

# Cabinet Agenda



**Date:** Tuesday, 2 July 2019

**Time:** 4.00 pm

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

## Distribution:

**Cabinet Members:** Mayor Marvin Rees, Nicola Beech, Craig Cheney, Asher Craig, Kye Dudd, Helen Godwin, Helen Holland, Anna Keen, Paul Smith and Steve Pearce

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**Issued by:** Oliver Harrison, Democratic Services

City Hall, Po Box 3176, Bristol, BS3 9FS

Tel: 0117 35 26162

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

**Date:** Monday, 24 June 2019



# Agenda

## **PART A - Standard items of business:**

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

Members of the public intending to attend the meeting are asked to please note that, in the interests of health, safety and security, bags may be searched on entry to the building. Everyone attending this meeting is also asked please to behave with due courtesy and to conduct themselves in a reasonable way.

Please note: if the alarm sounds during the meeting, everyone should please exit the building via the way they came in, via the main entrance lobby area, and then the front ramp. Please then assemble on the paved area in front of the building on College Green by the flag poles.

If the front entrance cannot be used, alternative exits are available via staircases 2 and 3 to the left and right of the Conference Hall. These exit to the rear of the building. The lifts are not to be used. Then please make your way to the assembly point at the front of the building. Please do not return to the building until instructed to do so by the fire warden(s).

### **2. Public Forum**

Up to one hour is allowed for this item

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

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

- Members of the public and members of the council, provided they give notice in writing or by e-mail (and include their name, address, and 'details of the wording of the petition, and, in the case of a statement, a copy of the submission) by no later than 12 noon on the working day before the meeting, may present a petition or submit a statement to the Cabinet.
- One statement per member of the public and one statement per member of council shall be admissible.
- A maximum of one minute shall be allowed to present each petition and statement.
- The deadline for receipt of petitions and statements for the 2 July 2019 Cabinet



is 12 noon on Monday 1 July 2019. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol, BS1 5TR  
e-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

**Questions (must be about matters on the agenda):**

- A question may be asked by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.
- Questions must identify the member of the Cabinet to whom they are put.
- A maximum of 2 written questions per person can be asked. At the meeting, a maximum of 2 supplementary questions may be asked. A supplementary question must arise directly out of the original question or reply.
- Replies to questions will be given verbally at the meeting. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.
- The deadline for receipt of questions for the 2 July 2019 Cabinet is 5.00 pm on Wednesday 26 June 2019. These should be sent, in writing or by e-mail to: Democratic Services, City Hall, College Green, Bristol BS1 5TR.  
Democratic Services e-mail: [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

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

### **3. Apologies for Absence**

### **4. Declarations of Interest**

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

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



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

(subject to a maximum of three items)

**6. Reports from scrutiny commission**

**7. Chair's Business**

To note any announcements from the Chair

**PART B - Key Decisions**

**8. Temple Island**

**(Pages 6 - 33)**

**9. Bristol Transport Strategy**

**(Pages 34 - 180)**

**10. Resourcing Plan for SEND Function**

**(Pages 181 - 192)**

**11. Education Capital Programme SEND Capital Proposals**

**(Pages 193 - 311)**

**12. WECA Adult Education Budget 2019/20 Grant**

**(Pages 312 - 315)**

**13. Public Health Recommissioning**

**(Pages 316 - 364)**

**14. Domestic and Sexual Violence Prevention Contract and Grant Extensions**

**(Pages 365 - 381)**

**15. Market and Docks Capital Investment Programme**

**(Pages 382 - 447)**

**16. Print and Mail Contracts Review**

**(Pages 448 - 458)**



- 17. Extension of Contract for Voice and Data Connectivity**  
**(Pages 459 - 462)**
- 18. Procurement of managed service provider**  
**(Pages 463 - 474)**
- 19. Investment in Regional Community Bank**  
**(Pages 475 - 527)**
- 20. City Funds**  
**(Pages 528 - 665)**
- 21. Hartcliffe Household Reuse & Recycling Centre**  
**(Pages 666 - 693)**
- 22. APR 15 The development of buildings adjacent to the harbour**  
**(Pages 694 - 696)**

## **NON KEY DECISIONS**

- 23. Budget Monitoring Outturn Report P2**  
**(Pages 697 - 723)**



# Decision Pathway – Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>Temple Island – update on proposals and disposal arrangements</b>		
<b>Ward(s)</b>	Windmill Hill and Lawrence Hill		
<b>Author:</b> Richard Marsh	<b>Job title:</b> Programme Director – Temple Quarter		
<b>Cabinet lead:</b> Mayor	<b>Executive Director lead:</b> Colin Molton		
<b>Proposal origin:</b> <i>BCC Staff</i>			
<b>Decision maker:</b> Mayor <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b> At the 4 <sup>th</sup> September 2018 Cabinet meeting, Cabinet reached a decision to work to develop proposals for an alternative, mixed-use scheme for the Temple Island site and, at the appropriate time, return to Cabinet with worked up proposals. A request was also made for Cabinet to receive updates on progress relating to the alternative, mixed use scheme.  This report therefore seeks to; <ol style="list-style-type: none"> <li>1. Provide an update on progress made in relation to proposals for a mixed use scheme on Temple Island;</li> <li>2. Secure approval for continued dialogue with our identified partner, Legal and General (L&amp;G);</li> <li>3. Secure in-principle commitment to the disposal of the Temple Island site to L&amp;G along with an in-principle agreement to enter in to an Agreement for Lease for a new office building on the Temple Island site (both subject to further due diligence and scheme development before legally binding Agreements are entered in to);</li> <li>4. Secure delegated authority to the Executive Director for Growth and Regeneration, in conjunction with the Deputy Mayor Finance Governance and Performance, to enter in to a Strategic Partnership with L&amp;G and an associated non-legally binding Memorandum of Understanding, and;</li> <li>5. Secure approval for Capital funding of up to £0.5m required to support the progression of development proposals relating to a mixed use development on Temple Island.</li> </ol>			
<b>Evidence Base:</b> <p><b>The Site</b> The Temple Island (Arena island/Diesel depot) site is a substantial brownfield site of approximately 7 acres/3 hectares in close proximity to Bristol Temple Meads station and in the heart of the Bristol Temple Quarter Enterprise Zone. Some enabling infrastructure has been developed to support the development of the site, such as Brock’s bridge and St Philips footbridge, but further investment is required in order to bring the site forwards for redevelopment and the site remains derelict.</p> <p>With the planned development of the University of Bristol’s new Temple Quarter Enterprise Campus (TQEC) at the former Cattle Market Road Sorting Office site, enabled through the demolition of the sorting office by the City Council with funding from WECA, and with progress being made with the redevelopment of Temple Meads station, including the creation of a new Eastern Entrance, the Temple Quarter is changing rapidly, and an opportunity exists for the area to become part of the extended city centre and to facilitate improved connectivity to the city from the residential communities to the east. There is therefore a significant opportunity for the City Council to capitalise on current momentum and likely future investment in to the Temple Quarter by enabling the delivery of a landmark mixed-use development on Temple Island.</p> <p><b>The Partner</b> Following on from the September 2018 Cabinet decision, the Council has been in discussions with Legal and General (L&amp;G) regarding the development of the Temple Island site. L&amp;G have a recent history and experience in partnering Councils, such as Newcastle and Sheffield, to bring forward, fund and progress significant and complex urban regeneration projects and have proven expertise in the area. L&amp;G have expressed a strong desire to enter in to a similar arrangement with the Council in order to bring forward the regeneration of the Temple Island site. Further information about L&amp;G is contained within Appendix A.</p>			

