

# Communities Scrutiny Commission (previously Neighbourhoods Scrutiny Commission) Agenda



**Date:** Monday, 14 January 2019

**Time:** 10.00 am

**Venue:** Rm 1P05, City Hall, College Green, Bristol

## **Distribution:**

**Councillors:** Gary Hopkins (Chair), Jo Sergeant (Vice-Chair), Carole Johnson, Hibaq Jama, Jon Wellington, Afzal Shah, Jeff Lovell, Graham Morris, Matt Melias, Martin Fodor and Charlie Bolton

**Issued by:** Dan Berlin, Scrutiny Advisor

City Hall, 3rd Floor Deanery Wing, College Green, Bristol, BS1 5TR

Tel: 0117 3525232

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

**Date:** Friday, 4 January 2019



# Agenda

## 1. Welcome, Introductions and Safety Information

(Pages 4 - 5)

## 2. Apologies for Absence

## 3. Declarations of Interest

## 4. Minutes of the Previous Meeting and Action Tracker

Members to agree the minutes of the previous meeting.

Action Tracker for information

(Pages 6 - 20)

## 5. Chair's Business

## 6. Public Forum

Up to 30 minutes is allowed for this item

Any member of the public or Councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda.

Public Forum items should be emailed to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk) and please note that the following deadlines will apply in relation to this meeting:-

**Questions** - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5pm on **Tuesday 8th January 2019**

**Petitions and Statements** - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on **Friday 11th January 2019**

## 7. Performance for Q2

Report and Appendix 1

(Pages 21 - 28)



**8. CIL/s106 process review**

Report and Appendices 1&2

**(Pages 29 - 50)**

**9. Community Toilets Scheme**

Report and Appendix 1

**(Pages 51 - 63)**

**10. Customer Services**

Report and Appendix 1

**(Pages 64 - 78)**



# Public Information Sheet

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

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## Public Forum

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

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

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

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

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



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

### **Process during the meeting:**

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

### **Webcasting/ Recording of meetings**

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

## **Bristol City Council Minutes of the Communities Scrutiny Commission (previously Neighbourhoods Scrutiny Commission)**



**12 November 2018 at 10.00 am**

### **Members Present:-**

**Councillors:** Gary Hopkins (Chair), Jo Sergeant (Vice-Chair), Carole Johnson, Jon Wellington, Afzal Shah, Jeff Lovell, Matt Melias, Martin Fodor and Charlie Bolton

### **Officers in Attendance:-**

Patsy Mellor (Director: Communities), Gemma Dando, Johanna Holmes (Policy Advisor - Scrutiny), Dan Berlin (Scrutiny Advisor), Julian Higson, Penny Germon, Tom Gilchrist, Lindsay Hay, Sarah Spicer and Stuart Pattison (Crime Reduction Manager)

### **1. Welcome, Introductions and Safety Information**

The Chair welcomed everyone to the meeting and explained relevant the safety information.

### **2. Apologies for Absence**

Cllr Graham Morris

### **3. Declarations of Interest**

None

### **4. Minutes of the Previous Meeting**

The draft minutes of the previous meeting (10<sup>th</sup> September 2018) were agreed as a correct record of the meeting by the Members.

### **5. Communities Scrutiny Commission Action Tracker**

Members requested further information about the Waste Collection and Disposal Services in Bristol item, including where the plan to provide households with extra recycling provision originated and what was



happening now.

All other actions updated and completed.

**ACTION: Officer to provide update on the background of the plan to provide households with extra recycling provision and what is happening now.**

## 6. Chair's Business

None

## 7. Public Forum

The following Public Forum was received:

- Question 1: Agenda Item 12 : Corporate Risk Register Report - Cllr Clive Stevens

Answer to the question was provided to Cllr Stevens at Agenda item 12.

## 8. Housing Crisis - Bristol Housing Market and Trends

Sarah Spicer, Business Planning and Service Development Manager, Bristol City Council, delivered a presentation (the slides are included in the published pack).

The following are some of the key discussion points:

- Comparing house prices in Bristol to those in other Core Cities in the decade between August 2008 and August 2018 indicates that not only does Bristol have the highest average house price of all the Core Cities, it has also seen the highest percentage increase.
- In August 2018 the average house price in Bristol was £282,624, 21.4% higher than the UK average
- There is a growing disparity between housing benefit rates and actual market rents across the city.
- The increase in Part 7 housing acceptances in Bristol reflects the increase in demand for homelessness prevention services city wide over the past five year period.
- Rough sleepers and households in temporary accommodation represent an element of housing need, not taking into account hidden homelessness (sofa surfing etc) and households in appropriate accommodation.
- The City is on track to deliver 800 new affordable homes in 2020/21, in-line with the target set by the political administration.

The Chair asked about the divergence between the Local Housing Allowance (LHA) and market rents. Officers' responses:



- The 4 year period of a freeze on LHA is not yet over, and there is no indication of a review at the end of the 4 year period.
- The LHA applied to Bristol includes South Gloucestershire and North Somerset. This is an issue as markets in the Authorities are different.
- Cabinet Member met with Secretary of State and raised the disparity as an issue for Bristol, and requested that Bristol is treated as one market rather than within a wider housing market area.

Discussion about homelessness and rough sleeping in Bristol. Questions raised:

- A Member requested clarification of Part 7.
- A Member asked what the main issues leading to homelessness are.
- A Member asked if there is an understanding of reasons for different levels of presenting as homelessness across different groups (highlighted care leavers having a higher rate of presenting as homeless).
- A Member requested clarification of how the rough sleeping data is collected.
- A Member asked if there is data on how many homeless people have come in to the city from other parts of the country, and if there is any analysis of reasons for this.

Officers' responses:

- Part 7 of the 1996 Housing Act is primary homelessness legislation, providing the statutory underpinning for action to prevent homelessness and provide assistance to people threatened with or actually homeless. In April 2018 Part 7 was amended with the introduction of the Homelessness Reduction Act 2017, which has placed further duties on the Council to enable access to assistance to people to prevent homelessness.
- The Council has noted a lot of people have lost their rented accommodation in the private sector, with a high amount of s21 notices being served, which provides private tenants with 2 months notice (after the fixed term period which is usually 6 months). The Council is focusing on preventative work.
- People are living in their parents' homes for longer now, as a result of affordability and lack of opportunity to get on the housing ladder.
- The statistics (on Slide 5 of the presentation) show how many people the Council accepted a duty for; but, there are many more 100's of households the Council assist in preventing from getting in to the situation where they may become homeless.
- Formerly looked after children (in LA care) have a higher risk of homelessness and treated as more vulnerable if they have left care within 3 years; and there is an automatic priority for those who leave care under 21.
- There is a standard methodology for collecting rough sleeping data - the Council complies with that. Also, it depends when the count is carried out. It is a snap-shot; a point in time. The next count (2018 data) is this month, and the information will be made available afterwards.
- The Streetwise team in the Council have contact with a cohort of street homeless with drug and alcohol misuse issues, who are difficult to engage in support services. A new Street Intervention team is being set up, with a multi-agency approach, with the aim of tackling this issue.

Cabinet Member: Bristol, as regional capital, will attract people from outside the city. Bristol has wider provision than regional towns. The data does not include all homelessness, eg those in night shelters.





Street homeless is 3% of homelessness, although it has disproportionate attention. There are many other groups who are in temporary accommodation.

The Chair asked why temporary accommodation is difficult for couples to access.

Officer response:

- Pathways programme (partnership to enable homelessness prevention and recovery) is targeted at single people; and there are very few temporary accommodation options for couples

Cabinet Member: Pathways addresses whole range of needs (including health, education), so people are able to sustain tenancies.

**ACTION: Officer to confirm when the data from the November 2018 rough sleeping count will be available**

**ACTION: Officer to provide data showing the amount of single people presenting as homeless**

The Chair asked what the proportion is of Council temporary accommodation and commissioned private landlord provision.

Officer response:

- At any one time there are 250-300 households placed in emergency spot purchased accommodation. Housing benefit does not cover the full cost of these.

Cabinet Member: The aim is reduce this number by placing people in Council accommodation. The Council aims to secure more Council accommodation for this purpose, financed through housing benefit. The Council is over-dependent on one private provider at the moment. This is being tackled by entering the market to secure accommodation; and rather than sell stock at auction the Council is now utilising it for temporary accommodation. Also the Council encourages Housing Associations to make units available for temporary accommodation.

Discussion surrounding the costs and benefits of building more homes to be used as temporary accommodation, rather than spot purchasing in the private sector.

**ACTION: Officer to provide cost/benefit analysis of building more homes for temporary accommodation as opposed to spot purchasing.**

A Member asked whether reports of private landlords selling may affect the Council's ability to provide temporary accommodation

Officers' responses:

- This will put more in the housing market. This will benefit the Real Letting scheme, a social lettings agency.
- Some smaller providers are getting out of the market. Large portfolio holders are taking up the slack. So there is a growth in larger providers' portfolios.



- There is an opportunity to purchase available housing for affordable housing as they come onto the market. This may result in a number of properties being built being static or falling, although affordable housing growing.

A Member asked what the projections of new build are, and whether projections are anticipated to change due to the changes/downturn in the housing market.

Officers' responses:

- There is an upward shift on affordable housing delivery – overall figure will increase.
- There are fluctuations on quarterly returns. Reasons include Registered Providers' positions can change; and also the Council housing delivery has been reprogrammed as a result of the borrowing cap proposal – so predictions will change.
- Brexit is having and will have a big impact on the market. Bristol is flattening out. There is more uncertainty.
- 1500 out of the programmed 3500 homes are showing due to the fact some will take some years to come through.

Cabinet Member: Also working on off-site manufacture to speed up delivery at no impact to quality.

Discussion and Members questions about what the identified affordable housing need by property type/size/tenure is; and the affordable housing rent levels of new builds, including whether Affordable Rent is appropriate.

Officers' responses:

- When seeking appropriate proportion of affordable housing on developments we look for a range of sizes. There is a shift to smaller accommodation as a result of welfare reform, which could lead to an imbalance. The Council works with Registered Providers to help improve the supply of 3 and 4 bed properties which helps create churn. i.e a 4 bed property can create 6 moves. Investigating opportunities to build more family housing so as to create churn.

Cabinet Member: Affordable Rent has to be at or below the LHA – BCC does have a strict definition of Affordable Housing – also accepted by surrounding Authorities. Latest Homes England funding has an element of social rent in it. West of England funding will include social rent.

**ACTION: Officer to map new development programme by ward**

**ACTION: Officer to confirm amount of shared ownership delivered**

A Member raised issue of empty basement flats within properties in the Ashley ward.

Officers' responses:



- This was looked at when drawing up St Paul's Housing Plan. The properties are mostly owned by Registered Providers. The identified problem was poor living conditions in the basements, which means large expenditure to make them habitable.
- Approximately 300 empty properties brought back into use this year – target of 400 (city wide). The Council as a Compulsory purchase programme in place. In the last month the Council were successful in enabling a voluntary purchase of a property, which is now used for temporary accommodation.

Cabinet Member: There is a programme within Council housing stock looking at whether commercial and community spaces can be brought into use as housing, although this is not intended to reduce any community amenities, and so this begins with consultation.

## 9. Private Rented Sector - Update

Tom Gilchrist, Private Housing and Accessible Homes Manager, delivered a presentation (the slides are included in the published pack).

The following are some of the key discussion points:

- Selective and Additional licensing schemes in Bristol
- Stapleton Road scheme covered 1,226 properties (1,023 Selective licensed and 203 Additional licensed).
  - It ran for five years and was completed in April 2018.
  - 845 (70%) of properties required improvements to meet licensing conditions
  - 517 formal and informal notices were served requiring improvement
- Eastville and St George scheme covers approximately 2,800 properties.
  - It came into force on 1 July 2016 and will run until 30 June 2021.
  - 2,454 licenses have been issued so far (selective 2,284 and Additional 170)
  - So far 1496 properties have been inspected and 646 (43%) have required improvements to meet licensing conditions

Discussion about property licensing schemes. Key points made by Officers:

- In light of High Court case the license fee must be split into a processing fee and enforcement fee. The Council is about to begin a 6 week consultation on how to split the existing fee
- The Council can only use income of property licensing fees for property licensing related issues.
- The level of fee will go up as it will be administratively more burdensome.
- Fee is 1 off payment for 5 year term. Stapleton road scheme ran small deficit (loss of £90K over 5 years; turnover of £1.2M).
- The Council will be commissioning another report to identify areas with serious hazards and poor property management. This evidence triggers consultation in the areas.



- By taking a small area the Council can commit to inspecting every property in the areas over 5 years
- Majority of L/lords wanted us to deal with problem properties bringing areas down. Combination of large and small landlords involved
- Government view is that after the 5 year period an Authority will not need to re-designate the same area. Plan is to come back to cabinet with proposals for future licencing schemes.

A Member was concerned that that not continuing running the scheme in an area after 5 years may lead to standards slipping.

Cabinet Member: The Council is only allowed to cover 20% of the City at one time for licencing schemes, and so it makes sense to move on after bringing an area up to a standard. The licensing schemes cannot cover the whole city without Secretary of State approval, which has not been provided nationally since 2013. There is a need to justify the set-up of schemes based on evidence, including demonstrating significant risks and management in the areas. After the 5 year period, this evidence would need to be produce to carry on in the same area. Other Local Authorities have been challenged using this approach.

A Member observed that local people were concerned why Easton was originally chosen for the licence scheme; although there is a general acceptance that it has been a positive in the area. Consultation is very important; it led to the scheme being successful.

## 10. Vehicle Dwellers Encampment Policy Consultation

Penny Germon, Neighbourhoods & Communities Service Manager, delivered a presentation (the slides are included in the published pack).

The following are some of the key discussion points:

- Selective and Additional licencing schemes in Bristol
- Numbers of vehicle dwellers have increased significantly.
- There is a need for a policy for managing vehicle encampments on the highway.
- The consultation outcomes shows a similar number agreeing and disagreeing with the proposed approach; and a clear majority support 9 out of the 10 criteria to assess impact:
  - The nature, suitability or obtrusiveness of the encampment
  - The level of any nuisance including noise
  - The number, validity and seriousness of any complaints
  - The level of damage caused by the occupiers
  - Proximity to residential properties
  - Proximity to schools, children's play and public amenities



- The size and concentration of the encampment
  - Human and domestic waste management
  - General crime and public order offences.
- There is a need for a policy for managing vehicle encampments on the highway.

The Chair asked about the cost of providing sites, whether they would be self-financing or Council funded. Officer response:

- Sites would need to be self-sufficient.

A Member raised the point that geographical locations of the sites are important, and that we need to know where people will tolerate sites across the City.

Officers' responses:

- There was not a reference to alternative sites in the consultation.
- A number of van dwellers from Greenbank went to Avonmouth site.

Discussion about definition of Vehicle Dweller encampments and how they are distinct from Gypsy, Roma and Traveller encampments. Officers' key points:

- The Vehicle Dwelling Encampment Policy covers all vehicles, whether or not they can be moved, including caravans.
- Where people living in vehicles do not self-describe as Gypsies Roma's and Travellers, local authorities have no specific duties towards them such as the provision of a designated transit site. The Council has a separate protocol with the police for managing unauthorised Gypsy, Roma and Traveller encampments
- Vehicle dwellers tend to remain (live and work) within a locality; whereas Gypsy Roma and Travellers are generally more transient (although it is recognised that this does not exclude those who are living in houses as being Gypsy Roma and Traveller, as the person's ethnic identity is not lost when members of the communities settle). It is the case that a Gypsy and Traveller site does not have permanent residents, as the maximum stay is for 13 weeks.
- Most vehicle dwellers live and work in Bristol.

Cabinet Member: most vehicle dwellers want to live in central Bristol, although this is difficult with parking restrictions.

