b>Ward(s):</b>	All Wards
<b>Author: Neil Sinclair</b>	<b>Job title: Interim Finance Business Partner</b>
<b>Cabinet lead: Cllr Helen Holland</b>	<b>Director lead: Terry Dafter</b>
<b>Proposal origin:</b> <i>Other</i>	
<b>Decision maker: Cabinet Member</b> <b>Decision forum:</b> <i>Cabinet</i>	
<b>Timescales:</b> 23 <sup>rd</sup> January 2018	
<b>Purpose of Report:</b> To set out the proposed spending plans associated with the Improved Better Care Fund in the current year and following two years and approve the drawdown of the supplementary funding associated with the Improved Better Care Fund	
<b>Evidence Base:</b> The Improved Better Care Fund was announced in the 2015 spending review recognising the acute financial pressures that Adult Social Care face and the impact these pressures have on the health system. The new funding was to be phased in over three years commencing 2017/18 but in recognition of the severity of the problems faced by Adult Social Care supplementary funding was announced in March 2017 that front loaded funding and at the same time allowed councils to raise funding via the Social Care precept to the council tax. Year 1 ( 2017/18) of the proposed investment has already been to the Health and Well-being Board in August 2017.	
<b>Cabinet Member / Officer Recommendations:</b> To delegate authority to the Director – Adult Social Care to draw down funds associated with the supplementary funding for the Improved Better Care Fund for the period 2017/18 to 2019/20 to support proposed expenditure as set out in Appendix 1.	

<b>Revenue Cost: £</b>	<b>Source of Revenue Funding:</b> Improved Better Care Fund
<b>Capital Cost: £</b>	<b>Source of Capital Funding:</b> e.g. grant/ prudential borrowing etc.
<b>One off cost</b> <input type="checkbox"/> <b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/> <b>Income generation proposal</b> <input type="checkbox"/>
<b>Finance Advice:</b> The Better Care Fund is an important funding component that supports Health and Social Care integration with the ambition to support the individual who needs health and social care support in a joined up way. The introduction of the improved better care fund and the ability to raise additional revenue funding through the social care precept recognises that Adult Social Care needs additional funding to meet demand for services and at the same time attempts to deal with the market problems as provider failure is a significant risk. The investment proposed by the Better Lives Programme based on the Improved Better Care Fund sets out the Bristol City Council ambition to implement the three tier model and at the same deal with the twin challenges of demand management and acute supplier problems.	
<b>Finance Business Partner:</b> Neil Sinclair, Interim Finance Business Partner	

<b>Corporate Strategy alignment:</b> This is part of the council's overarching budget which is underpinned by the Corporate Strategy.
<b>Legal Advice:</b> If goods works or services are purchased as part of the programme, and the value of the purchases is over the relevant thresholds, this will be low risk provided the Council complies with its own procurement rules and/or the Public Contracts Regulations 2015, depending on which applies.  Further, the funding must be spent solely on the specified purposes and in accordance with any grant conditions imposed.
<b>Legal Team Leader:</b> Sinead Willis, Team Leader Commercial and Governance Team
<b>Implications on ICT:</b> N/A

<b>ICT Team Leader: N/A</b>
<b>City Benefits:</b> It is a statutory duty to set a legal budget.
<b>Consultation Details: N/A</b>

<b>DLT Sign-off</b>	Terry Dafter	15 <sup>th</sup> January 2018
<b>SLT Sign-off</b>		15 <sup>th</sup> January 2018
<b>Cabinet Member sign-off</b>	Helen Holland	[date]
<b>For Key Decisions - Mayor's Office sign-off</b>	[name]	15 <sup>th</sup> January 2018

Appendix A – Further essential background / detail on the proposal Details of iBCF and proposed plans 2017/18 to 2019/20	<b>YES</b>
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## Appendix E1 – Improved Better Care

The Chancellor's Spring Budget in March 2017 announced supplementary funding to the Improvement Better Care Fund (iBCF), where the iBCF had been previously announced in the spending review in 2015. Nationally the funding for the iBCF was spread over the years 2017/18 to 2019/20 with allocation to Bristol for both components of the iBCF as follows:

	Supplementary iBCF		Original iBCF	Total iBCF
	National Funding £bn	BCC Share £m	BCC Share £m	BCC Share £m
<b>2017/18</b>	1.010	8.712	0.344	9.056
<b>2018/19</b>	0.674	5.761	6.248	12.009
<b>2019/20</b>	0.337	2.863	11.625	14.487
<b>Total</b>	<b>2.021</b>	<b>17.336</b>	<b>18.217</b>	<b>35.552</b>

The funding for the original iBCF and supplementary iBCF follows two different routes. The funding for the original iBCF is distributed as part of the grant associated with the funding settlement for the whole council and included in the base budget for Adult Social Care whilst the supplementary funding is distributed by means of a separate grant and not included in the base budget for Adult Social Care.

According to the grant determination the funding can be spent on the following purposes:

- Meeting adult social care needs
- Reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready
- Ensuring that the local social care provider market is supported

Based on these purposes and to support the transformation as contained in the Better Lives programme, spending plans have been developed and agreed as follows:

Scheme	Intervention	Area of need	Contribution to metrics Existing /Suggested New Metrics	Financial Summary £'000s		
				2017/18	2018/19	2019/20
iMPower approach to Demand Management	Bristol has been working on the three tier approach to demand management for a period of time and this approach has already started to yield results. There is a need to broaden the work so it is embedded throughout the care system and beyond to other key stakeholders	Managing demand is important so that resources can be focused on people with complex needs and people stay longer in the community without requiring care input.	Expansion of community interventions and a strategic approach to asset based working	220	1,000	-
Improved information and guidance	A comprehensive advice and guidance information system encouraging people to self-care and be signposted early to appropriate levels of support	It has been demonstrated that early advice and information can help people navigate a complex system of care more easily and so enjoy appropriate and timely levels of support	Numbers of people who are provided with more appropriate and timely levels of support	100	200	350
Increasing use of technology	Technology can be a powerful resource for helping people remain in their own homes. We intend to commission a one-off diagnostic which links with the iMPower work and ensures the use of assistive technology and other technology solutions at all stages of a person's involvement with social care	Use of technology can help support people in their own homes for longer and reduce demand on statutory agencies	Numbers of people who are supplied with appropriate technologies	40	120	-



Scheme	Intervention	Area of need	Contribution to metrics Existing /Suggested New Metrics	Financial Summary £'000s		
				2017/18	2018/19	2019/20
Improving engagement with GP clusters	Building on the work already under way we would want to increase social care capacity with GP clusters to increase engagement with MDTs and build a more comprehensive approach to community support. This will include more social work and community navigator capacity.	Current work is going well but increased capacity will raise the number of MDTs and ensure that more people are supported in a cross-agency approach	Numbers of people supported and appropriate outcomes delivered: A&E attendance Reablement DTC Excess bed Days	150	150	150
iBCF Infrastructure	Team dedicated to iBCF and implementing the schemes	To deliver and monitor the iBCF schemes additional capacity is required		246	314	737
BNSSG Common Process Work	The three local authorities recently commissioned a review of the opportunities for increased collaboration and common processes relating to adult social care discharge arrangements. There is also a need to discuss price and market engagement with a view to greater consistency across the three authorities	Recognition of closer alignment across BNSSG	DTC Excess bed days A&E attendance Reablement	125	175	250

Scheme	Intervention	Area of need	Contribution to metrics Existing /Suggested New Metrics	Financial Summary £'000s		
				2017/18	2018/19	2019/20
Investment in home care capacity/ system flow	Engagement with the local sector to increase capacity, quality and ensure a different approach to workforce to encourage a more appropriate way of working with all people in receipt of homecare, including those with dementia, to take a reablement and maximising independence approach and move away from time and task. This will link to outcome based commissioning.	The market locally needs a different approach to commissioning. There is a strain on providers and a challenge in terms of recruitment and retention. Moreover some providers are challenged in dealing with very vulnerable older people especially dementia and cases of mental ill health and challenging behaviours. We need a new conversation to encourage different ways of working and building capacity in the sector through investment.in change.	DTOC Excess bed days A&E attendance Reablement	2,500	3,250	4,500
Assistive Technology	Increase take up of assistive technology	Following our diagnostic it is understood that there should be more investment in assistive technology from low level equipment to that which supports people with complex needs. There is tremendous innovation in the market now and we need to learn from the diagnostic and invest in this area	A/E attendance Reablement DTOC Excess bed days Number of Residential Beds Telecare/Telehealth numbers AT (new definition)	400	750	1,500