Discussions between BCC and L&G have confirmed L&G's ambition to promote and deliver a new, quality mixed-use scheme on Temple Island and to enter in to a wider Strategic Partnership to support investment and development within the Temple Quarter and city as a whole.

#### The Proposal

The development proposals produced by L&G for Temple Island expand upon those set out in September 2018 and envisage the delivery of new homes (with 40% affordable provision), office space, a hotel and conference facility, associated retail provision and new public realm linking the site directly to the A4. However, work undertaken has also demonstrated challenges associated with the delivery of a mixed use development on the Temple Island site – especially relating to the level of land remediation previously undertaken on the site – and this may have implications for the scheme moving forwards.

Images of the proposed L&G scheme are already within the public domain – but these are highly indicative and further work will refine the scheme layout, content and physical/appearance of the buildings. It is anticipated that this will result in much greater architectural variation between the buildings on site and yield a scheme which is both commercially attractive, but also sympathetic to Bristol and its character.

Interest from prospective hotel and conference facility operators has been received, and soft market testing has validated the scale of the proposed conference facility. Discussions are scheduled to take place between L&G and prospective hotel and conference centre operators in order to determine the precise scale and layout of the facility and these discussions will be crucial in informing the overall scheme layout, as well as associated construction/enabling works requirements and whether any funding would be required in order to support the provision of the conference facility.

In order to progress the development of the scheme and bring forward the regeneration of Temple Island, further work is required by both parties (L&G and BCC) in order to refine scheme proposals, progress detailed design development and identify the necessary enabling works packages (and costs.) This work needs to be completed before either party is able to reach a position whereby definitive commitment can be given to the transaction and recommendations made in terms of committing either party to legally binding agreements.

Whilst the Council anticipates incurring costs in developing its own understanding of the scope and cost of enabling works anticipated to be undertaken by the Council, these costs are likely to be much less significant than the costs likely to be incurred by L&G in progressing the detailed design of the mixed use scheme and associated planning applications. In order for L&G to commit to this expenditure, it is therefore necessary for the Council to;

1. Enter in to a Strategic Partnership with L&G through which the Council and L&G will agree to work together to progress proposals for Temple Island, deliver the Vision for the Temple Quarter and achieve key city-wide objectives. Further information regarding the Strategic Partnership is contained within Appendix A.
2. Confirm its in-principle commitment to two key aspects of the proposed deal;
  - a) To proceeding with a 250 year long-leasehold disposal of the Temple Island site to L&G, and;
  - b) To key principles established within the draft Heads of Terms developed between the parties and, subject to various future decisions and actions between the parties, enter in to a sub-lease of an office building of up to 100,000 sq ft (NIA) which L&G can deliver as a first phase of works.

The structure of the legal agreement relating to the disposal of Temple Island to L&G has been considered in detail and legal advice sought in this regard. The advice remains privileged but has taken full account of procurement requirements and emerging case law, including the recent Faraday case. The compliance of the proposed disposal route has been considered carefully based on a current understanding of what is a complex and dynamic area of law.

Under the terms of the proposed Agreement, if L&G satisfy the conditions precedent and complete construction of a first office building to industry standards, the Council will enter in to a 250 year (less one day) sub-lease of that building together with a provision to pay rent to L&G for a term of 40 years. The building will have a maximum net internal area of 100,000 sq ft. The lease will have RPI linked rent reviews; with an appropriate cap and collar.

BCC's rent for the building will be set as a percentage of the build cost and L&G will forego the typical profit as a percentage of gross development value (GDV) that developer would typically require.

This sub-lease arrangement is necessary in order to secure L&G's investment in the scheme (as it offers the L&G fund a guaranteed income from the site for a 40 year period, underpinning their investment) and, owing to the sub-lease arrangement set out above, it also allows the Council the opportunity to use its superior covenant strength to pay a highly competitive (i.e. reduced), head-rent to L&G and generate a profit rent from leasing the commercial office space to sub-tenants. Subject to positive market conditions, this arrangement should create a positive annual revenue stream for the Council.

L&G only require the Council to pay them rent for the first 40 year period and thereafter L&G will surrender its leasehold interest back to the Council for £1 and all rent arising from the sub-letting of the building will be the Councils without having to pay any further rent to L&G.

The proposal will also have other benefits to the Council – including creating new office space within the city, thereby supporting employment, and in generating additional business rates within the Enterprise Zone: supporting the Council in meeting existing commitments.