A Member asked if the Avonmouth site is cost neutral. Officer response:

- It is cost neutral. The Vehicle Dwellers on site pay for facilities. The Council owns the land. Going to market for lease. The Council has a possession order and the Vehicle Dwellers will leave when there is an occupant.

A Member asked how the new policy is a change. Officer response:

- Main change is the level of monitoring. As soon as vehicle dwellers encampment is identified the Council will engage with the occupants using a process for consistency, including arranging welfare



assessments, assessing impact on the community, arranging outreach, and taking enforcement action if required.

A Member asked about enforcement. Officer response:

- In Greenbank, Removal Orders were used, as well as Injunctions
- The impact of someone in a car is a concern but not as high impact as the larger vehicles.

## 11. Safer Bristol - Statistics

Members noted the report and slides (included in the published public pack).

There were no questions

## 12. Risk Register

Response to the Public Forum question was provided to Cllr Stevens.

Officer response:

- Narrative of The Risk Register doesn't look at benefits of trees, but risks of management of trees.

Cllr Stevens was offered opportunity for Gemma Dando's team to provide further details about the tree service out of the meeting.

## 13. Scrutiny Work Programme

The Chair confirmed that in the context of the Directorate restructure, the Communities Commission will keep to its work programme.

The Chair asked Members to make submissions of any further queries and points for all the agenda items, and the Communities Commission can feed up to OSMB.

**ACTION: Members to send any further points / queries about the topics discussed on this agenda to Dan Berlin, Scrutiny Advisor, at [Scrutiny@bristol.gov.uk](mailto:Scrutiny@bristol.gov.uk)**

Meeting ended at 1.00 pm

**CHAIR** \_\_\_\_\_





**Communities Scrutiny Commission Action Sheet 2018/2019**

<b>Agenda Item</b>	<b>Title of Report/ Description</b>	<b>Action and Deadline</b>	<b>Responsible Officer/ Member</b>	<b>Action taken and date completed</b>
<b>Action Sheet – 12<sup>th</sup> November 2018</b>				
5. Page 15	Action Tracker: Waste Collection and Disposal Services in Bristol item on the 10 <sup>th</sup> September 2018 Action Tracker	Members want to know where the plan to provide households with extra recycling provision originated and what was happening now	Gemma Dando & Jim Perkins	<p><b>Status: To be updated</b></p> <p>The 'baseline+' option chosen and approved by Cabinet formed part of a suite of 12 waste collection model options defined and detailed within WRAP's collection consistency framework document.</p> <p>The 12 options of collections are applied to all aspects and parameters of current collection services for any given Authority and evaluated against each service aspect to determine costs, savings and efficiencies for each option based against our 'as is' service and its current costs.</p> <p>The 'baseline+' option approved by cabinet provided for a service that was exactly the</p>

Agenda Item	Title of Report/ Description	Action and Deadline	Responsible Officer/ Member	Action taken and date completed
Page 16				<p>same as current services with the exception that additional recycling capacity should be provided to residents for the storage of their recyclables prior to collection.</p> <p>Council decision for the option remains unaltered and the planning for the additional box provision is underway and will be in place in readiness for when the new fleet arrives next spring.</p>
	<b>Housing Crisis - Bristol Housing Market and Trends</b>	Members would like confirmation of when the data from the November 2018 rough sleeping count will be available (Deadline 13-12-18)	Sarah Spicer / Julian Higson	<p><b>Status: Completed</b></p> <p>The number of people sleeping rough in Bristol has been recorded at 82 during the city's official annual count.</p> <p><a href="https://news.bristol.gov.uk/news/annual-rough-sleeping-count-figure-revealed">https://news.bristol.gov.uk/news/annual-rough-sleeping-count-figure-revealed</a></p>
		Members requested data showing amount of single people presenting as homeless (Deadline 13-12-18)	Andrew Corp	<p><b>Status: Complete</b></p> <p><b>See Annex A attached.</b></p>



Agenda Item	Title of Report/ Description	Action and Deadline	Responsible Officer/ Member	Action taken and date completed
		Members requested a cost/benefit analysis of building more homes for temporary accommodation as opposed to spot purchasing. (13-12-18)	Sarah Spicer	<p><b>Status: Complete</b></p> <p>At present there are 500 households in temporary accommodation (TA), over half are in nightly purchased TA. This is an expensive form of TA with a cost of approximately £10,000 a year per household more than the benefit system can pay, resulting in a direct subsidy loss to the Council.</p> <p>If 50 households were moved out of nightly purchased accommodation, into accommodation whose costs are within housing benefit limits, which would reduce subsidy loss by £500,000 per year.</p> <p>By providing TA where the rental cost is covered entirely by housing benefit there is no 'top up' payment required from the GF. There is a cost, so GF borrowing would be required to purchase the properties but that loan would be repaid using the rental income.</p>
		Members' requested the development programme is mapped showing delivered and programmed new build by ward (Deadline 13-12-18)	Julian Higson / Tim Southall	<p><b>Status: Completed</b></p> <p><b>Affordable Housing completion 2018/19 – 2020/21 sites have been plotted on</b></p>

Agenda Item	Title of Report/ Description	Action and Deadline	Responsible Officer/ Member	Action taken and date completed
				<p>GIS map which can be viewed at:</p> <p><a href="#">Affordable housing development map</a></p> <p>The map is interactive. Clicking on the stars provides further information about the scheme, including numbers and tenure.</p>
Page 18		Members requested confirmation of the amount of shared ownership delivered (Deadline 13-12-18)	Julian Higson / Tim Southall	<p><b>Status: Completed</b></p> <p><b>31 shared ownership units were delivered in 2017/18.</b></p>

# Appendix 1 - Homelessness presentation and placements 2018

Q1 - April - June 2018		Homelessness presentation and placements
Total approaching for housing advice (direct plus commissioned service)		1069 (from which 715 Part 7 applications were triggered; commissioned services not included)
Top three reasons for seeking advice	1	End of Assured Shorthold tenancy(113*)
	2	Told to leave by family (97*)
	3	Domestic abuse (37*)
Total homelessness duties accepted		98**
Of which singles		20**
Top three causes homelessness	1	End of AST (37**)
	2	Told to leave by family (17**)
	3	Told to leave by friends (14**)
Top three priority needs	1	Dependent children (70**)
	2	Mental illness (9**)
	3	Expectant mother/Physical disability (8 each**)
Total prevention and relief		1164 (commissioned services included)
Of which: Helped to remain		883
Assisted to alternative		281
Snapshot of TA end of month		509
Of which B&B		0

\* cases where any of the major duties (i.e. prevention, relief, main) is owed.

\*\* cases where the main duty was accepted only.

Q2 - July - Sept 2018

Homelessness presentation and placements	
<b>Total approaching for housing advice (direct plus commissioned service)</b>	1154 (from which 786 Part 7 applications were triggered, commissioned services not included)
<b>Top three reasons for seeking advice</b>	1 End of Assured Shorthold tenancy (117)
	2 Told to leave by family (89)
	3 Domestic abuse (60)
<b>Total homelessness duties accepted</b>	97
<b>Of which singles</b>	15
<b>Top three causes homelessness</b>	1 Told to leave by family (30)
	2 End of AST (22)
	3 Domestic abuse (14)
<b>Top three priority needs</b>	1 Dependent children (78)
	2 Mental illness (5)
	3 Expectant mother/Physical disability (4 each)
<b>Total prevention and relief</b>	935
<b>Of which: Helped to remain</b>	611
<b>Assisted to alternative</b>	324
<b>Snapshot of TA end of September</b>	534
<b>Of which B&amp;B</b>	0

## Communities Scrutiny Commission 14<sup>th</sup> January 2019

**PURPOSE:** For reference

**DATE:** 04 January 2019

TITLE	Communities Quarterly Performance Progress Report (Quarter 2 - 2018/19)		
Ward(s)	All wards		
Author: Mark Wakefield		Job title: Strategic Head of Insight, Performance & Intelligence	
Cabinet lead: Cllrs Craig, Dudd and Smith		Executive Director lead: Patsy Mellor	
Proposal origin: BCC Staff			
Decision maker: Officer			
Decision forum: Officer Meeting			
Timescales: Performance is reported as part of quarterly governance process as soon as possible after gathering all the necessary data. This report designed for EDM should be followed by tabling with exec members and scrutiny to ensure the full range of stakeholders in the directorate have the opportunity to consider performance.			
Purpose of Report: 1) To brief Scrutiny on the progress made against the directorate Key Performance Indicators (KPIs) and project measures for Q2 2018/19 (Appendix A1). 2) To enable Scrutiny to consider and contribute to the effectiveness of interventions underway to improve performance.			
Evidence Base: This report and appendix is designed to standardise a set of KPIs and reporting arrangements around the corporate strategy and BCCs business plan.  In terms of performance in Q2 for the directorate, of note is the following:  <u>Performance summary:</u> Taking the total available KPI results this quarter: <ul style="list-style-type: none"><li>Just over half (54%) of those with established targets are performing on or above target and,</li><li>61% of those with a direct comparison from 12 months ago have improved.</li></ul> <u>Service Areas:</u> <u>Commercialisation:</u> Energy efficiency installations are reporting low numbers due to changes to the Replicate programme. Enforcement of FPNs has improved significantly, although numbers of FPNs issued by contractors are below target. There has been a drop in the reported number of people living in Fuel Poverty in the city. The amount of waste being sent to landfill is decreasing year on year and is currently also better than target. Household recycling is set to meet its annual target by year-end.  <u>Communities:</u> FOI and complaints are showing steady improvement but are still below target. Visits to libraries have fallen when compared to 12 months ago. Channel shift to digital transactions is now ahead of target. We are answering telephone calls in the CSC in line with target and better than 12 months ago. There is cause for optimism on food establishment compliance work meeting targets this year.  <u>Homes &amp; Landlords:</u> Homelessness metrics are generally worsening and are either on or below target.			

Performance on rents means it is better than target and has also improved compared to 12 months ago, supported by a noticeable improvement to voids performance.

There have been dips in the repairs completed in a single visit, and tenancies sustained beyond 12 months.

Private sector reduction in Empty Homes is showing a good performance.

Additional highlights in terms of organisational health in respect of the Communities directorate:

- Sickness has worsened and remains worse than target, driven by long term sickness
- There are improvements to the speed of invoices getting paid, however it is still performing well below target

**Cabinet Member / Officer Recommendations:** That the performance report be noted, and measures to address performance issues are considered and implemented by relevant services.

**Corporate Strategy alignment:** All BCP PIs contained within Appendix A1 are designed to demonstrate our progress towards the Corporate Strategy (2018/23).

**City Benefits:** Understanding whether BCC is delivering outcomes for the citizens and city ensures organisational effort can be focussed on benefit realisation.

**Consultation Details:** Performance progress has been presented to relevant DMTs prior to the production of this report.

<b>Revenue Cost</b>	£0	<b>Source of Revenue Funding</b>	<i>Insert specific service budget</i>
<b>Capital Cost</b>	£0	<b>Source of Capital Funding</b>	<i>e.g. grant/ prudential borrowing etc.</i>
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:** n/a

**Finance Business Partner:** n/a

**2. Legal Advice:** n/a

**Legal Team Leader:** n/a

**3. Implications on IT:** n/a

**IT Team Leader:** n/a

**4. HR Advice:** n/a

**HR Partner:** n/a

<b>EDM Sign-off</b>	Communities EDM	7/1/2018
<b>Cabinet Member sign-off</b>	[name]	[date]
<b>CLB Sign-off</b>	[name]	[date]
<b>For Key Decisions - Mayor's Office sign-off</b>	[name]	[date]

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
Appendix A1: Performance Progress Update (Q2 2018/19)	
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>NO</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>

<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Combined Background papers</b>	<b>NO</b>
<b>Appendix J – Exempt Information</b>	<b>NO</b>
<b>Appendix K – HR advice</b>	<b>NO</b>
<b>Appendix L – ICT</b>	<b>NO</b>



## Communities EDM - 2nd Quarter Performance Progress Report (1 April '18 - 30 Sept '18) - [Quarterly PIs]

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Management Comments
<b>Commercialisation</b>									
W2	BCP541	Increase the percentage of household waste sent for reuse, recycling and composting	46.10%	48.75%	46.70%	48.00%	↑	James Perkins	Target achieved in Q2 - in spite of poor yield of garden waste collected due to extreme weather. Year end target expected to be met.
W2	BCP542	Reduce the percentage of municipal waste land filled	20.80%	15.00%	15.00%	17.00%	↑	James Perkins	Q2 target = 17.25%. New treatment contract operated by BWC since November 2017 has dramatically reduced the tonnage of residual waste being disposed of at landfill. Plus new contract for wood wastes during Q2 has further assisted in the achievement of this target.
W2	BCP543	Improve street and environmental cleanliness (percentage of litter) B+ grade or better	47%	48%				James Perkins	No evincible data currently exists to measure this standard. However an environmental and street cleanliness survey is being undertaken in Q3 2018-19 to set this cleanliness benchmark for future reports.
FI4	DCM190	Number of formal enforcement actions taken (notices, FPNs, prosecutions)	640	1,000	288	515	↑	Penny Germon	This is a significantly improved position on last year. This time last year the team was very new. The improved performance reflects positively on the neighbourhood enforcement approach.
EC4	DCM191	Levels of engagement with community development work	4,700	3,750	921	1,544	↓	Penny Germon	After a good first quarter, the second quarter results are below target. This is due to a significant managing change process. The expectation is that this will improve next quarter. The performance targets for Community Development will be reviewed and revised for 19/20 to reflect the new service.
FI4	DCM192	Number of FPNs served for environmental crime by enforcement contractors	n/a	10,000	2,643	4,282	n/a	Penny Germon	We are still in the pilot phase. Activity this year will inform future years. The number of FPNs is an important measure of activity which we would expect to go down as people change their behaviour. This needs to be balanced with trying out new ways of working and providing a service across the city. Q2 saw fewer FPNs because of a greater emphasis on patrolling areas outside the city centre including Shirehampton, Brentry, Frome Vale & Hengrove. Also, during August an officer worked with BWC fly-tipping crews resulting in 15x fly-tipping FPNs. These were important service developments but resulted in fewer FPNs.
W2	DCM193	Numbers of citizens participating in community clear-ups per quarter	n/a	3,000	808	2,372	n/a	Penny Germon	51 community clear -ups across 20 wards, the majority in Central ward followed by Eastville and Lawrence Hill and one was citywide. 668 bags of rubbish collected and approximateley 1645 volunteer hours worked. Target/s will be reviewed for 19/20 to reflect the revised plan and implementation of Environmental Quality Surveys from Autumn 2018.
WOP2	DCM194	Percentage of all enforcement investigations resolved within six months	93.90%	95.00%	92.30%	93.10%	↑	Penny Germon	Significant improvements have been made in the management and processing of noise complaints so that it is more efficient. Even so noise nuisance accounts for about a third of enforcement team case load. 41% of nuisance complaints are from council tenants. Officer caseloads remain high. The team is balancing a number of competing demands such as vehicle dweller encampments and environmental crime.
W3	DCM414	Improve energy efficiency from home installations	28	50	6	3	↓	David White	Delays to the launch of the REPLICATE retrofit scheme has meant that the installations levels have been well below predicted. On top of this the new ECO3 Guidance has not yet been released by the Government. This provides ECO funding for energy efficiency measures to those in fuel poverty. Without it there is no funding we can offer customers and therefore our installation levels have been low.
W2	DCM415	Increase the energy generated by initiatives led by the Energy Service's Investment Team	117kW	130kW	0kW	0kW	↓	Richard Lowe, David White	Delays in starting on Lawrence Hill bus depot this Quarter - completing legal documents. The project requires a 20 year Variation to Deed with First Bus as BCC's tenant. Together with an associated Power Purchase Agreement for 20 years for sale of solar energy. First have a new solicitor not experienced in solar contracts so asked quite a lot of questions about how these work.
W2	DCM544	Reduce the residual untreated waste sent to landfill (per household)	142.5 kg	120.0 kg	50.0 kg	50.0 kg	↓	James Perkins	Q2 target = 60kg. As a result of less municipal waste being disposed of at landfill (BCP542), this indicator continues to reduce, also in line with ongoing waste minimisation and reuse initiatives underway
<b>Communities Services</b>									
WOP2	BCP327	% Corporate FOI requests responded to within 20 working days	80.50%	100.00%	76.40%	75.00%	↑	Tia Corkish	75% is the Q2 figure. The reason we did not hit target is a wide-spread lack of resources within services to deal with cases in a timely manner combined with a lack of ownership and commitment within some services (but not all). The Customer Relations Team within Citizen Services assign 99% of cases within 24 hours to officers, however large services such as Traffic, which is the second largest in terms of volumes behind Bristol Waste, has escalated a lack of resources. The Corporate target of 100% is unrealistic given the complicated nature of some FOI's and the scale of the operation, eg some FOI's are specific to only 1 or 2 people, who may be unavailable in the time given. Due to reasonable exceptions such as these, a realistic target would be 90% (as last year).
WOP2	BCP328	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	87.00%	90.00%	83.70%	86.00%	↑	Tia Corkish	86% is the quarterly figure This is a much improved performance against same Q2 period last year, with similar numbers of complaints received. Lack of resources and commitment within some services continue to play a part in not reaching target
WOP2	DCM197	Percentage of all alarm calls answered within 1 minute	n/a	97.50%	98.70%	98.70%	n/a	Peter Anderson	Performance above target. System fully functional and staffing at full quota to ensure effective life and limb service response.



Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Management Comments
WOP2	DCM198	User satisfaction with the telecare service	n/a	95.00%	n/a	98.70%	n/a	Peter Anderson	The new figure for Q2 is in line with our Telecare customer satisfaction survey that covers both Q1 & Q2 of 2018, although figures for Q1 were not previously submitted as the data was not published until October 2018. Both in Q1 & Q2 we achieved a 98.7% customer satisfaction score, 3.7% above target. These figures have been independently verified by external bodies as part of our ongoing and regular audits for accreditation and compliance”.
WOP1	DCM223	Number of calls offered to the Customer Service Centre (CSC)	71,605.00		66,376.00	191,475.00	↓	Tia Corkish	Sept figure shown is the quarterly total. Monthly total is 58,118 We continue to track and monitor volumes to ensure we have the correct staffing in place in the relevant service areas. However, we do not have any targets against call volumes.
WOP1	DCM310	Percentage of telephone calls answered within the CSC	84.74%	85.00%	83.68%	85.92%	↑	Tia Corkish	The CSC is above target for Q2. This is mainly down to having a full establishment within the CSC teams.
WOP1	DCM584	Percentage of food establishments which are broadly compliant with food hygiene law	94.90%	90.00%	93.90%	94.10%	↓	Nick Carter	The high level of compliance reflects the efforts made to address non-compliant businesses. This figure is based on the assessment at the last inspection. There is no shelf life for this assessment so the ratings are not affected by the number of overdue inspections. The compliance rate for all premises including the Unrated is 82%, in line with the previous quarter
WOP1	DCM585	Percentage of programmed food interventions due that are carried out	54.00%	70.00%	25.20%	40.10%	↑	Nick Carter	40.1% of the visits due to the end of Q2 inclusive of the backlog were completed. As anticipated, Q2 progress slowed due to the holiday season for both inspectors and contractors as the number of new businesses registrations and reactive cases remains high. Early indications for Q3 are promising and we appear to be on schedule to clear the target of 70% of the backlog by the end of Q4
WOP1	DCM620	% channel shift achieved for Citizens Services overall	27.30%	30.00%	30.90%	31.90%	↑	Tia Corkish	Sept figure shown is the quarterly total. Monthly figure for Sept is 33.54% The channel migration score is calculated by comparing the number of transactions completed online against the number of inbound telephone calls, face 2 face visits and emails. We are only able to accurately report on the number of online transactions completed for our Local Tax, Benefits, Registrations, Repairs & Maintenance, Parking permits & Travelcard and Waste services. The channel migration score is only reflective of these services, rather than all of the services currently offered through Citizen Services. Citizen Services are actively promoting the BCC website but digital uptake is unlikely to increase unless there is further investment on the website and more services are brought online which will require significant investment from ICT.
WOP1	DCM624	Number of visits to CSP's	11,023	n/a	10,004	30,882	n/a	Tia Corkish	Figure shown is the quarterly total (July - Sept). Sept total is 9,896 Face to face footfall has been decreasing since we closed the satellite CSPs However, the handing times per transaction are increasing due to the Housing Reduction Act and Universal Credit rollouts. We continue to track and monitor volumes to ensure we have the correct staffing in place in the relevant service areas.
WOP1	DCM865	Number of visitors to all library sites	1,442,669	No target - monitor only	347,035	705,990	n/a	Kate Murray	The 18-19 Q2 figure (358955) is a 6.3% decrease on the 17-18 Q2 figure (383242). Q1 showed a 3.4% decrease from the previous year. We believe that the underlying decrease in visits is due to the reduced library opening hours, but the additional decrease seen in Q2 could be partly due to the good weather (people less likely to look for indoor activities over the summer). A clearer picture will emerge during the next quarter. We plan to survey our library members in the new year, which will give us a better picture of reasons for, and patterns of, usage, and we also plan to increase opening hours in some libraries to address these reductions in visitor numbers.
Communities - Generic									
WOP2	DCM154	Percentage of correspondence from MPs and Councillors answered within 7 working days	59.80%	90.00%	63.80%	60.60%	↓	None	(404/667)
Homes & Landlord Services									
EC3	BCP307	Number of disabled people enabled to live more independently through home adaptations	2,373	2,450	650	1,195	↓	Tom Gilchrist	Performance marginally behind target. Briefings with Adult Care and Support and the Better Lives Programme in August to increase the number of referrals coming through from Care Direct to hopefully increase referrals into the service and bring performance back on target.
FI1	BCP310	Increase the number of private sector dwellings returned into occupation	381	480	210	307	↑	Tom Gilchrist	There have been two large developments that completed in Q2 that brought back into use a large number of empty units resulting in a larger than normal increase during Q2. This is unlikely to be repeated in Q3 or Q4. it is therefore likely that the Q4 performance will be ahead of target.
EC2	BCP352b	Number of people sleeping rough on a single night in Bristol - BCC quarterly Count	66	60	83	82	↓	Paul Sylvester	Existing services are struggling to move people off the streets as quickly as they come onto the streets (currently up to 1,000 people are recorded as rough sleeping in Bristol each year). Additional services to reduce rough sleeping are being implemented which should reduce the level of people sleeping rough this winter.
EC2	BCP354	Increase number of homeless households helped by housing advice service to prevent homelessness	22.05	24	6.03	10.87	↓	Paul Sylvester	There was a drop in the number of Discretionary Housing Paymnets made during Quarter 2 compared with Quarter 1, which roughly correlates with the overall drop in preventions this quarter.
EC2	BCP356	Number of households who were in Temporary Accommodation for more than 6 months	287	260	261	261	↑	Paul Sylvester	Housing Options have focussed on moving "long stayers" out of temporary accommodation. Maintaining the level of direct offers from BCC Landlord Services and targetting households in TA has contributed to meeting this target in Q1 and Q2

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Management Comments
FI4	DCM368	Reduce the number of council homes that are non decent to less than 5%	n/a	5.00%	5.10%	4.99%	n/a	Gillian Durden	The decent homes calculation is based on due dates for a calendar year, we will be reducing the number due this year as works progress. We are now at the target figure and expect this to reduce more next quarter before rising in January
FI4	DCM370	% tenancies sustained beyond 12 months	97.20%	98.00%	96.00%	94.30%	↓	Be McCarroll, Martin Owen	A piece of work to identify reasons why some tenancies are not being sustained over twelve months is underway and should be completed before the end of December (Q3).
WOP1	DCM371	% repairs completed in one visit	87.00%	86.00%	86.00%	85.00%	↓	Zara Naylor	We have experience difficulty with recruitment and retention in the construction sector because of the buoyant local economy. In recent weeks we have recruited replacement staff and hope to see an improvement for Q3. Training for the new housing management system has also diverted resources from site which has had impact on this target.
WOP4	DCM372	Maximise the rent income to housing delivery (total debt outstanding)	£10,700,000	£10,200,000	£10,300,000	£10,120,000	↑	Be McCarroll, Martin Owen	Total Debt £10.12m. The removal of the rent free weeks has led to a flatter profile for current arrears thus reducing total debt outstanding from previous outturn. Opening up additional telephone lines within the service has also contributed to reducing total debt outstanding.
WOP1	DCM373	% of tenants who were satisfied with the way their ASB case was dealt with	49.70%	55.00%	44.60%	50.60%	↑	Be McCarroll, Martin Owen	An ASB Service review will commence in November 2018 to overhaul our Landlord ASB policy and procedure with a view to improving the customer experience and satisfaction.
WOP1	DCM374	To reduce average times for standard relets to 5 weeks by 2020	44 days	39 days	40 days	41 days	↑	Zara Naylor	We are trialling a different approach to working in voids in 3 areas of the city which is showing a reduction in average days. We expect to see an improvement on these figures for the 3rd quarter. We will also be carrying out an end to end lean process review within the next few months. (602 properties relet YTD. Average relet time for all properties, excluding time undergoing major works, 41 days. The end-end relet time for all properties is 99 days).
FI1	DCM375	Reduce the number of empty council properties to 250 by 2020 (true voids)	389	325	341	276	↑	Zara Naylor	Current number of voids is 276. This is the lowest number for a couple of years. There are a couple of factors for this. Acquired properties are being repaired as received for temporary accommodation and/or general need applicants and we have received less voids to repair this quarter.
WOP4	DCM376	To reduce loss of gross rental income through voids	£1,660,000	£1,700,000	£440,000	£840,000	↑	Be McCarroll, Martin Owen	On target. Various changes to service delivery within the lettings team including advertising properties earlier in the void cycle, greater performance monitoring across the team and closer working with stakeholders including Homelessness and Health and Housing is improving performance which can be seen in the reduction of void times
W2	DCM377a	Reduce number of properties with EPC rating of F to 0	n/a	0	5	3	n/a	Gillian Durden	This relates to 3 properties -1 in band G and 2 in band F, these properties are on our plans to action and we are engaging with the tenants
W2	DCM377b	Reduce the number of properties with an EPC rating of E	n/a	305	402	371	n/a	Gillian Durden	A reduction from 402 reported last quarter. we are targeting energy improvements to the least efficient homes, and reviewing the data on these properties.
EC4	DCM755	To reduce the number of households in temporary accommodation to 150 by 2020	517	450	523	534	↓	Paul Sylvester	Number of households in TA has increased from the last quarter despite Housing Options efforts to prevent homelessness. Additional interventions are being introduced with the aim of keeping people in the homes longer avoiding the need for TA.
EC4	DCM788	Number of families in B&B for longer than 6 weeks	1	0	0	0	↑	Paul Sylvester	No families have been in B&B accommodation for longer than 6 weeks, meeting target.
FI4	DCM780	Number of private homes where a serious hazard is resolved	384	350	85	158	↓	Tom Gilchrist	Performance is on target for Q2.
FI4	DCM783a	% of rented properties improved through discretionary property licensing	523	600	118	305	↑	Tom Gilchrist	With the additional resources recruited into the service over recent months, performance has improved considerably in the last quarter and is now ahead of target.
FI4	DCM783b	% of rented licensable Houses in Multiple Occupation improved through mandatory licensing	314	350	122	245	↑	Tom Gilchrist	Currently well above target as team have been inspecting properties prior to the introduction of the new mandatory licensing scheme on the 1st of October. Performance is likely to be reduced in Q3 and Q4 as a result of staff starting on a lot of new cases.
FI4	DCM784	Private rented properties improved	1,090	1,150	304	660	↑	Tom Gilchrist	By clearing a backlog of complaints and the additional resources recently recruited into the service, the Q2 target on the number of private rented properties improved, has been achieved.
WOP1	DCM785	Average number of days to resolve service requests in relation to Private Rented Sector properties	20 days	19 days	6 days	28 days	↓	Tom Gilchrist	During the previous quarter a considerable number of referrals have come into the service resulting in this target being missed, as a result of a large number of new staff arriving into the service, and having to be assessed and trained before commencing field work. This has training has taken resources away from operational delivery. We believe that the additional staff and improvements over the coming months will result in the annual target being met



## Communities EDM - 2nd Quarter Performance Progress Report (1 April '18 - 30 Sept '18) - [Annual Pls]

Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Management Comments
Commercialisation									
EC4	BCP312	Increase % respondents who volunteer or help out in their community at least 3 times a year (QoL)	66.00%	68.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
WC3	BCP313	Reduce % living in the most deprived areas who lack information to get involved in the community QoL	32.00%	30.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
Corp Plan KC ref	PI Code	Title	2017/18 outturn	2018/19 Target	Q1 Progress	Q2 Progress	Comparison over last 12 months	Responsible Manager	Management Comments
WC4	BCP315	Increase the percentage of people who feel they can influence local decisions (QoL)	25.50%	26.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
WC3	BCP323	Increase % of people who see friends and family as much as they want to (QoL)	80.10%	81.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
FI4	BCP324	Increase the percentage of people who feel they belong to their neighbourhood (QoL)	59.70%	61.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
FI4	BCP326	Increase the percentage of people in the most deprived areas who are satisfied with their local area	55.90%	57.00%	n/a	n/a	n/a	Penny Germon	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
W2	BCP333	Increase the percentage of residents visiting a park or open space at least once a week (QoL)	55.70%	57%	n/a	n/a	n/a	Richard Fletcher	Traditionally frequency of visits follows the trend in satisfaction with quality but the previous results did not follow this trend making predictions difficult. The high temperatures and sustained good weather this year should serve to increase visitor numbers
W3	BCP334	Reduce the percentage of the population living in Fuel Poverty	12.90%	12.90%	n/a	10.80%	↑	David White	Based on the LIHC definition, there are an estimated 20,709 fuel poor households in Bristol, which is 10.8% of all households. This is higher than the rest of South West where 10.2% are fuel poor, but lower than England overall, where 11.1% are fuel poor.
W2	BCP540	Reduce percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	80.00%	70.00%	n/a	n/a	n/a	James Perkins	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019. Cleanliness surveys are being carried out in Q3 to establish realistic and current benchmark to assist future measurement
W2	DCM014	Percentage of residents satisfied with parks and open spaces (QoL)	71.00%	75.00%	n/a	n/a	n/a	Richard Fletcher	In terms of ongoing actions to increase satisfaction, more resources have gone into waste and cleanliness this summer than in any previous year. There will be a further increase in waste collected through 2018 than in previous years. A further measure to mitigate impact has been to pay BWC to operate in Castle Park – the site with most issues due to a very high level of use over a wide diurnal range and the behaviour of users. Further negotiations with BWC have started on expanding its role across other sites. The weather has generally been very good this year which has increased visitor numbers and helped the horticultural work programme. This may impact positively on satisfaction when measured. Major events in parks have increased in number which may also have a positive impact. An increased programme of repair works from core budgets is being delivered this year though this may not translate to increased satisfaction. Parks have experienced higher levels of vandalism, crime and ASB this year than in the previous two years. Observation. Affected sites are St James Park, Blaise Estate, Oldbury Court Estate, Castle Park and St George Park.
W2	DCM545	Increase the percentage of people who are satisfied with the weekly recycling service (QoL)	70.00%	85.00%	n/a	n/a	n/a	James Perkins	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019.
W2	DCM546	Increase % of people who are satisfied with the fortnightly general household waste service (QoL)	69.00%	85.00%	n/a	n/a	n/a	James Perkins	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019.
Homes & Landlord Services									
EC4	BCP305	Increase percentage of local authority tenants satisfied with landlord services		77.00%	n/a	n/a	n/a	Julian Higson	Results not available until Q4
EC2	BCP352a	Reduce the number of people sleeping rough on a single night in Bristol - Annual Count	86	75	n/a	n/a	n/a	Paul Sylvester	The Social Impact Bond, No First Night Out and Controlling Migration Projects are established to help people off the streets. 23 beds have been provided through temporary use of BCC buildings. There is a 20 bed commissioned assessment centre alongside coordinated links to three volunteer run shelters. High demand for supported accommodation and difficulty moving people on into the social and private sectors means that people wait over three months to move into supported accommodation. We hope the MHCLG funding to reduce rough sleeping and assist in move on will have an impact this coming winter.
EC4	DCM411	Total Recorded Crime per 1,000 population	116.8		n/a	n/a	n/a	Stuart Pattison	
EC4	DCM413	Reduce the total number of Anti Social Behaviour incidents	14,986		n/a	n/a	n/a	Stuart Pattison	
EC4	DCM417	Reduce % living in the most deprived areas who feel 'fear of crime affects my day to day life'(QoL)	25.00%	26.00%	n/a	n/a	n/a	Stuart Pattison	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
Communities Services									
WOP1	DCM849a	Increase % satisfied with the Library service (QoL) - library members	71.00%	75.00%	n/a	n/a	n/a	Kate Murray	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019
WOP1	DCM849b	Increase % satisfied with the Library service (QoL) - non-library members	34.00%	35.00%	n/a	n/a	n/a	Kate Murray	The Quality of Life (QoL) survey will run in Autumn 2018. Headline results will be available in February 2019 followed by a full set of results in March 2019