Scheme	Intervention	Area of need	Contribution to metrics Existing /Suggested New Metrics	Financial Summary £'000s		
				2017/18	2018/19	2019/20
Extra investment adults of working age	There is an equal need to invest further in support for adults of working age. There are many people with mental health problems for example in acute beds awaiting discharge into supported living and further work needs to be done to increase supported living in this area. This will also include additional Social Work resource to support discharges from Callington Road Hospital	Develop market capacity to support adults of working age in need of tier 3 services to live as independently as possible. Reduce DTOCs at Callington Road Hospital ensuring right care and recovery focused support is in place on discharge.	DTOC Excess bed days A&E attendance Reablement	500	500	750
Increasing independence for vulnerable adults 18-25 by individual assessment and improved market management	There are a number of younger people coming through the system who are ill-served by the current market and put pressure on all services. There is a need for some specific work in this area	Addresses problems in one key area of concern	DTOC Excess bed days Number of Adult self-assessments on NSOD (new) Number of Volunteers identified on NSOD (new)	500	750	1,000

Scheme	Intervention	Area of need	Contribution to metrics Existing /Suggested New Metrics	Financial Summary £'000s		
				2017/18	2018/19	2019/20
Increased investment in mobile working and related approaches to improving productivity in the workforce	Given demand pressures there is a need to invest in new technology for social workers, reablement staff and to work on the STP digital workstream. This would improve productivity and improve flexibility in the workforce	This would involve the provision of mobile technology to key staff and the appointment of a social care lead in the corporate IT team to prioritise the work in this area	DTOC Excess bed days Connecting Care usage (new) Number of Adult self-assessments on NSOD (new) Number of Volunteers identified on NSOD (new)	750	750	750
Improving capacity in care homes	Need to invest in improving quality incentivising providers to work collaboratively on raising quality standards. Develop a predictive indicator tool as early warning of quality and safety issues to prevent bed closures. Also a need to address out of city placements with a view to returning people closer to Bristol. Introduce 7 day working and a Trusted Assessor approach. Appoint more OTs to assist with reviews and work closely with care providers.	Addresses problems in one key area of concern alongside work on the home support services. Supporting providers to avoid cessation of admissions due to Organisational safeguarding concerns	DTOC Excess bed days Avoidance of Hospital Admissions Connecting Care usage (new) Number of Ault self-assessments on NSOD (new) Number of Volunteers identified on NSOD (new)	2,000	2,000	2,000

Scheme	Intervention	Area of need	Contribution to metrics Existing /Suggested New Metrics	Financial Summary £'000s		
				2017/18	2018/19	2019/20
Joint working on the accommodation strategy	Bristol is currently undertaking a strategic review of its housing stock. It would be advantageous to appoint dedicated social care staff to support this work and produce a strategy that helps meet the needs of vulnerable adults.	Ensures housing locally includes vulnerable people in its provision and strategy	DTOC Excess Bed Days Helps manage tier 1 demand	50	150	250
Increase Reviewing capacity	Increased investment in social work and practitioner resource and develop provider reviewing	Ensuring that service users continue to receive the right level of support to meet their outcomes and maximise their independence using the 3 tier model. Free up care capacity to ensure that it is available for people who need it.	Reviewing performance. Reduce DTOCs from Hospital for people waiting for Packages of Care	650	650	650
Intermediate Care / Step Down	Providing additional Step down beds across Bristol	Ensuring sufficient step down beds are available to discharge patients, who are medically fit to leave the acute	DTOC Additional beds available	825	1,250	1,600

<b>Total investment</b>	<b>9,056</b>	<b>12,009</b>	<b>14,487</b>
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