It is anticipated that subsequent phases of development (commercial and residential) would be progressed by L&G using its own resources, but with further opportunities for BCC to invest, should BCC so choose. In a situation where L&G achieves an IRR figure higher than a pre-agreed level, the surplus (overage) will be shared between the parties – ensuring that BCC is able to secure further capital receipts where the scheme out performs against initial forecasts.

L&G is expected to deliver a second, speculative office building on Temple Island – once the first office building (let to the Council) is 80% let - comprising high-grade office accommodation within the Temple Quarter – and may also drive further business rates and jobs growth within the Enterprise Zone. L&G have also stated their intention to deliver the initial phase of residential buildings on site with at least 40% affordable housing.

There are risks to the Council under this arrangement, most notably;

1. The Council will be disposing of a long leasehold interest in the site to L&G and will have limited control over the future form of development which will take place upon the site. The Council therefore needs to be mindful that it will be only through the exercise of planning control by the local planning authority that any formal control will be exercised over the form of this development.
2. Should the Council fail to secure a sub-tenant for the office building; the Council will remain liable for the payment of rent to L&G.

More information relating to the risks and benefits of the proposed approach, and mitigations for the risks, are contained within Appendix A.

Subject to Cabinet approval (sought here) for continuation of contractual discussions with L&G and the in-principle agreement to the disposal route and approach to BCC committing to a sub-lease of the first office building, L&G will proceed to develop and refine their proposals for the Temple Island site. It is expected that, as part of this process, L&G will also engage in pre-app discussions with the Local Planning Authority (LPA) with a view to a planning application being submitted for the mixed use scheme, once the parties have finalised a contractual position.

In order to expedite delivery of the Temple Island site and to de-risk the site from a development perspective, it is expected that through the Agreements reached with L&G, BCC will be responsible for undertaking specific enabling and preparatory works in order to prepare the site for redevelopment. Where necessary, BCC will be required to seek and secure planning and statutory consents in order to support and progress these enabling and preparatory works.

Detail around these works will be developed through the next stage of scheme refinement and further information will be provided relating to the extent and cost of works in a future report to Cabinet. However, in order to allow BCC to progress proposals for these enabling works, project funding is required in order to support various elements of work.

Cabinet approval is therefore now sought for up to £0.5m of project funding to support the next stage of works relating to Temple Island. Funding to support this is expected to be drawn from the Capital Investment Reserve.

As part of the work undertaken since the Cabinet decision in September 2018, alternative disposal and development options to enable the redevelopment of Temple Island have been considered, and detail around these alternative approaches are set out within Appendix A.

The proposed approach of disposal to L&G is set out on the basis that it will allow BCC to secure an exceptional development and funding partner with a proven track record of regeneration delivery and ample funding; it may expedite delivery of the site versus alternative routes for the appointment of delivery partners; will allow BCC opportunity to invest in the scheme; allow control over BCC's exposure to risk, and; will allow BCC to utilise grant funding to undertake enabling works. This is balanced against a reduction in overall BCC control over the form of development and the potential limiting of BCC's ultimate income/return from the land (versus other delivery mechanisms).

Assuming the Cabinet endorse the recommendations set out within this report, it is anticipated that the City Council and L&G will continue to work together over the coming months to refine scheme proposals and develop a more detailed understanding of scheme opportunities and constraints; scheme costs and values; legal mechanisms and structure and the overall viability of development. It is anticipated that once this next stage of work is complete, a more detailed report will be brought back to Cabinet with detailed financial and economic analysis which demonstrate a comparison with the benefits and outputs of the alternative scheme as set out in September 2018. This report will also set out recommendations on next steps and present a

comprehensive proposal for Cabinet to review and approve.

It is currently expected that this report will be presented in late 2019 or early 2020 and that Scrutiny will be engaged in the development of this report in order to consider and evaluate the proposed scheme, and its benefits, against those previously established for the mixed use scheme as part of the September 2018 Cabinet decision.

**Cabinet Member Recommendations:**

1. To approve the Council entering in to a non-binding strategic partnership with Legal & General and to delegate authority to the Executive Director for Growth and Regeneration, in conjunction with the Deputy Mayor Finance Governance and Performance, to negotiate and agree a non-legally binding Memorandum of Understanding to support this.
2. To Approve the City Council committing, in principle, to the conditional disposal of the Temple Island site to L&G on a long leasehold basis – in a way which demonstrates best consideration – and to the Council entering in to an Agreement for Lease relating to an office building not exceeding 100,000 sq ft (NIA) to be constructed on the Temple Island site through a first phase of works.
3. To approve a project budget of up to £0.5m to support the development of proposals for the Temple Island site. This funding to be utilised for internal BCC staff time and fees, professional consultancy fees, site and survey work and including an appropriate contingency allowance.

**Corporate Strategy alignment:**

The proposals align with a number of corporate priorities, including:

- Develop a diverse economy that offers opportunity to all;
- Deliver 2,000 homes, of which 800 are affordable, built in Bristol each year by 2020;
- Develop an inclusive economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person, and;
- Reduce social and economic isolation and help to connect people to people, people to jobs and people to opportunities.

**City Benefits:**

Significant city benefits are anticipated to accrue through the redevelopment of the Temple Island site. The original VfM report suggested that around 2,000 jobs and 500 homes would be created through the redevelopment of the Temple Island site as a mixed use scheme.

**Consultation Details:**

Proposals have been developed and discussed with the Deputy Mayor Finance Governance and Performance.

<b>Revenue Cost</b>	<b>£</b>	<b>Source of Revenue Funding</b>	<i>Insert specific service budget</i>
<b>Capital Cost</b>	<b>£0.5m</b>	<b>Source of Capital Funding</b>	<i>Capital Investment Reserve</i>
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

In September 2018 Cabinet resolved that the Council should work with partners to develop an alternative mixed use scheme for the Temple Island site – ideally incorporating a conference centre, hotel facility, commercial space with a supporting retail offer, and residential units including policy compliant affordable housing provision. This report updates Cabinet on the progress made since that decision, including discussions that have been taking place with potential development partner Legal and General (L&G) to develop proposals aimed at delivering aspirations for the site.