Progress Key

Well Above Target
Above Target
On Target
Below Target
Well Below Target

Improvement Key

↑	Direction of travel <b>IMPROVED</b> compared to same period in the previous year
=	<b>SAME</b> as previous same period in the previous year
↓	Direction of travel <b>WORSENE</b> D compared to same period in the previous year

Corporate Strategy - Key Commitments

Empowering & Caring	
EC1	Give our children the best start in life by protecting and developing children’s centre services, being great corporate parents and protecting children from exploitation or harm.
EC2	Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a ‘second night out’.
EC3	Provide ‘help to help yourself’ and ‘help when you need it’ through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.
EC4	Prioritise community development and enable people to support their community.
Fair & Inclusive	
FI1	Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.
FI2	Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.
FI3	Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.
FI4	Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.
Wellbeing	
W1	Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.
W2	Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.
W3	Tackle food and fuel poverty.
W4	Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.
Well-Connected	
WC1	Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.
WC2	Make progress towards being the UK’s best digitally connected city.
WC3	Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.
WC4	Work with cultural partners to involve citizens in the ‘Bristol’ story, giving everyone in the city a stake in our long-term strategies and sense of connection.
Workplace Organisational Priorities	
WOP1	Redesign the council to work effectively as a smaller organisation.
WOP2	Equip our colleagues to be as productive and efficient as possible.
WOP3	Make sure we have an inclusive, high-performing, healthy and motivated workforce.
WOP4	Be responsible financial managers and explore new commercial ideas.

# Communities Scrutiny Commission

Date 14<sup>th</sup> January 2019



**Report of:** Colin Molton, Executive Director of Growth & Regeneration

**Title:** Local Community Infrastructure Levy (CIL) & devolved S106 Area Committee arrangements

**Ward:** City wide

**Officer Presenting Report:** Keith Houghton, Community Resource Manager

**Contact Telephone Number:** 0117 922 2135

## Recommendation

That Communities Scrutiny Commission consider the results of the review of the first year of operation of the Area Committee local Community Infrastructure Levy (CIL) and Section 106 (S106) decision-making process 2018 and comment on the improvements which are being delivered in the 2019 process set out in the report and the appendices .



## 1. Summary

The 2018 Area Committee local CIL and S106 decision-making process was developed and delivered to carry through the resolution approved by Full Council on 20<sup>th</sup> March 2018. It has delivered its first year of decisions through Area Committees. This report describes the results, the learning from this first year and the proposed improvements to the process for 2019.

## 2. Context

- i. 6 Area Committees were created at the Full Council 20th March 2018. Their purpose is to take decisions over spend of the local element of CIL (15% of the total CIL allocation) and devolved S106 where there is a decision to be made about what and or where the s106 is spent.
- ii. The committees will meet once a year with the option of an additional meeting where required and will be supported by Democratic Services.
- iii. The 2018 decision-making process was delivered in 3 Stages between February – November 2018, resulting in £1,831,162 of funds being approved by Area Committees to deliver 45 projects, using both local CIL and S106 monies
- iv. A review of the 2018 process was started in late September, involving Chairs of the 6 Area Committees and an online survey
- v. The results have been used to shape an improved timeline and process for 2019 to reflect the suggestions and views emerging from the review.
- vi. A report of the learning review will be available on the council website in January 2019.
- vii. Area Committee Terms of reference and guidance about the process is available on the BCC website.  
[\[https://www.bristol.gov.uk/documents/20182/32767/CIL+and+S106+funding+guidance/2eb385d6-c933-7f0d-6d59-dcb7b8e6f2a2\]](https://www.bristol.gov.uk/documents/20182/32767/CIL+and+S106+funding+guidance/2eb385d6-c933-7f0d-6d59-dcb7b8e6f2a2)
- viii. The Strategic element of CIL (85%) is to be applied to infrastructure schemes that support the growth identified in the Local Plan. This could be items such as a new school, major highway works, a new railway station etc. The purpose of these allocations is that they help to deliver major infrastructure that either unlocks or supports the delivery of strategic growth in Bristol.
- ix. Government guidance on the Strategic element of CIL states as follows:  
  
*Local authorities must spend the levy on infrastructure needed to support the development of their area, and they will decide what infrastructure is needed.*



*This flexibility gives local areas the opportunity to choose what infrastructure they need to deliver their relevant Plan (the Local Plan in England, Local Development Plan in Wales, and the London Plan in London). Charging authorities may not use the levy to fund affordable housing.*

The Senior Responsible Officer in respect of the spending of the strategic component of CIL is Zoe Willcox (Director of Development). Potential allocations are initially considered by the Growth & Regeneration Board, before being taken to Cabinet for a formal decision to allocate funding to a specific project.

Cabinet decisions taken in respect of the Strategic element of CIL are contained in the table below. It is anticipated that further decisions will be taken in 2019, as funding is now available for new allocations.

Cabinet Decision	Scheme to be Funded	CIL Allocation	Date funding drawn down
<b>1 September 2011</b>	Ashton Vale to Temple Meads Metrobus Scheme	£5,000,000	February 2016
<b>26 April 2012</b>	Gainsborough Square Environmental Improvements	£750,000	March 2016
<b>1 March 2016</b>	Infrastructure to support Arena (now Temple) Island	£8,000,000	Funding available but not yet drawn down

All CIL allocations and spend are reported in CIL Annual Reports. These are required by the CIL Regulations and can be found at the following link:

<https://www.bristol.gov.uk/planning-and-building-regulations/community-infrastructure-levy-money>

### 3. Policy

The delivery of the Area Committee CIL & S106 decision-making process enables ward members working with local communities to invest in local infrastructure and deliver key priorities such as;

- Inclusive growth
- Community building /empowering local communities and VCSE organisations
- Access to good quality parks and green spaces
- Access to opportunity

### 4. Consultation

#### a)Internal

- Area Committee chairs and ward members
- Head of Parks and Green Spaces
- Head of Local & Sustainable Transport

**b)External**

- Residents on the Neighbourhoods & Communities mailing list
- VCSE groups participating in 2018 Area Committee process
- VCSE groups funded through Bristol Impact Fund

**5. Public Sector Equality Duties**

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 5b) All Stage 2 Full Proposals were required to produce an Equalities Impact Statement to identify how their project will deliver benefit to relevant equality communities or mitigate negative impacts. These were shared with Area Committees and were considered as part of their deliberations in allocating CIL and S106 to projects
- 5c) All projects in addition were required as a condition of funding to identify any relevant improvements to access for disabled people they would deliver. This has produced a suite of projects which all deliver identified improvements in neighbourhoods around disabled access and



which will be monitored on their delivery and reported back to Area Committees

**Appendices:**

Appendix 1: Local Community Infrastructure Levy & devolved S106 (update and review of the new Area Committee arrangements) Powerpoint presentation

Appendix 2: Timetable for Area Committee CIL/S106 decision-making 2019

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

- Area Committees and Community Infrastructure Levy/Section 106 2018: Feedback survey
- AC, CIL & S106 issues for improvement of 2019 process
- 2018 Proposals Tracking Sheet

# Local Community Infrastructure Levy (CIL) & devolved S106 Area Committee arrangements



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**Penny Germon, Neighbourhoods & Communities  
Service Manager**

**Keith Houghton, Community Resources Manager**



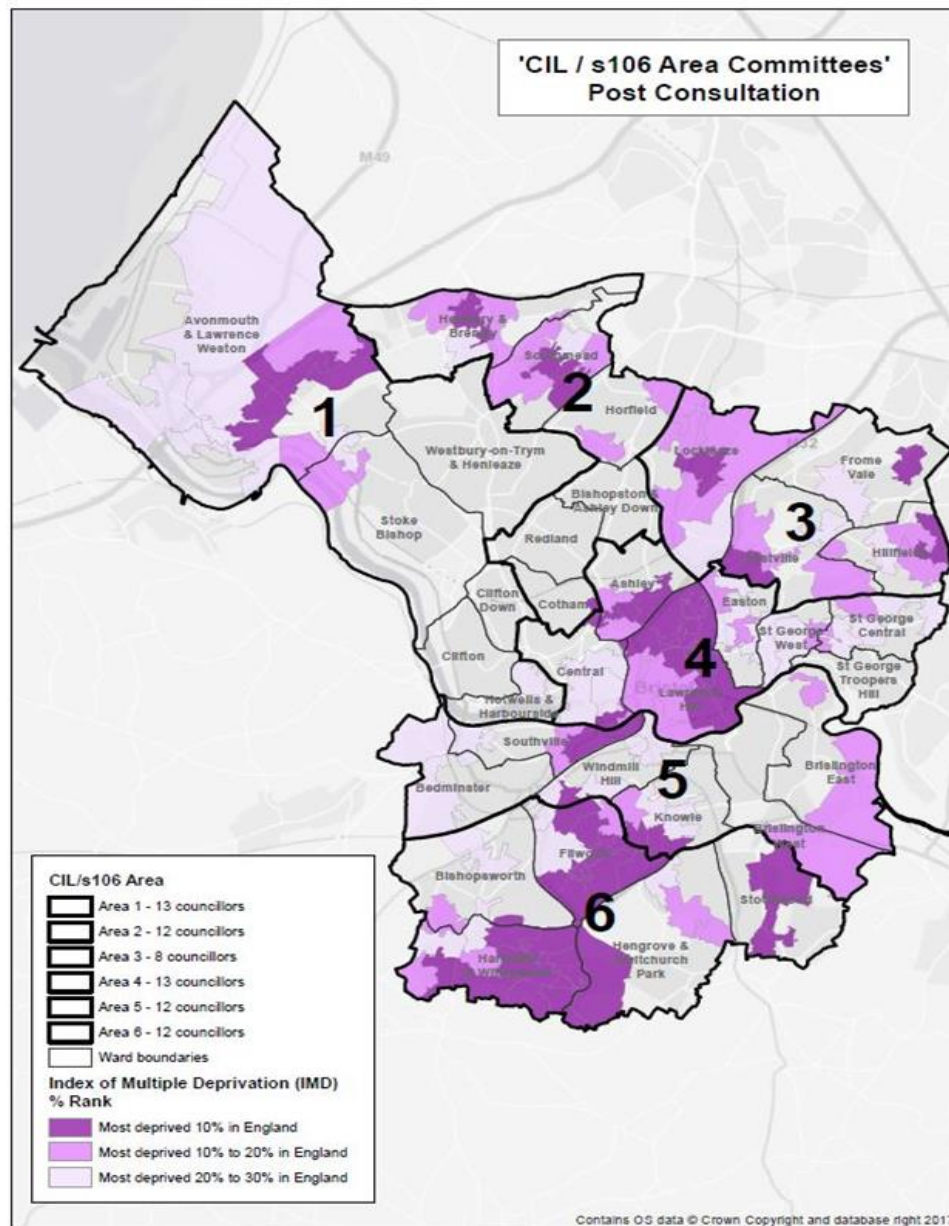
# Presentation will cover

- Overview of Area Committees for local CIL & devolved s106 and 2018 process
- Results from 2018 process
- Review & Key findings
- 2019 process & key changes
- Feedback

# Background

- 6 Area Committees established 20th March 2018
- Purpose: to decide spend of
  - local element of CIL
  - devolved S106 where there is a decision to be made about what and or where the s106 is spent.
- Membership – ward councillors
- Meet once a year, supported by Democratic Services.

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# Area Committee Process – 2018

## Stage 1

- **Feb – April** - community prioritisation of issues/projects
- **May** - Informal Area Committee meeting identifies projects for full proposal

## Stage 2

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**June - October** development of Full Proposals, technical assessment, AC Committee decision-making meetings

## Stage 3

- **Nov /Dec** Funding agreements & release funding

# 2018 Results

**45 projects**

between 6-9 per area

**Committed funds**

**£1,831,162**

CIL £1,318,558;

S106: £512,605

**Project values** £1,974 to  
£200,000.

**Infrastructure  
improvements**

Parks 21;

Community facilities 12

Tree replacements 7

Highways/transport: 4;

School facilities: 1

# Example projects:

## **Stapleton Rd Station - gateway improvements**

**AC4: £200,000** of CIL

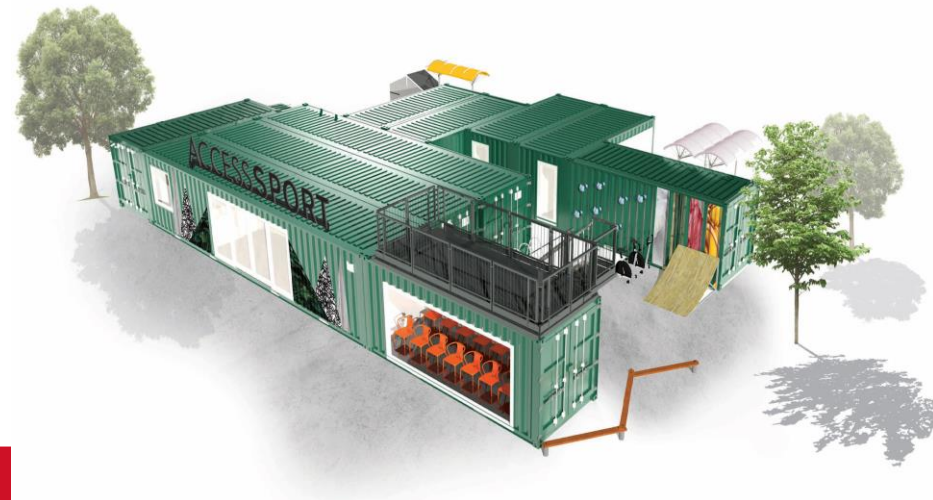
- Currently under-used due to the lack of accessibility and the fact that it feels unsafe and has poor lighting
- Will deliver: Improved access; Making the station feel safer and cleaner; Creating a welcoming gateway to the district, promoting wellbeing
- Bring increased footfall to benefit the BS5 economy



# Henacre BMX Modular/container building

- AC1: £105,000 of CIL
- £52,500 of general CIL;  
£52,500 of Lawrence Weston  
Neighbourhood  
Development CIL
- Will deliver: accessible  
kitchen, toilets and BMX  
workshop
- Supporting young people in  
Lawrence Weston, and rest  
of Bristol

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# Brislington Green Trail

## AC5: £28,100 of CIL

- Increasing population, housing and traffic
- 7 groups working together to deliver: a Green Trail with notice boards, planters, community gardens with food growing
- a friendlier, more accessible, greener, cleaner and more pleasant ward(s) with people walking more and interacting in their local community more.