The report seeks approval for the Council to enter into a non-binding strategic partnership with L&G to exclusively develop proposals for the regeneration of Temple Island and in principle for the disposal of this Temple Island site via a long lease to L&G. It should be emphasised that this is an in principle decision only, and does not commit the Council either to the disposal of the site or its associated agreement to lease-back up to 100,000 sq ft of office accommodation to the Council. Further work is required to develop a proposition that is intended to be brought back to Cabinet during the current financial year for consideration, and significant additional due diligence is required before either party is able to reach a position whereby any definitive commitment can be given.

The outline proposal which officers are seeking authority to develop includes the following principles:

- Disposal of the site, on the basis of a long lease (250 yrs) at best consideration reasonably obtainable under S123 of the Local Government Act 1972. When last reviewed, as reported in September 2018, this equated to some £12.5m.
- Agreement that the Council lease-back for 40 years up to 100,000sq ft of office accommodation to ensure a guaranteed return back to L&G. This represents a transfer of risk from L&G to the Council which will need to be fully assessed in line with the associated cost / benefits of the proposition.

As outlined in Appendix A to the report, should the Council fail to secure a sub-tenant for the office building; the Council will remain liable for the payment of rent to L&G after the completion of the building – placing a potentially significant long term financial burden upon the Council.

Under the proposed Agreement, the intention is that should L&G fail to proceed with the development within a pre-agreed timetable, the Council will retain the right to buy back the site/development plots on terms which would reflect the investment by both parties and seek to promote the redevelopment of the site via alternative mechanisms. This should be on the basis of no more than cost plus or minus reasonable expenses on both sides, to ensure the Council is not financially disadvantaged.

The Council will have limited control over the form of development through the development agreement itself. This is necessary due to the nature of the partnership agreement being proposed.

Appendix A to the report outlines additional enabling works that will be required prior to the development, including the provision of utility services, and improvements to accessibility. There may also be further remediation works to the site. These could be significant, but have yet to be fully quantified, and reviewed for potential state aid implications.

As set out in the September 2018 Temple Island report to Cabinet, assessment of the original high level mixed-use proposition assumed that should the Council decide to take a stake in the proposition, the original allocation of £25.6m (excluding land value), CIL, capital receipt and other Council contributions, could be available to be re-purposed. An economic assessment will be incorporated into the detailed report so that likely costs and estimated economic and social benefits are compared to those highlighted in the Value for Money review undertaken for the previous Temple Island decision.

The report seeks approval for a project budget of up to £500k for the next stage development. Pending formal approval of any capital scheme it is recommended that this is considered priority funding from the Council's Capital Investment Reserve and should it progress to development, it could subsequently be capitalised as part of the scheme costs.

**Finance Business Partner:** *Chris Holme, Interim Head of Finance, Bristol City Council, 24<sup>th</sup> June 2019*

## **2. Legal Advice:**

As the report and appendix A record, L&G have been chosen as the Council's partner in this project due to their financial and other resources, their previous experience and proven track record in projects of this kind. They provided initial proposals for the Cabinet report in September 2018, and these have been developed further since then.

L&G's other property interest in the Temple Quarter (TQ) also affords the opportunity to develop a strategic partnering arrangement of benefit to the temple quarter generally, although this is not critical to the proposed development of the Temple Island site itself. The memorandum of understanding is proposed to be "non-binding", and intended to be of no contractual effect. The objectives have not yet been finalised, but are intended to relate to high level joint planning in respect of developments in the TQ provided the MOU remains a statement of intent, (and contains no contractual obligations on either side) it will not amount to a contract; which would expose it to the procurement regulations.

The specific legal arrangements between the Council and L&G themselves, as detailed in the report and appendix A, comprise, in summary;

- disposal to L&G by way of a long lease (250 years),
- agreement for a lease back in respect of an office block,

The agreement for lease to L&G will not contain positive development obligations, although it is expected to require that the first office if built will comply with certain basic standards.

External legal advice has been obtained on the nature of the proposed transaction and in relation to any procurement issues which might arise. The current arrangements are being envisaged as a property transaction and will not therefore comprise a public contract, and so fall outside the ambit of the Public Contracts Regulations 2015.

It must be ensured that "best consideration" is obtained for the site in order to comply with s123 Local Government Act 1972, and in addition an independent valuation will be required supporting the disposal terms, to satisfy state aid requirements. These matters will be addressed in more detail in the future report, as will any state aid implications (if any) associated with the Council

investment in the enabling works.		
<b>Legal Team Leader:</b> Eric Andrews. Team Leader, Legal Services, 21 June 2019		
<b>3. Implications on IT:</b> There are no identifiable IT implications arising from this report		
<b>IT Team Leader:</b> Ian Gale; Head of IT, Bristol City Council. 14 <sup>th</sup> June 2019		
<b>4. HR Advice:</b> At the stage there are no HR implications evident		
<b>HR Partner:</b> Celia Williams, HR Business Partner – Growth and Regeneration, Bristol City Council, 18 <sup>th</sup> June 2019		
<b>Background Documents:</b>		
<b>EDM Sign-off</b>	Colin Molton	27/03/2019
<b>Cabinet Member sign-off</b>	Cllr Cheney	30/05/2019
<b>CLB Sign-off</b>	Mike Jackson	28/05/2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's office	03/06/2019

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
<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>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

# Temple Island – update on proposals and disposal arrangements

## APPENDIX A: Further essential background / detail on the proposal.

### 1. ADDITIONAL BACKGROUND INFORMATION

#### Site/location detail:

Although many aspects of the Temple Island site make it a challenging site to develop, the proximity of the site to Temple Meads station, the proposed University of Bristol Temple Quarter Enterprise Campus and the existing commercial centre at Temple Quay mean that the site has significant opportunities to create a new, vibrant and creative business cluster, supported by residential uses and other uses including retail and hotel/conference facilities – supported by the development already proposed by the University of Bristol.

The site has points of comparison with London's Kings Cross development; the proximity to a major station & transport hub; the presence of a University of significant repute; significant heritage features and a growing and developing residential community. Successful precedents do therefore exist for Temple Island to learn from in terms of creating a dynamic and successful mix of uses where activity can take place across all parts of the day and active ground floor uses and well thought out public realm facilitate opportunities for collaboration and interaction.

Significant potential also exists for the site, and the wider Temple Quarter, to host an events schedule – making use of both meanwhile opportunities, as well as new, permanent public realm delivered through redevelopment. These events and spaces can begin to activate the Temple Quarter and ensure that the area is able to begin to develop its own character and facilitate increased community and business engagement. Again – lessons can be learnt from other successful schemes, including Kings Cross, and work will be undertaken to identify and realise both short term and longer term opportunities.

Key to realising such a Vision is the ability to work with a partner who shares this Vision and wants to take a long-term interest in the scheme, and has experience of bringing forward and delivering flagship mixed use schemes.

In addition to this, the redevelopment of Temple Island also has the potential to add a further critical mass of development to the east of Temple Meads, supporting the existing regeneration of this area of the city and supporting the creation of a new city quarter and destination and enhance connectivity through the Temple Quarter and St Philips areas, improving accessibility and connectivity from St Philips Marsh, and the residential communities beyond, to the City Centre. Consideration to these linkages is already being given through the emerging Temple Quarter masterplan/development framework.

#### Legal and General:

L&G Investment Management is one of the largest fund investors in the UK and L&G are one of Europe's largest institutional asset and fund managers - currently managing in excess of £1 trillion of assets across all investment classes. Meanwhile, L&G uses its own balance sheet investment to fund and develop assets which can be subsequently transferred in to the L&G portfolio to generate income for 20-40 years, matching L&G's pension commitments. This means that L&G have a long-term vested interest in developing successful and sustainable communities – where long term value can be assured. The L&G business is therefore well suited to promoting and funding the development of a mixed use

scheme on Temple Island – where the opportunity for long term value can be created through well considered and delivered development and through ongoing curation of occupiers and tenants. This structure of the L&G business also means that L&G have significant in-house expertise in regeneration, funding, development and asset management and are able to operate in a highly cost effective and efficient manner.

In other cities where L&G have committed to a significant investment, they have subsequently sought out additional investment opportunities within the city – and it is anticipated that the same may happen in Bristol, resulting in a level of investment significantly above the initial commitment.

### **The Strategic Partnership**

The Strategic Partnership arrangement outlined in the Cabinet Report would be unique and bespoke to Bristol and is something which BCC have sought to promote with L&G as a mechanism through which to gain further benefits for the city and its citizens. The achievement of such a Strategic Partnership with an institutional funder of the scale and calibre of L&G would be a significant achievement for the city; demonstrate the city's commitment to public-private sector collaboration and offer a template for discussions with other major institutional investors and developers who may wish to do business with the city in the future.

The Strategic Partnership will be supported by a non-legally binding agreement (a Memorandum of Understanding). It will involve the parties (the Council & L&G) engaging on strategic or specific projects and activities within the Temple Quarter (and potentially the wider city) in order to deliver against an agreed set of objectives.

The objectives of the partnership are to be finalised, but would be expected to include non-binding commitments to support in delivering inclusive economic growth; deliver new schemes in accordance with the Council's affordable housing policy; support the delivery of schemes incorporating modern methods of construction; support training and education opportunities and assist the council in meeting its commitments around sustainable development and Carbon neutrality.

The Strategic Partnership would operate under an agreed governance structure, reporting to a quarterly board. No binding legal or financial obligations would be placed upon either party through the partnership arrangement (barring confidentiality arrangements) and it is expected that it would initially run for a 5 year period.

### **The proposed disposal route:**

Under the proposed arrangements, the parties would enter in to a conditional agreement on Temple Island, with BCC granting L&G a 250 year long leasehold interest preceded by an Agreement for Lease. The proposed transaction will be structured to ensure that the Council receives the best consideration reasonably obtainable as required under S123 of the LGA 1972.

The Agreement will contain conditions precedent in order to ensure that progress is made on the project and that both parties' interests are protected. Under the Agreement for Lease, the parties will have 12 months in which to satisfy the Conditions precedent.

Under the proposed Agreement, the intention is that should L&G fail to proceed with, commence or complete the development within a pre-agreed timetable, the Council will retain the right to buy back the site/development plots on terms which would reflect the investment by both parties and seek to promote the redevelopment of the site via alternative mechanisms. This aims to ensure against the possibility of L&G 'land-banking' the site or the site remaining undeveloped.

### **Risks and benefits of the proposed approach:**

There are commercial risks to the Council entering in to the arrangement as outlined within the Cabinet Report, most notably;

1. The Council will be disposing of a long leasehold interest in the site to L&G with limited control over the form of development which will take place upon the site. The Council therefore needs to be mindful that the main form of control will be through the Local Planning Authority (LPA). This reduction in direct control is a consequence of the restrictions imposed as a result of the Faraday case, through which the Council is limited in its ability to place positive obligations upon the developer, but must seek to achieve desired outcomes through the imposition of negative covenants. There are however also benefits to this approach, as set out below.
2. Should the Council fail to secure a sub-tenant for the office building; the Council will remain liable for the payment of rent to L&G after the completion of the building – placing a potentially significant financial burden upon the Council. Mitigations for these risks do exist and are set out below. The exact financial risk and reward of this approach will be established as part of the next stage of work to be undertaken and, once fully determined and understood, will be presented to Cabinet for review, consideration and approval.

The commercial benefits of the proposed approach are notably;

1. The disposal route will allow the Council to work with a high-calibre funding and development partner (L&G) with a track record of successfully funding, promoting and delivering high-quality mixed use urban regeneration projects;
2. The Council should be in a position to use its covenant strength to secure a highly competitive rental figure on the first office building which, subject to positive market conditions, should provide a significant opportunity for the Council to derive a profit rent from letting the office accommodation to commercial occupiers on market terms and reduce the likelihood of the Council realising a financial loss on the commercial office space;
3. The approach is likely to expedite the pace of delivery of Temple Island as a funding and development partner of sufficient standing and calibre can mobilise immediately, without the alternative of the Council having to undertake a lengthy procurement exercises to appoint a developer to carry out works under a traditional development agreement that would be subject to the public procurement rules;
4. L&G's long term approach to income generation mean that they are willing to accept a lower level of developer profit – maximising areas of financial return to the Council, and;
5. L&G's long term investment priorities means that they are fully aligned with the Council in terms of a desire to see Temple Island succeed in the long term.