# Equality Impact

All Full Proposals required:

- **Equality Impact Assessments** to identify how they will benefit equality communities
- identify how they deliver **access improvements** for disabled people.

All projects have made a clear contribution to improved disabled access as a result.

# Review of the 2018 AC process

- 3 meetings of Area Committee Chairs, Parks & Transport management
- Online survey 30<sup>th</sup> Oct – 23<sup>rd</sup> Nov  
164 people responded

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# Key Findings

- **The broad 3 stage** approach makes sense
- **Timescale:** was 'about right' or too short
- **BCC officer support:** more support from BCC officers
- **Community engagement:** more effective engagement needed at stage 1 (community input)
- **Publicity & Information:** more publicity about the process, clearer information about timescales, deadlines
- **CIL/S106 information:** clearer information about how much CIL/S106 is available and how CIL can be used.

# Other suggestions

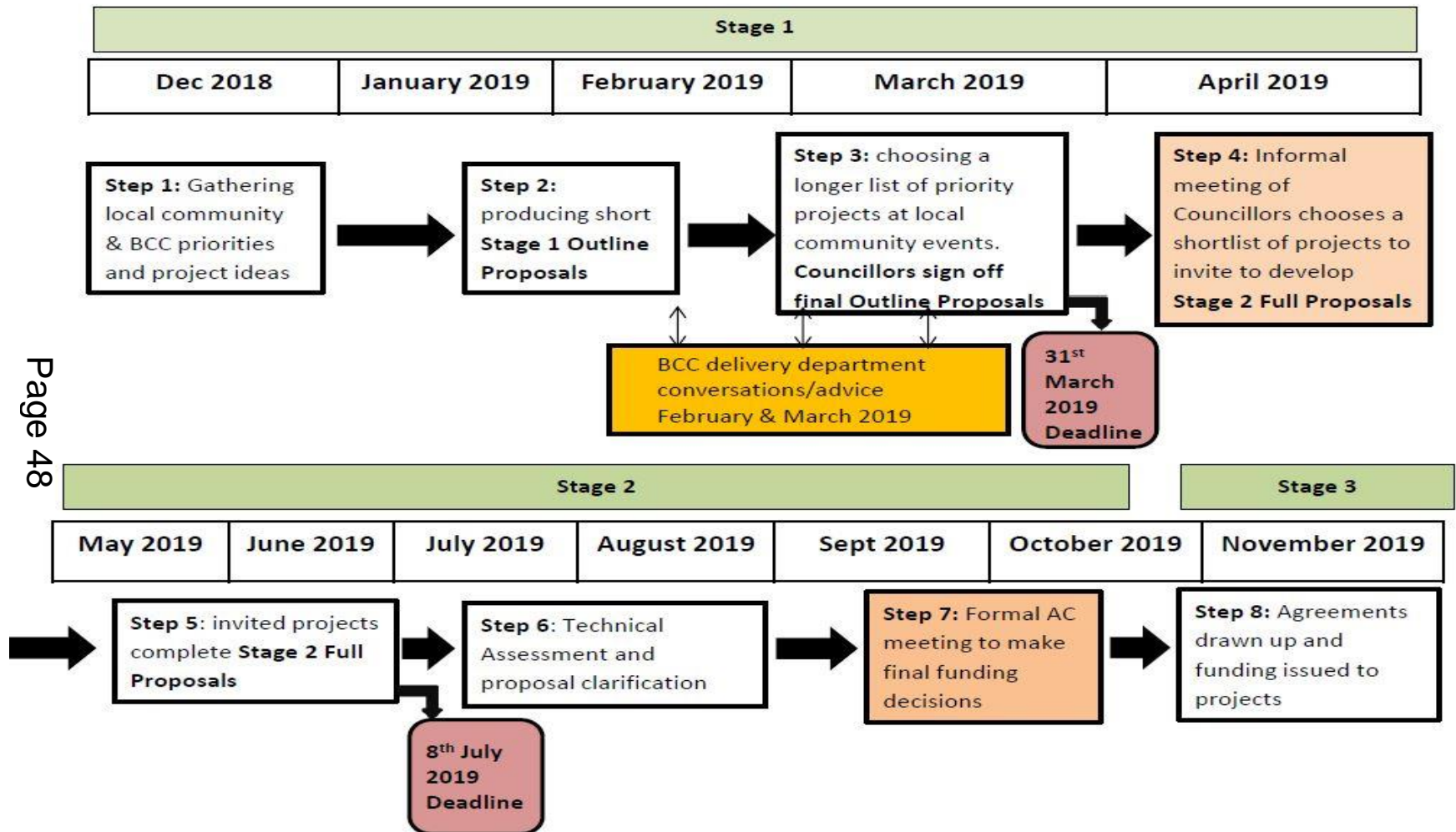
- Inform unsuccessful outline proposers at end of Stage 1
- Briefing for councillors on devolved S106
- A new way of councillors and public logging highways 'repairs needed'
- List of previously agreed highway schemes
- Different processes for different levels of funding requested

# Key changes to 2019 process

- **Timescale:** longer – more community involvement time (stage 1) and developing Full Proposals (stage 2)
- **BCC support:** Surgeries with councillors in Feb/March
- **Community Engagement:** more time
- **Improved publicity and information:**
  - BCC -** publish time line / website / citywide e-bulletin
  - Ward Cllrs**
  - Community space**
- **Share review findings** with community spaces/networks
- **Up to date Information about CIL/S106 funds**
- **Review and improve online guidance**

# 2019 process - key changes

Timetable for Area Committee CIL/S106 decision-making 2019





# Feedback and suggestions

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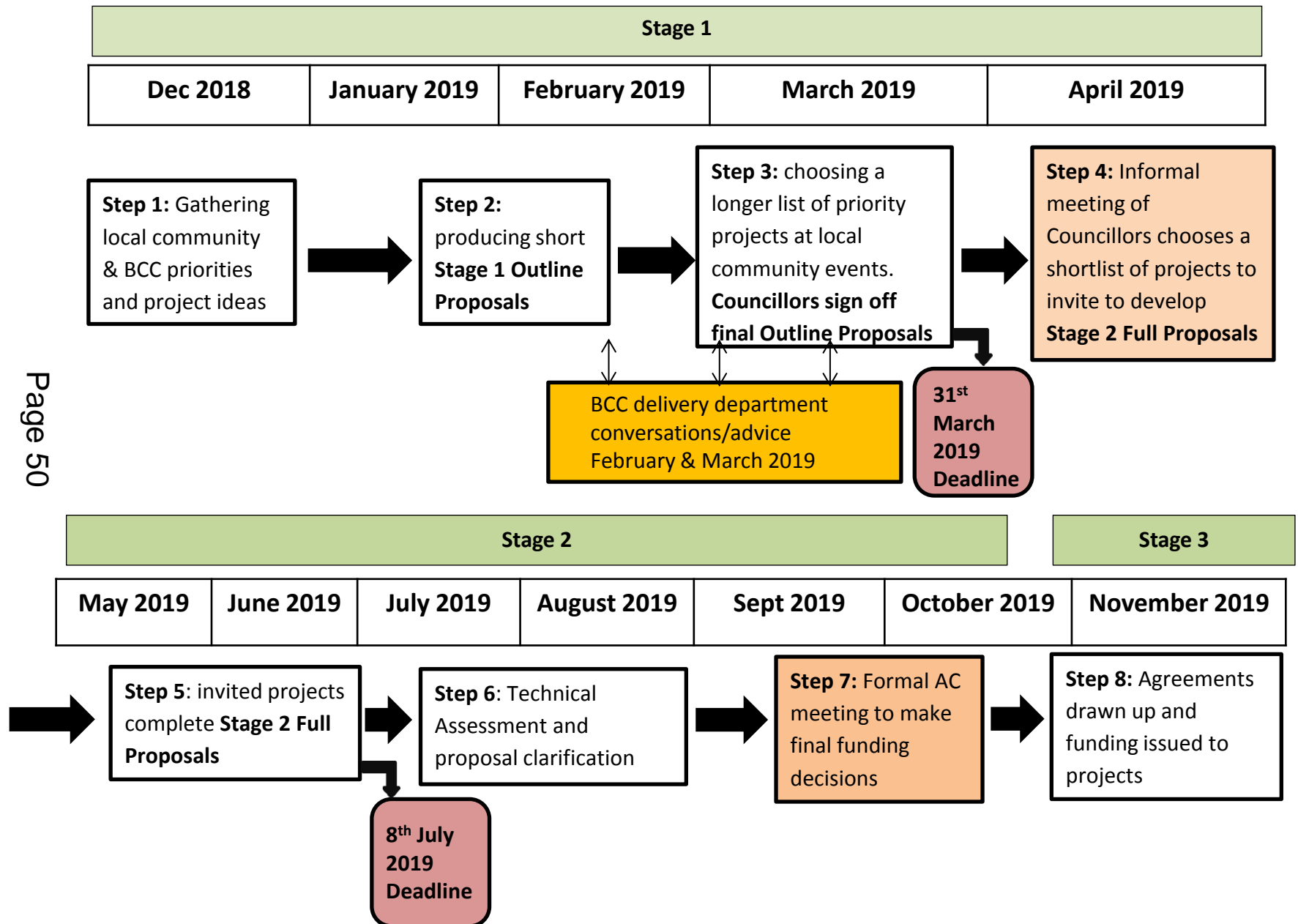
**Growth & Regeneration**

Neighbourhoods & Communities

Slide 16



## Timetable for Area Committee CIL/S106 decision-making 2019



# Communities Scrutiny Commission

14<sup>th</sup> January 2019

## Community Toilets Scheme update



**Report of:** Colin Molton, Executive Director of Growth & Regeneration

**Title:** Community Toilets Scheme

**Ward:** **City wide**

**Officer Presenting:** Penny Germon, Neighbourhoods & Communities Service Manager

**Contact Number:** 0117 9224284

### Recommendation

To consider the update on the Community Toilets Scheme.



## 1. Summary

## 2. Context

- i. On 28th February 2017 full council agreed to reduce the budget for 2017-18 by £40K to £461,488 in 2017/18 and noted an additional £400K saving in 2018/19 on going.
- ii. Access to publicly available toilets is important for Bristol residents and visitors to the city. The existing council run sites were considered not fit for purpose and did not present value for money. It was therefore agreed that BCC invests in a business/community scheme.
- iii. The Cabinet report setting out the proposals can be found [here](#)
- iv. Progress in developing the scheme is set out in the attached presentation.

## 3. Policy

The corporate strategy makes clear that, for Bristol to continue to thrive in the face of significant financial challenge, there needs to be a new collaboration between the city council, voluntary and community sectors, business and the people of Bristol.

## 4. Public Sector Equality Duties

- 4a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
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    - encourage persons who share a protected characteristic to participate in public life or in

any other activity in which participation by such persons is disproportionately low.

- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
  - tackle prejudice; and
  - promote understanding.

- 4b) The Equalities Impact Assessment considered as part of the Cabinet Report highlighted the need to pay particular attention to provision of a) wheelchair accessible toilets b ) available toilets across the city and provision for homeless people. Progress in these areas is addressed in the presentation.

**Appendices:**

Slide pack

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None.

# Community Toilets Scheme

Penny Germon, Neighbourhoods &  
Communities Service Manager

Lindsay Hay, Neighbourhood Services  
Manager



# Presentation Contents

- ❑ Background
- ❑ Community Toilet Scheme
  - current provision
  - availability of information
- ❑ Changes in business rates
- ❑ Next steps

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# Background

- ❑ Dec 2017 Cabinet decision to close 18 public toilets located on the street and introduce a Business/Community Toilet Scheme. Saving £440K annually
- ❑ 4 toilets transferred to Downs Committee to manage
- ❑ Remaining toilets decommissioned
- ❑ Community Toilets Scheme (CTS) launched Dec 2017
- ❑ Target - double existing provision (36- 50 toilets open to the public for free)

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# Background

Main issues highlighted from **consultation** about toilet closure:

- ❑ **Availability of public toilets on the Downs** - 4 toilets have been transferred to the Downs Committee to manage
- ❑ **Provision for homeless people**- CTS members commit to non discriminatory admission including those sleeping rough. CTS facilities are listed on the Homelessness Connect website  
<https://bristolhomelessnessconnect.com>
- ❑ **Provision of properly accessible toilets across the city** -new provision exceeds the old in most areas of the city 80% are accessible.

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# What is the Community Toilets Scheme (CTS)?

- ❑ Participants sign up to set of standards
- ❑ Free to non customers and offered without discrimination.
- ❑ 75 toilets have been inspected .
- ❑ Full details on [website map](#)
- ❑ Signage displayed
- ❑ Participants offer facilities for free.
- ❑ Cleaning products available from British Toilet Assoc. scheme

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# Current provision of CTS

- ❑ **85** signed up community toilets (50 are businesses , medical centre or community organisations)
- ❑ **84%** are accessible
- ❑ **14 pending**

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# Available information about CTS toilets

## BCC website

[public toilets map](#)

**Legible City-** city centre paper map  
CTS in Autumn edition

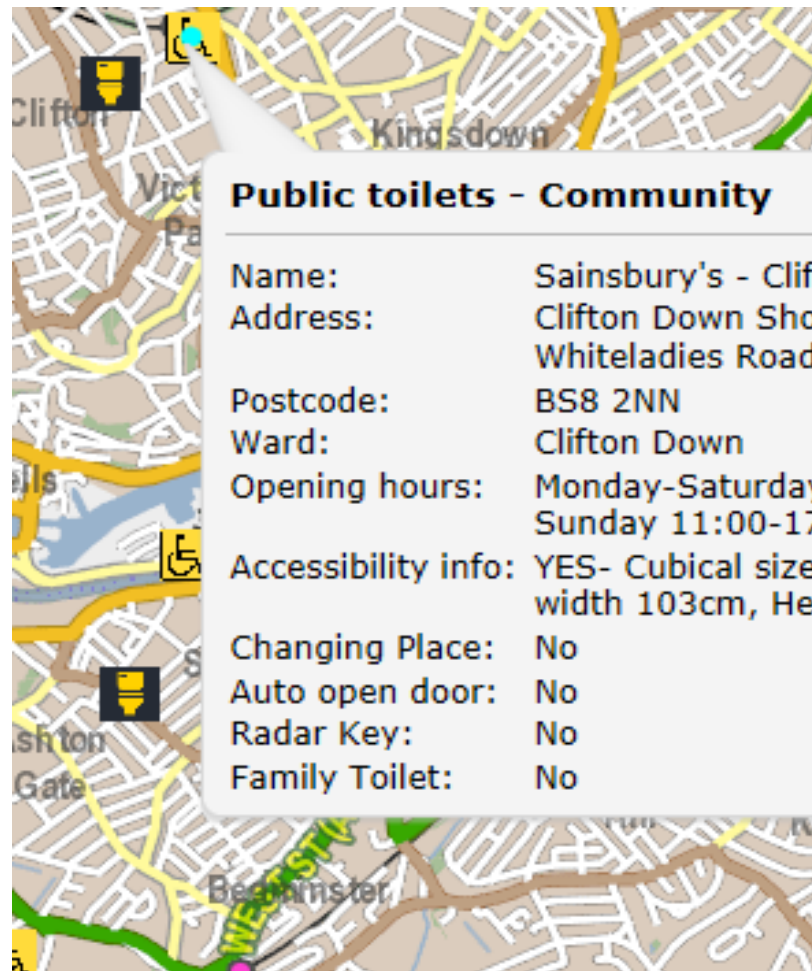
**Great British toilet map-** auto  
updated with new venues. Smart  
phone app. available

**Bristol Ageing Better** paper map

## Open data

<https://opendata.bristol.gov.uk/explore/dataset/public-toilets/information/>

Homeless Connect website –  
<https://bristolhomelessconnect.com>



# Business rates changes

- Nov budget- business rate relief for public toilets for which government would compensate local authorities
- Applies to standalone toilets whether publically or privately owned.
- If all public toilets that the council are responsible for were reopened this year the rates bill for BCC would be £25,670



# Next Steps

- Continue to work with partners to sustain the provision of accessible toilets across the city.
- Recruit new 'recruiters' in the community
- Goal - 100 participants across the city
- Ensure information about public toilets is accurate and easily available to all

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# Questions & Feedback

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**Communities**

Neighbourhoods & Communities

Slide 10



# Communities Scrutiny Commission

Date 14<sup>th</sup> January 2019



**Report of:** Mike Jackson, Executive Director of Resources

**Title:** Customer Services Review

**Ward:** City wide

**Officer Presenting Report:** Rizwan Tariq / Penny Fell

**Contact Telephone Number:** 0117 35 25450

## Recommendation

– None, information paper.





## 1. Summary

An overview of the contact volume dealt within Citizen Service has been provided.

## 2. Context

This Report sets out, as requested at the Communities Scrutiny Commission (CSC) planning meeting held on 27 November 2018, information on the further progress of the development, implementation and evaluation of the council's approach to effectively managing citizens' contact with council services, as well as the ability of Citizens Services to analyse the levels and types of contact made in order to drive continuous improvement.

## 3. Policy

*Not applicable*

## 4. Consultation

### a) Internal

*Not applicable*

### b) External

*Not applicable*

## 5. Public Sector Equality Duties

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
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- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
  - tackle prejudice; and
  - promote understanding.

5b)

**Appendices:**

**1. Citizen Services Scrutiny Report - January 2019**

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

*None*



Communities Scrutiny Commission

# Citizen Services

Customer Services Review Report - Appendix 1  
14<sup>th</sup> January 2019

**Rizwan Tariq**  
Head of Citizen Services



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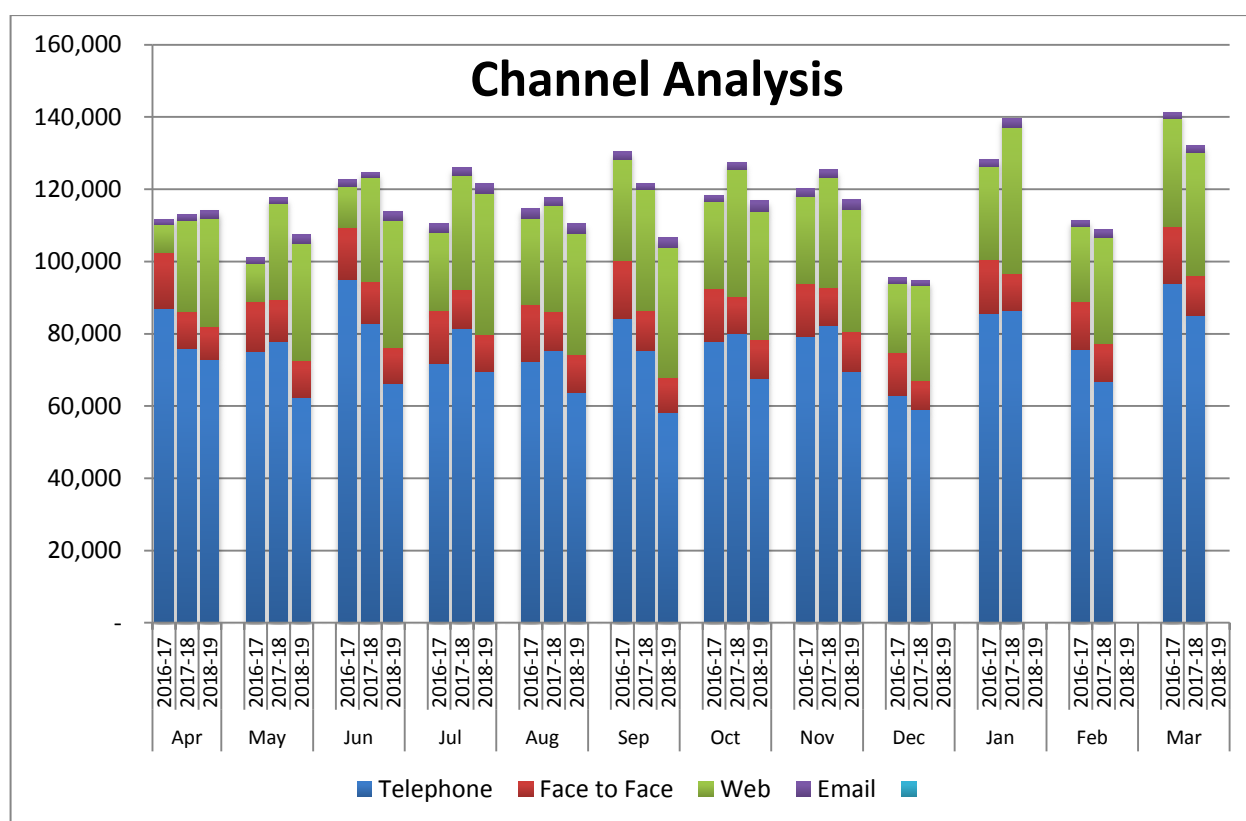
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## 1.0 Summary

This Report sets out, as requested at the Communities Scrutiny Commission (CSC) planning meeting held on 27 November 2018, information on the further progress of the development, implementation and evaluation of the council's approach to effectively managing citizens' contact with council services, as well as the ability of Citizens Services to analyse the levels and types of contact made in order to drive continuous improvement.

## 2.0 Channel Analysis

Citizen Services has the ability to measure data across a number of channels. The volumes across all channels are as follows:



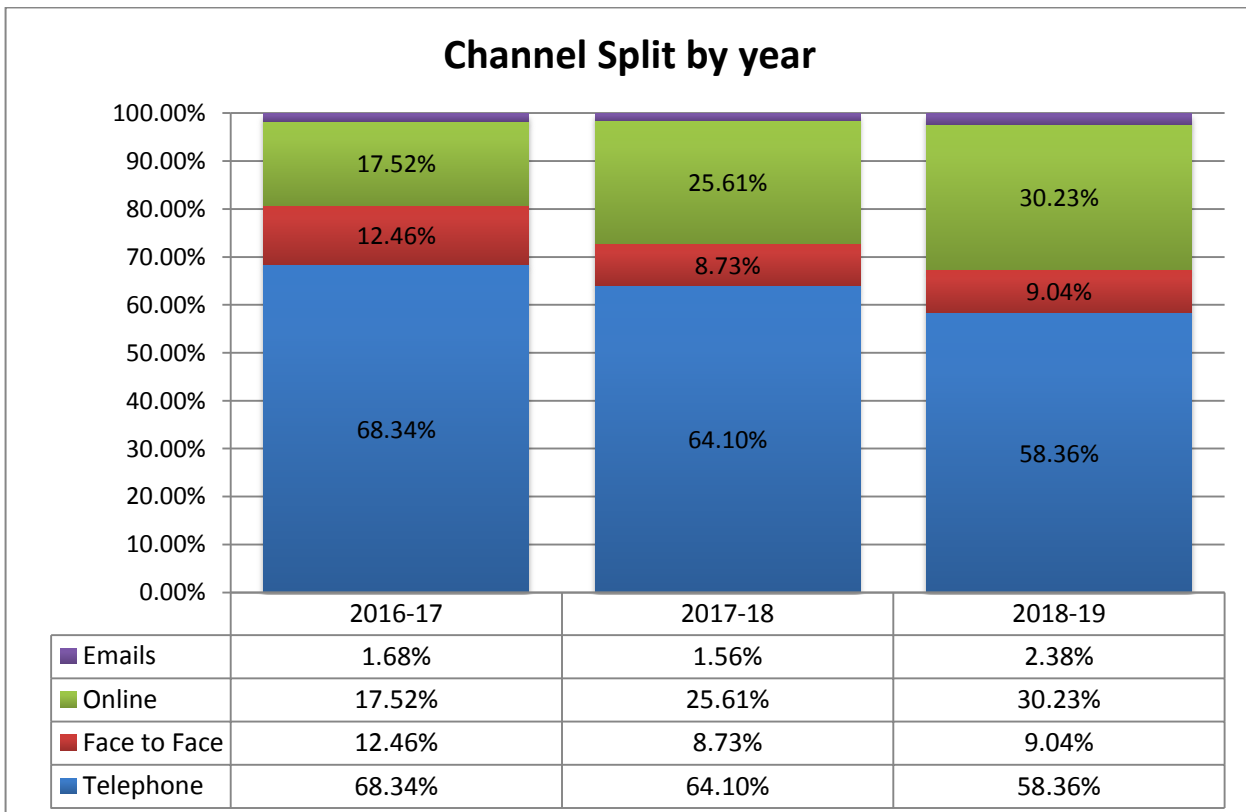
The detailed channel breakdown by year can be seen below:

2018-19	Channel	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
	Calls Offered	62,950	59,885	66,376	69,464	63,893	58,118	67,520	69,629					517,835
	Auto telephony	9,799	2,402	-	-	-	-	-	-	-				12,201
	CSP Footfall	9,180	10,404	9,844	10,470	10,516	9,896	10,892	10,892					82,094
	Online - integrated	23,831	25,469	28,673	32,115	27,321	28,554	27,429	26,039					219,431
	Online - non-integrated	6,183	6,819	6,459	6,691	6,040	7,195	7,948	7,779					55,114
	Emails	2,167	2,452	2,454	2,878	2,883	2,835	3,082	2,858					21,609
		114,110	107,431	113,806	121,618	110,653	106,598	116,871	117,197	-	-	-	-	908,284
	Channel	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
	Calls Offered	55.17%	55.74%	58.32%	57.12%	57.74%	54.52%	57.77%	59.41%					57.01%

2017 -18	Channel	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
	Calls Offered	59,569	65,258	69,037	68,538	64,197	65,512	70,217	69,500	51,021	75,329	57,844	71,605	787,627
	Auto telephony	16,370	12,648	13,793	12,845	11,145	9,979	9,827	12,934	8,114	11,033	8,918	13,534	141,140
	CSP Footfall	10,182	11,595	11,638	10,809	10,702	11,037	10,309	10,395	7,894	10,395	10,524	11,023	126,503
	Online - integrated	18,637	19,609	21,823	23,243	22,131	23,345	23,899	22,515	21,149	32,727	22,265	25,844	277,187
	Online - non-integrated	6,630	6,977	6,991	8,449	7,295	10,114	11,231	7,974	5,157	7,541	7,221	8,235	93,815
	Emails	1,682	1,566	1,452	2,134	2,144	1,611	2,062	2,039	1,379	2,572	2,054	1,949	22,644
		113,070	117,653	124,734	126,018	117,614	121,598	127,545	125,357	94,714	139,597	108,826	132,190	1,448,916
	Channel	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
	Calls Offered	52.68%	55.47%	55.35%	54.39%	54.58%	53.88%	55.05%	55.44%	53.87%	53.96%	53.15%	54.17%	54.36%
	Auto telephony	14.48%	10.75%	11.06%	10.19%	9.48%	8.21%	7.70%	10.32%	8.57%	7.90%	8.19%	10.24%	9.74%
	CSP Footfall	9.01%	9.86%	9.33%	8.58%	9.10%	9.08%	8.08%	8.29%	8.33%	7.45%	9.67%	8.34%	8.73%
	Online - integrated	16.48%	16.67%	17.50%	18.44%	18.82%	19.20%	18.74%	17.96%	22.33%	23.44%	20.46%	19.55%	19.13%
	Online - non-integrated	5.86%	5.93%	5.60%	6.70%	6.20%	8.32%	8.81%	6.36%	5.44%	5.40%	6.64%	6.23%	6.47%
	Emails	1.49%	1.33%	1.16%	1.69%	1.82%	1.32%	1.62%	1.63%	1.46%	1.84%	1.89%	1.47%	1.56%

2016 -17	Channel	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
	Calls Offered	61,228	56,840	72,799	53,720	58,988	62,609	60,118	62,961	50,537	72,168	65,065	77,626	754,659
	Auto telephony	25,808	18,123	22,203	17,988	13,455	21,646	17,836	16,314	12,455	13,516	10,667	16,277	206,288
	CSP Footfall	15,454	13,862	14,546	14,620	15,728	16,108	14,576	14,767	11,728	14,874	13,111	15,817	175,191
	Online - integrated	5,893	8,881	9,640	14,026	16,686	17,733	15,480	16,461	12,787	17,972	14,062	19,103	168,724
	Online - non-integrated	1,785	1,741	1,701	7,701	7,120	10,012	8,489	7,417	6,372	7,725	6,849	10,738	77,650
	Emails	1,367	1,724	1,847	2,466	2,793	2,327	1,886	2,405	1,654	1,857	1,600	1,629	23,555
		111,535	101,171	122,736	110,521	114,770	130,435	118,385	120,325	95,533	128,112	111,354	141,190	1,406,067
	Channel	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
	Calls Offered	54.90%	56.18%	59.31%	48.61%	51.40%	48.00%	50.78%	52.33%	52.90%	56.33%	58.43%	54.98%	53.67%
	Auto telephony	23.14%	17.91%	18.09%	16.28%	11.72%	16.60%	15.07%	13.56%	13.04%	10.55%	9.58%	11.53%	14.67%
	CSP Footfall	13.86%	13.70%	11.85%	13.23%	13.70%	12.35%	12.31%	12.27%	12.28%	11.61%	11.77%	11.20%	12.46%
	Online - integrated	5.28%	8.78%	7.85%	12.69%	14.54%	13.60%	13.08%	13.68%	13.38%	14.03%	12.63%	13.53%	12.00%
	Online - non-integrated	1.60%	1.72%	1.39%	6.97%	6.20%	7.68%	7.17%	6.16%	6.67%	6.03%	6.15%	7.61%	5.52%
	Emails	1.23%	1.70%	1.50%	2.23%	2.43%	1.78%	1.59%	2.00%	1.73%	1.45%	1.44%	1.15%	1.68%

Telephone is still the most popular method of contact, online transactions have been increasing over the past 3 years are now the second most popular method of contact. The charts below show a comparison of channel split by year.