The commercial risk associated with the Council taking the head-lease on the first office building can be minimised in various way and the Council will seek to engage appropriate professionals at the appropriate time to ensure that the Council maximises the likelihood of promptly securing occupiers for the commercial office accommodation. Ways of ensuring this are anticipated to include;

1. the Council proactively seeking a sub-tenant at an early stage, especially to those businesses within target growth sectors;
2. by the Council receiving a commercially attractive office building built by L&G, and;
3. by ensuring the Council's rental obligation will be much lower than the open market would pay – minimising the financial risk to the Council.

Legal advisors are retained by the Council in order to provide continued legal advice and to negotiate and draft the legal agreements.

### **Funding required to support the development of the scheme:**

The Cabinet Report seeks funding of up to £0.5m to support the development of proposals for the mixed use scheme on Temple Island. Funding will be utilised for;

1. Internal Council staff time/cost associated with progressing the project;
2. External professional and consultancy fees;
3. Site works/costs and survey costs, and;
4. A project contingency for additional works or miscellaneous items.

### **Anticipated BCC enabling works:**

As outlined within the Cabinet Report, it is anticipated that the Council will undertake some enabling works in order to prepare the Temple Island site for redevelopment. Works are anticipated to include works to upgrade the provision of Utility services to the site; works to improve the A4 pedestrian and cycle carriageway adjacent to the 'tump' near the 3 lamps junction; works to deliver a stabilised A4 retaining wall and create a bridge link spanning the railway spur-line adjacent to the A4, and; improvement works to the A4 slip road/access to Temple Island. Works may also include further remediation works to the site. Further detail on these will be provided in the future report. It is expected that these works will be funded through the re-purposing of EDF funds previously allocated to the Arena project and, if funding is successfully secured, through the Housing Infrastructure Fund (HIF).

### **Alternative delivery mechanisms:**

Alternative delivery mechanisms would exist through which to promote the redevelopment of Temple Island, and consideration has been given to the appropriateness and attractiveness of these options to the Council;

1. A straight land sale (disposal) potentially via tender or auction:  
This would allow the Council to dispose of the site quickly; but would not include the advantage to the Council under the proposed arrangements to input into the type and speed of development which may come forwards. It may also not allow the Council to maximise the land receipt generated by the development of the site, participate in any way in the development of the site or generate ongoing income. This approach may also fail to generate significant market interest as the costs of enabling the site (remediation, infrastructure etc.) would be wholly borne by the developer. The approach would also run the risk of a developer over-paying for the site and subsequently being unable to bring forwards development – delaying the regeneration of this prominent gateway site. The approach is therefore not one which is recommended.
2. A Joint Venture arrangement:  
A Joint Venture would involve the Council seeking to partner with L&G (or another organisation) in developing and delivering the scheme. The Council would exercise control over the development as a consequence of being part of the JV entity. A Joint Venture arrangement would potentially allow BCC to participate in the full design and delivery of the Temple Island scheme, but could be complicated, costly and risky and may not achieve more than the proposed structure (in the sense that the Council will be afforded the opportunity to invest in the development via the proposed

disposal routes should it so choose to do so.) Therefore the Council would be able to share in the profit for the project but would also have a higher share of the associated risk of development and delivery. The current L&G proposal ensures the Council is paid its land value and its risks are agreed and limited in cost. This approach therefore has both pro's and con's, but is not felt to offer significant benefits over the suggested approach.

3. An OJEU Procurement process:

This could involve following one of the prescribed OJEU procurement routes, such as the competitive dialogue process or negotiated process. Adopting an OJEU procurement process would be typical in an arrangement whereby the seller wishes to be prescriptive in the form and timing of development and in achieving set criteria including delivery, and it supports this by allowing the seller to exercise increased control over development. However, OJEU processes can be lengthy and costly and the risk of challenge always exists. OJEU procurement processes can also make development opportunities less attractive to private sector developers owing to the significant time, effort and resource required to participate in the process and the (relatively) low likelihood of successful appointment. Progressing an OJEU compliant procurement process would possibly present a lower risk option, but it would introduce a significant time delay and cost, and even after the selection of the preferred development partner through the OJEU process, works may not be able to commence on site for some time as the development partner may still need to refine and develop their scheme, and secure a planning consent. The option would therefore add significant delay to the delivery of development on site.



## Bristol City Council Equality Impact Assessment Form



Name of proposal	Temple Island – update on proposals and disposal arrangements
Directorate and Service Area	Growth & Regeneration – Bristol Temple Quarter
Name of Lead Officer	Colin Molton

**Step 1: What is the proposal?**

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

**1.1 What is the proposal?**

The proposal is to continue discussions relating to the development of Temple Island for a mixed use scheme. This will involve the provision of funding to support the continued development of proposals and, approvals to enter in to a Strategic Partnership with funding and development partner and give in-principle approval to key aspects of the proposed disposal.

Current proposals foresee the delivery of a mixed use scheme, reflective of those outlined in the previous Cabinet report in September 2018. The expectation is that the development will respond to the characteristics of the Temple Quarter (and Bristol), add a further critical mass of development to the east of Temple Meads and seek to enhance connectivity between the east of the station and the city centre.

**Benefits**

The proposed scheme closely aligns with core objectives of the Temple Quarter (including the Enterprise Zone), the City Council and its partners' and will contribute towards the realisation of the Vision for the Temple Quarter. The development is expected to;

- become a new destination for Bristol residents, businesses and visitors and, over time, will work with other proposed and emerging schemes within the

Temple Quarter to create a new quarter for the city and an extension of the existing city centre.