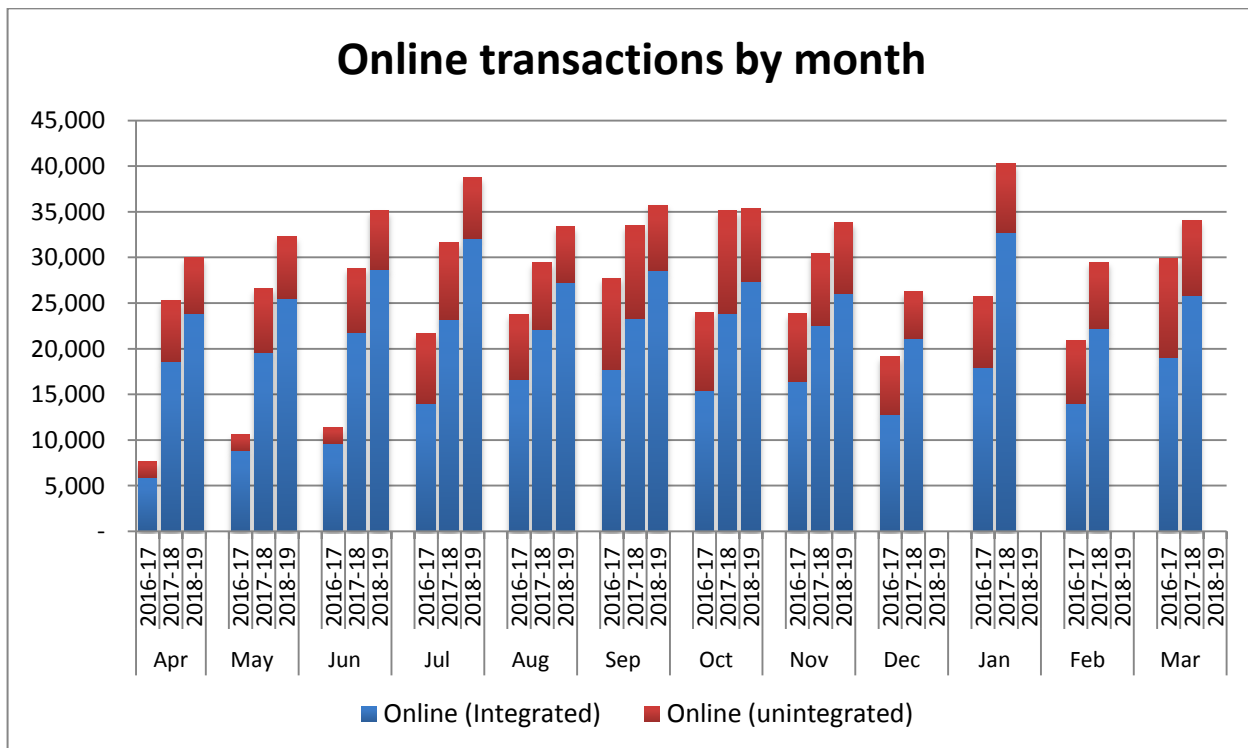


A proportion of the telephone contact was previously handled by the automated telephone system, the system was introduced in 2015 as a tactical solution to assist with an anticipated increase in call volumes, however, it was not popular with Citizens. A decision was taken to remove the automated telephony earlier this year; all contact is now handled by advisors.

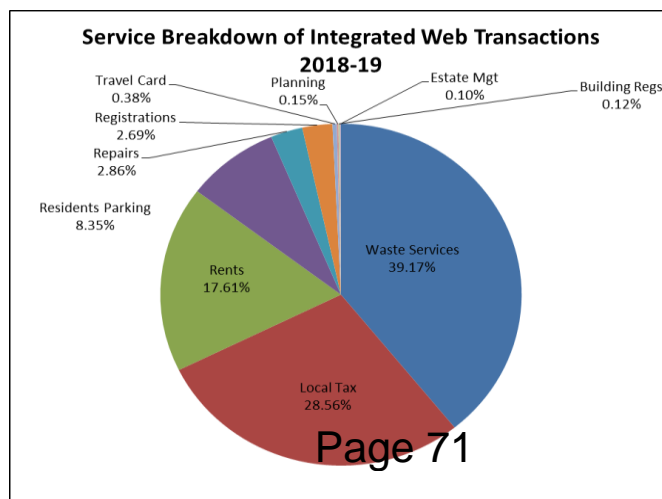
The volume of Face to face contacts is decreasing (although proportionally compared to other contacts it shows a slight increase) and online contact is increasing every year.

On 6 June 2018, the contact centre introduced a new telephony system which will bring new opportunities for centralising calls from other services and will allow the contact centre to explore future options of introducing web chat, home working etc.

Online contact has been increasing every year.



The chart below shows a breakdown of online contact where the transaction integrated either directly with the back office system or required no further input from an officer. Unintegrated contacts require intervention from an advisor to input the job into the system.



### 3.0 Contact Centre (CSC)

#### 3.1 CSC Breakdown

When citizens ring the CSC, they are routed to one of 4 teams dealing with 25 services across Housing, Local tax and Benefits, Street and Protection issues or Adult Care. Each CSC team has a number of advisors who are cross-trained to handle at least two services and as many as 7. Citizens are greeted by the Citizen Advisor who will establish the reason for the call and will either offer self-serve options or aim to resolve the query at the first point of contact. If the query is complex or it requires input from the service area, then it will be referred to the relevant teams. If the citizen's needs suggest that a face to face appointment is needed, this will be booked in the CSP.

Work is currently underway to develop a knowledge database that will enable the join up of the four main teams and provide a higher % of first-time resolutions, whatever route they take into the CSC. Work has also begun to expand the number of services, starting to gather information on call volumes and other relevant metrics.

Citizen Services is also introducing greater options for Citizens needing help by offering more channels through the Omni-channel project. The Omni-channel project which will enable advisors to deal with web chat, SMS, email, social media and calls all through the same platform, is anticipated to be completed by April 2019.

#### 3.2 Demand

The CSC is able to monitor, track and report on the number of calls received through the contact centre. Inform 360, the automated telephone system, was disabled on 11 May 2018 and the new telephony system Avaya was successfully implemented in the week commencing 4 June 2018. This has resulted in more direct access through the phones for citizens i.e. no lengthy automated information and direct access to advisors. To date, there has been no change in the increase of calls to advisors against what is expected, and the team have been coping well with the demand.

The new telephony also delivers improved options around automated callbacks, meaning a better call experience for Citizens, reducing the need to stay on the line for long periods when all advisors are busy. All Citizens who choose this option are called back within 30 minutes on average.

The table below shows the top enquiries for November as an example of the level of detail captured by Advisors at the end of each call which can then be used by the service to analyse the demand and/or identify service improvement opportunities.

#### Top enquiries

Service	Enquiry type	No. of enquiries
Local Taxation	General Bill Enquiry	3842
Repairs & Maintenance	Report Standard Repair	2575
Rent Management	Make a Payment	2302
Repairs & Maintenance	Report Emergency Repair	1973
Local Taxation	Setup Payment Arrangement	1568

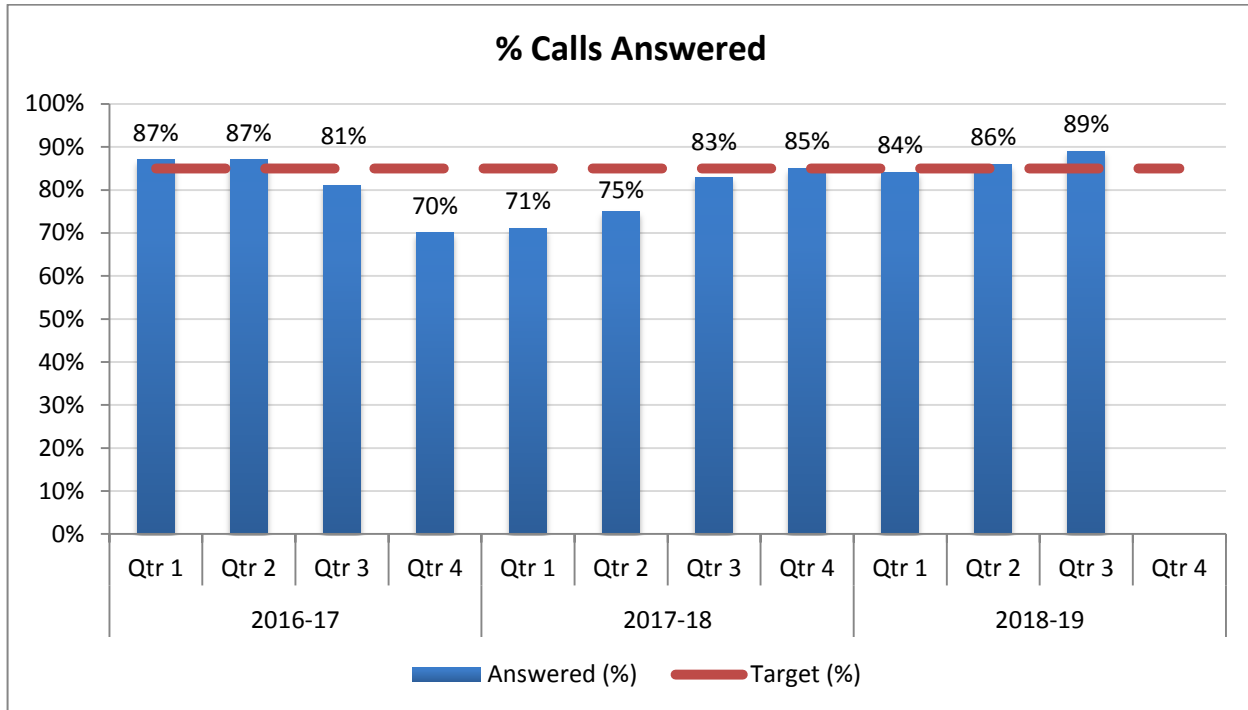
#### 3.3 Performance

The contact centre has two main key performance indicators, these are % of calls answered (target >85% of calls answered) and average wait time (target <2 minutes). By monitoring the % calls



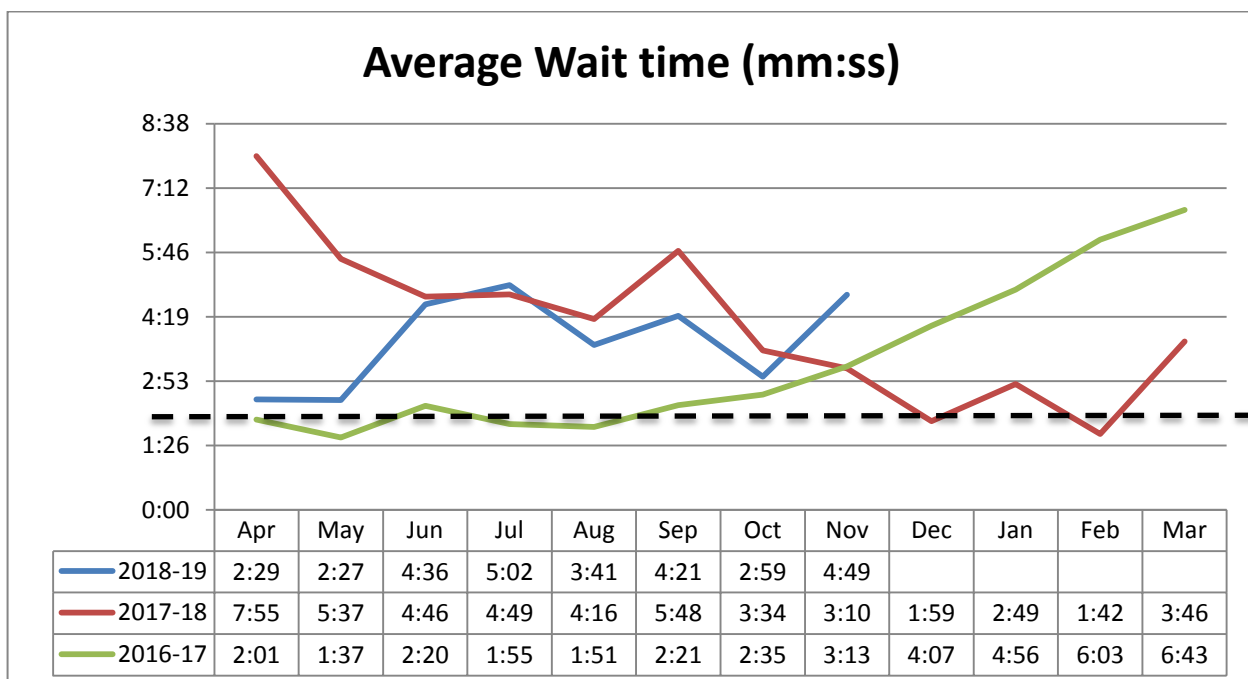
answered and average wait time, the CSC can ensure it is delivering a consistent level of service every month.

The chart below shows the % of calls answered broken down by quarter since April 2016.

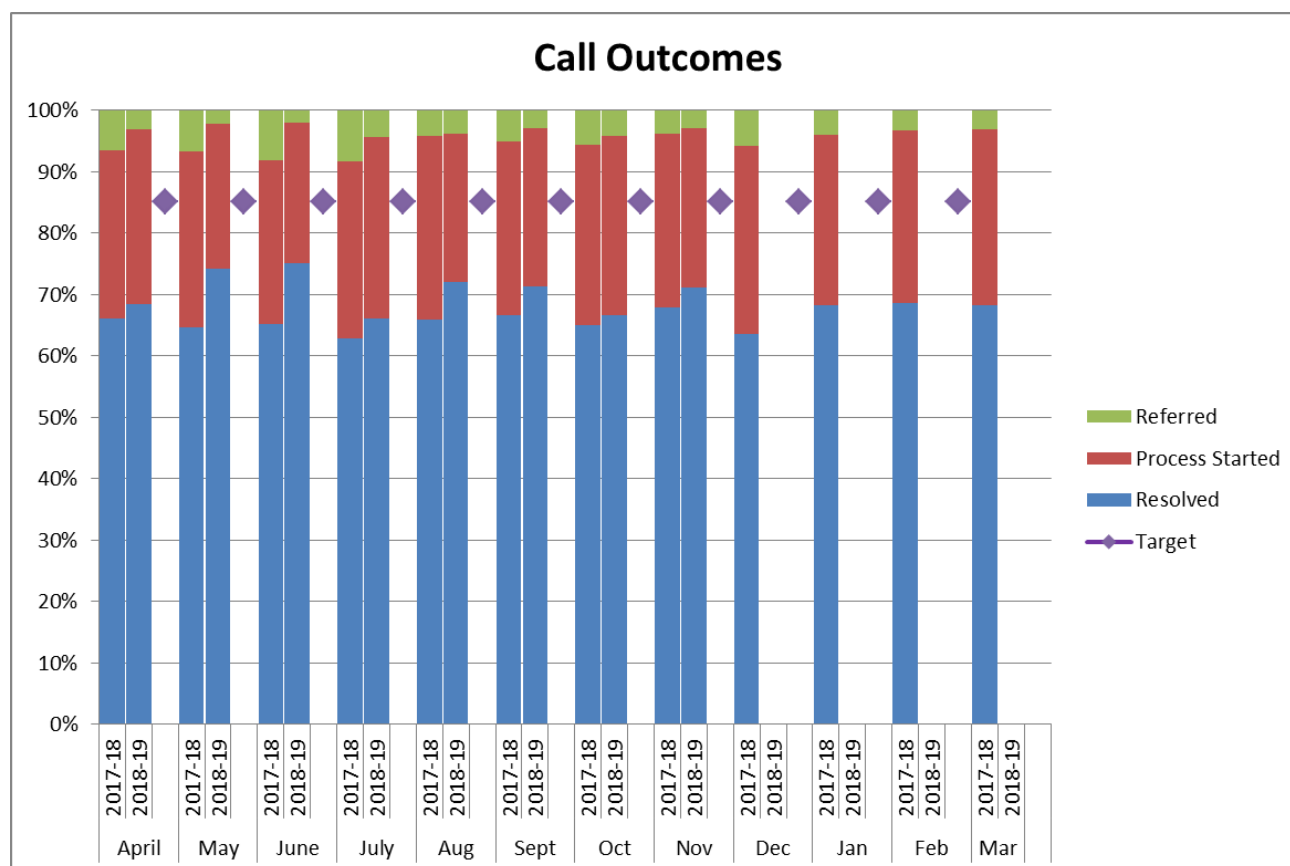


Performance this year against calls answered has been greatly improved on the previous two years and there has been an improvement since the introduction of the new telephony. The difference can be mainly attributed to having a full establishment and a reduction in calls on last year.

The chart below shows the average wait time:



### 3.4 First Contact Resolution



The CSC aims to resolve the citizens' enquiry at the first point of contact where possible, to measure this; Customer Advisors capture an outcome at end of every call which enables us to measure the First Contact Resolution rate across each service.

Customer Advisors choose one of the following outcomes for each call:

- **Resolved** – This is where a citizen contacts us and the advisor has been able to fully resolve everything that they requested over the phone without the citizen needing to contact the council again regarding this enquiry.
- **Process Started** – This is where a citizen contacted Citizen Services and the advisor has been able to initiate a process that needs to be handled by another service area to deal with their request. The citizen should not need to contact council again regarding this enquiry.
- **Referred** – This is where a citizen contacted Citizen Services but their query is one that can't be resolved by the advisor and therefore must be referred to another service area in order to be resolved, they may need to contact the citizen.