- facilitate improved sustainable transport links especially cycle and pedestrian routes.
- The commercial aspects of the scheme (offices and the proposed hotel/conference facility) will generate significant additional spend for the city, and wider region, business activity, increased hotel occupancy and other related spend.
- Offer the council the opportunity to invest in the mixed use scheme to bring forward the delivery of commercial office accommodation within the Temple Quarter Enterprise Zone.

## Step 2: What information do we have?

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

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

There will be a considerable amount of economic benefit including construction jobs, and a number of direct and indirect jobs created when the scheme is completed.

It is expected that the mixed use development will deliver a range of accommodation on site and offer facilities to support residents and occupiers of the site, and for the wider community. Such facilities will include retail provision and public realm.

#### Summary of the Bristol Census 2011 Equalities Statistics

		Gender		Ethnicity			Disability	Sexual orientation
		males	females	White British	non- 'White British'	BME	with a LLTI	Lesbian, Gay or Bi-sexual
<b>Total</b>	<b>number</b>	213,400	214,700	333,432	94,802	68,642	71,724	n/a

population all ages	denominator	428,100	428,100	428,234	428,234	428,234	428,234	n/a
	Bristol %	49.8	50.2	77.9	22.1	16.0	16.7	n/a
	England and Wales %	49.2	50.8	80.5	19.5	14.0	17.9	6

available at: <http://www.bristol.gov.uk/page/community-and-safety/equalities-data-and-research>

According to the table above, 16% of the Bristol people are Disabled, under the Equality Act 2010, that is defined as ‘...a physical or mental impairment which has a long-term and substantial adverse effect on their ability to carry out normal day-to-day activities’. Taking into consideration that not everyone discloses their disability, the actual number could potentially be higher. Therefore, it is expected there will be significant number of disabled people accessing Temple Island, including people with sensory impairment and long-term health conditions.

The majority of visitors are expected to travel by foot, bicycle or via public transport. The remaining visitors traveling by car would be encouraged to make use existing public parking provision, or new facilities which may be proposed as part of the overall development.

The development is located in the Windmill Hill ward, which is adjacent to the following wards:

- Lawrence Hill
- Southville
- Cabot
- Knowle
- Brislington West

The table below illustrate the characteristics of the population living in the wards listed above:

Ward	Population by sex				Ethnic group				Limiting long-term illness or disability		
	Total usually resident population [1]	Total males	%	Total females	%	White Total	%	Black and Minority Ethnic Group Total	%	People whose day-to-day activities are limited	%
Brislington West	11,355	5,670	49.9	5,685	50.1	10,352	91.2	1,003	8.8	1,774	15.6
Cabot	15,940	8,572	53.8	7,368	46.2	11,741	73.7	4,199	26.3	1,353	8.5
Knowle	11,315	5,608	49.6	5,707	50.4	10,312	91.1	1,003	8.9	2,105	18.6
Lawrence Hill	18,942	10,060	53.1	8,882	46.9	8,493	44.8	10,449	55.2	3,402	18.0
Southville	12,543	6,459	51.5	6,084	48.5	11,353	90.5	1,190	9.5	2,061	16.4
Windmill Hill	13,180	6,614	50.2	6,566	49.8	11,351	86.1	1,829	13.9	1,873	14.2
<b>Bristol</b>	<b>428,234</b>	<b>213,071</b>	<b>49.8</b>	<b>215,163</b>	<b>50.2</b>	<b>359,592</b>	<b>84.0</b>	<b>68,642</b>	<b>16.0</b>	<b>71,724</b>	<b>16.7</b>
<b>England &amp; Wales</b>	<b>56,075,912</b>	<b>27,573,376</b>	<b>49.2</b>	<b>28,502,536</b>	<b>50.8</b>	<b>48,209,395</b>	<b>86.0</b>	<b>7,866,517</b>	<b>14.0</b>	<b>10,048,441</b>	<b>17.9</b>

The table demonstrates that the majority of the Lawrence Hill population are from Black and minority ethnic communities and that there are also a high number of disabled people living in the area. Knowle also has a high proportion of older people. Consultations with these groups will form part of the consultation around proposals for Temple island.

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

We have no official data specifying the sexual orientation of the Bristol people. However for this report we will assume that Bristol reflects the national statistics where 6% of the population is LGBT+, all as referred to later in this assessment.

Marriage and civil partnership, Pregnancy and maternity data is missing from this assessment.

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

Consultations with these groups will form part of the Planning Process, but it may also be possible for the developer to engage these groups early as part of the design process.

The Council and Developers will consult with equalities groups during the detailed design of new transport schemes, space improvements and developments. Individual transport schemes are required to undertake EQIAs as part of the Council's quality assurance strategy.

## Step 3: Who might the proposal impact?

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

**3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?**

Whilst we have not identified any directly adverse impacts from the proposal at this stage we are aware of issues which we will need to consider further as part of the development/design process:

**Age, Marriage and civil partnership, Pregnancy and maternity**

No issues identified at this stage however, civil partnerships can be an indicator of same sex marriage and could support LGBT+ data.

**Disability**

Shared pedestrian/cyclist routes to the Island could be a hazard for people with mobility or sensory impairment. Elevated areas/levels to the Podium and Conference facility could be perceived as excluding for people with mobility impairments and older people. The design will need to account for this and seek to mitigate any impacts through intelligent design.

**An influx of people**

An influx of people walking to and from the development through the Old Market area, who are potentially unfamiliar with Bristol, could potentially increase the chances of homophobic, bi-phobic and transphobic hate crime as this area is well known as the LGBT+ quarter in Bristol.

**Race, religion or belief**

An influx of people walking to and from the development through the Lawrence Hill Ward streets, and Old Market who are potentially unfamiliar with Bristol, could potentially increase the chances of racially and faith aggravated hate crime due to the high number of BAME owned business on this high street.

## Sex

Womens safety-there may be an increased risk of sexual harassment, assault or gender based hate crime, speaking with the Womens Commission may be able to support consulting with women any issues they have with the new development.