The CSC has a target of 85% first contact resolution, where  $\text{First Contact Resolution} = (\text{Resolved} + \text{Process Started}) / \text{All outcome types}$ .

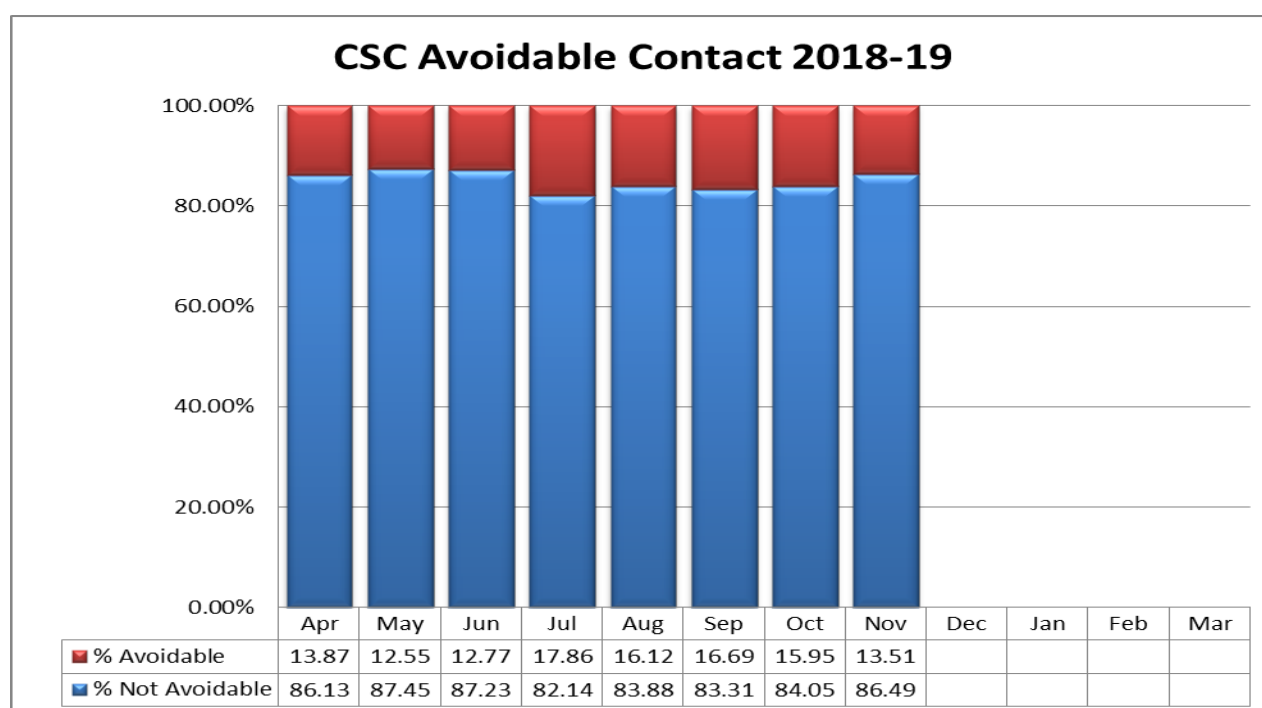
Citizen Services continues to track the results on a month by month basis to enable us to identify areas where there are high levels of referral and to produce accurate reporting on transactions resolved at first point of contact, transactions resolved for citizens, and those transactions that are referred onwards to another service area.

### 3.5 Avoidable Contact

Avoidable contact presents a large cost to the business and it is imperative this is reduced where possible as it adversely affects citizens; the council's organisational reputation and trust; our call wait times and service targets; and departments providing services throughout the council.

Citizen Services continue to monitor what is needed to be done in order to reduce this contact. A regular point of contact meeting already takes place with Team Leaders and departmental managers as well as quarterly meetings with Citizen Service Managers and Heads of Service where issues are discussed.

The chart below shows a breakdown of overall avoidable contact: a gradual reduction in avoidable contact can be seen. Further detail can be found on the in-depth breakdown by service. The detail for each service will highlight the main contact reasons for each service.



Avoidable contact varies from service to service and will sometimes be seasonal. Citizen Services work with the service areas to reduce avoidable contact and target processes that may be generating call volumes / visits unnecessarily. The table below shows the top avoidable queries for November 2018.

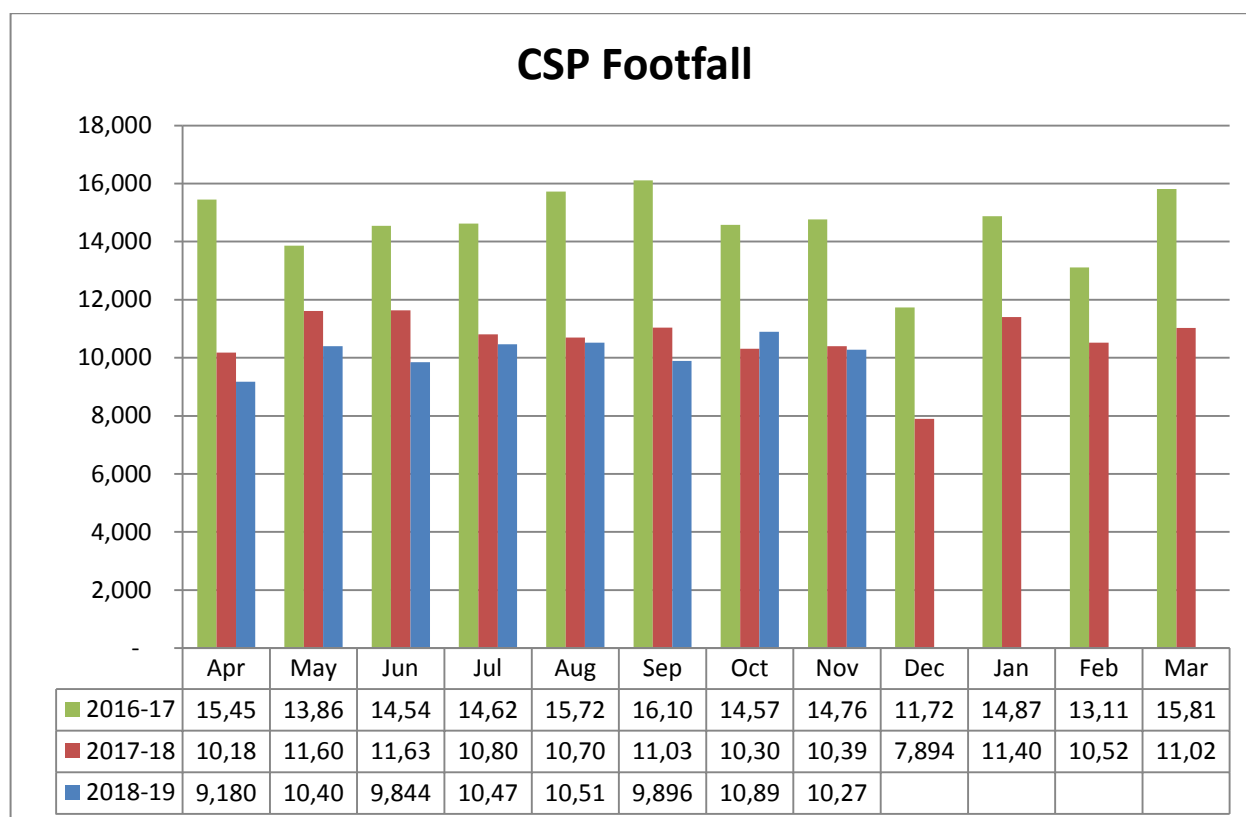
#### Top avoidable enquiries

Service	Enquiry type	No. of enquiries
Benefits	Wrong department - council tax	1039
Benefits	Why is claim suspended	766
Local Taxation	Wrong dept - Other	627
Estate Management	Mutual exchange enquiry/application	597
Highways	Wrong Dept - Other	277

## 4.0 Citizen Service Point (CSP)

### 4.1 Demand

The chart and table below show the CSP footfall.



The figures for 2016-17 include the outlying CSPs which closed at the end of March 2017.

### 4.2 Performance

At Temple Street CSP, the primary focus is on a holistic service with first contact resolution, moving away from speed of resolution. Where appropriate, advisors spend time showing citizens how they can access council service by using the self-service computers, providing guidance so that the citizen is able to access services by themselves from any location with access to the internet. By doing this, advisors have more time to spend with those that are either vulnerable or require face to face assistance.

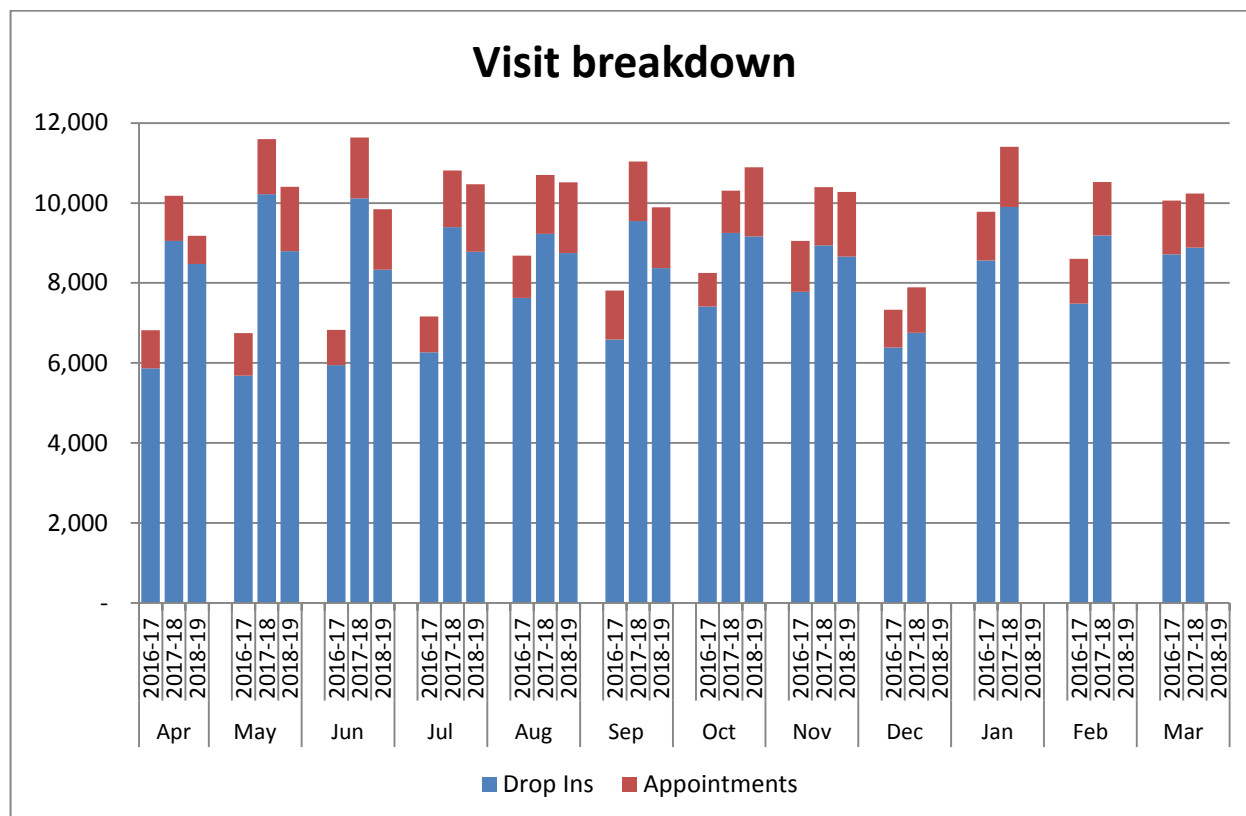
### 4.3 Service breakdown

When citizens visit the CSP, they are either attending a pre-arranged appointment or they are dropping in unannounced. On entering the CSP, citizens are greeted by a Citizen Advisor who will establish the reason for the visit and will either offer self-serve options or aim to resolve the query. If the query is complex or it requires input from the service area then an appointment will be made.

Following the redesign of the ground floor at Temple Street, and the arrival on site of the DWP, the CSP and DWP are now working closely together. There is a significant amount of crossover in regard to the services that citizens need to access and being in the same space has made this easier for everyone involved.

Comments received from citizens have been very positive and that they find the space and people welcoming.

The majority of visits are drop-ins, as seen below:



		April	May	June	July	August	September	October	November	December	January	February	March	Total
2018-19	Total visits	9,180	10,404	9,844	10,470	10,516	9,896	10,892	10,277					81,479
	Drop Ins	8,475	8,796	8,334	8,777	8,750	8,373	9,166	8,661					69,332
	Appointments	705	1,608	1,510	1,693	1,766	1,523	1,726	1,616					12,147
2017-18	Total visits	10,182	11,595	11,638	10,809	10,702	11,037	10,309	10,395	7,894	11,404	10,524	11,023	127,512
	Drop Ins	9,050	10,218	10,114	9,392	9,224	9,551	9,249	8,936	6,752	9,903	9,188	8,886	110,463
	Appointments	1,132	1,377	1,524	1,417	1,478	1,486	1,060	1,459	1,142	1,501	1,336	1,352	16,264
2016-17	Total visits	6,820	6,749	6,825	7,165	8,685	7,813	8,248	9,054	7,329	9,780	8,607	10,064	97,139
	Drop Ins	5,868	5,686	5,950	6,263	7,630	6,586	7,407	7,781	6,384	8,564	7,479	8,719	84,317
	Appointments	952	1,063	875	902	1,055	1,227	841	1,273	945	1,216	1,128	1,345	12,822

Footfall in the CSP increased from 2017 primarily due to new services being such as Licencing being delivered at 100 Temple Street. The footfall in 2018-19 is less than the same period last year.

## 5.0 Cost per transaction

The cost per call / visit is way of understanding how the contact centre budget is divided between incoming contacts. The cost per call / visit doesn't describe the total amount of expenditure but how expenditure relates to the workload.

	Cost per call	Cost per visit
<b>2014/15</b>	£7.00	£10.46
<b>2015/16</b>	£6.41	£9.03
<b>2016/17</b>	£5.69 (incl. Care Direct)	£9.02
	£5.46 (exc. Care Direct)	
<b>2017/18</b>	£6.11 (incl. Care Direct)	£7.97
	£6.05 (exc. Care Direct)	

Comparing cost per contact with other contact centres is very difficult as it varies depending on what has been included within the calculations; there is no universal agreement over which elements of cost to include for this metric. The cost should include all operational costs including those deemed as below the bottom line.

Every year, Citizen Services responds to the UK Contact Centre HR and Operational Benchmarking Report: this is a major annual report studying quantified and HR aspects of UK contact centre operations. A detailed structured questionnaire was answered by 213 contact centre professionals between June and September 2018. The results are then shared with all respondents.

The findings from the report regarding Cost per call are:

- 52% of this year's respondents reported inbound call costs of under £4.00
- The mean average was £4.27, the median average was £3.78
- The first quartile was £6.00 and the 3<sup>rd</sup> quartile was £2.51

The benchmarking report has chosen to display figures based on frequency of each call as figures will vary even within the same sector. For example, respondents within the public sector may post vastly different cost figures, as one respondent may deal with mainly high volume complex queries (for which costs will be considerably high) whereas another could be handling simple interactions.

## **6.0 Conclusion**

The Communities Scrutiny Commission will see from the information provided in this Report that good progress is being made towards improving the citizen experience when they contact the council.

Next steps include an on-site visit for members of the Commission to the Temple Street base to see for themselves the work of the Citizens Services team, in order for the Commission to have a first-hand understanding of both the benefits but also the continuing challenges in the changed approach to delivering contact and support to Citizens. Further Reports will be provided as required to the Commission as the planned changes to future support referred to in this Report are implemented.