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

Currently, BCC are only at the very preliminary stages of design and yet to reach agreement with the proposed developer. However as the design develops and wherever viable, access routes to the development will have designated areas to separate cyclists and pedestrians.

Key stakeholders will be engaged as the design develops to provide views in order to prevent criminal activities. Examples of potential mitigating measures to be considered but not limited to are:

- CCTV cameras covering all access routes.
- Cooperation between any Conference Centre operator and police where appropriate on event days.
- Stewarding/marshalling by the operator where required on events days.

Bristol Operations Centre developed for the Bristol City Council as part of their Smart City programme, this connected operations centre is designed to provide integrated, city-wide management. This includes traffic management, monitoring of public spaces, and telecare services in Bristol and would be an important feature in ensuring citizens are safe and are able to access the development. Along with SARI Bristol Hate Crime and Discrimination Services monitors hate crime, crime against women and vulnerable people; the group examine hate crime statistics reported from the community and to the police on a quarterly basis. Any increase in hate crime would be quickly noted and action can be taken to mitigate this (e.g. additional CCTV in Old Market or Lawrence Hill, increased foot patrols, increased publicity for reporting etc. where there is a lack of safety precautions where required)

BCC Overview & Scrutiny Management Board commissioned a working group on the Bristol Night Voice, the group will be consulted further so that considerations on how the issues identified in this equality assessment and in respect of how the development operates can be integrated into a City Centre Night Time Economy Strategy.

Accessibility issues raised during pending planning consultations, consultation and meetings with Bristol Physical Access Chain (BPAC) and others will be considered through the design development and ongoing engagement with BPAC.

It should also be noted that it is felt that the redevelopment proposals for Temple Island do offer an opportunity to significantly enhance the levels of activity within the Temple Quarter area and offer the opportunity to make improvements to key walking/cycling routes – such as along Cattle Market Road. The opportunity does therefore exist to make significant improvements to the benefits of all residents and groups.

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

**Age**

During the construction period there will be a number of construction jobs and potential apprenticeship opportunities which would be suitable for young people.

**Age**

There is a high number of older who live in Bedminster, and would be beneficial for any consultation to target these groups too.

**Disability**

Early input from Attitude is Everything and BPAC on the design will ensure the best viable disabled-friendly venue possible for Bristol citizens.

**Gender reassignment and sexual orientation**

Once the development is open, engagement between any Conference Centre operator and the Old Market traders and other groups can ensure that local businesses would benefit from the Conference Centre hosting cultural relevant events.

**Marriage and civil partnership, Pregnancy and maternity, Sex (Gender)**

n/a

**Race, religion or belief**

Many of the local businesses in the Lawrence Hill area are owned by BME people. The expected influx of people would increase business in this area.

Religious groups will be able to use the Conference Facility as has previously been done across the country in similar venues. Consideration of prayer rooms with wash facilities could prove faith friendly for example.

Due to the proximity of the venue to Lawrence Hill, the local community could benefit from some of the jobs created during construction and once the venue is open. It may be possible to put some targeted initiatives in place to support the Lawrence Hill community and developer-dialogue with the Black South West Network will be encouraged.

#### 3.4 Can they be maximised? If so, how?

Job fairs will be organised in conjunction with the developer, the LEP, the building contractor and the operator to inform the local community about Temple Island job opportunities including skill development initiatives. This will involve input from the Council's Temple Quarter team and will also draw on support from BCC officers from within both the Economic Development and Skills teams in order to maximise and promote opportunities.

### **Step 4: So what?**

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

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

Completing the equality impact assessment has ensured that key groups have been identified. This means that specific engagement can be targeted with these groups during the development of proposals for the Temple Island site and key requirements/issues accounted for.

Consultation processes, undertaken as part of the scheme development and through any formal planning applications, will raise awareness of issues facing equalities groups and those with protected characteristics represented by The Care Forum.

#### 4.2 What actions have been identified going forward?

- Feasibility work looking into infrastructure options, including the viability of designated areas for pedestrian and cyclist, instead of shared spaces,

on the new access routes leading to the development.

- Discussions will be facilitated between any Conference Centre operator and the Council, including Safer Bristol, to review city wide initiatives, including safety measures, which could be implemented in the arena.
- Job fairs will be organised in conjunction with the developer, the LEP, the Building contractor and the operator to inform the local community about Temple Island job opportunities.

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

In reference to the actions on section 4.2:

- Suitable infrastructure works will be condition of planning consent.
- Discussions between any conference facility operator and the Council will be planned and monitored to ensure to ensure that they both happen and achieve SMART objectives.
- The Council and its partners will develop an employment and training strategy which will set out a strategy for maximising employment opportunities. The number of jobs created will be monitored during construction (by the project team, as part of the building contract) and when the Conference Centre is open (by the operator) and the number of employment fayres etc attended will also be monitored

It is intended to maintain the key measures outlined in this EqIA. The equalities impact of changes will be reviewed against this EqIA and updated if required. More in depth EqIA's will be developed once more detailed development plans have been agreed.

Service Director Sign-Off:



Nuala Gallagher

Date: 24 June 2019

Equalities Officer Sign Off:

Cherene Whitfield

Date: 17 June 2019

## Eco Impact Checklist

<b>Title of report:</b> Temple Island				
<b>Report author:</b> John Hurlock				
<b>Anticipated date of key decision:</b> 2nd July 2019				
<b>Summary of proposals:</b>				
<p>The proposal is to continue discussions relating to the development of Temple Island for a mixed use scheme, This will involve the provision of funding to support the continued development of proposals and approval to enter in to a Strategic Partnership with a funding and development partner and give in-principle approval to key aspects of the proposed disposal.</p> <p>This assessment considers the anticipated impacts associated with the mixed use development at Temple island. Given the stage of development of the scheme, this review is at a high-level and a more detailed EIA will be developed to accompany a future Cabinet report which will contain more detail relating to the development proposed for Temple Island, at a stage when such information is available.</p>				
Will the proposal impact on...	Yes/No	+ve or -ve	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	-ve	<p>During construction there will be direct emissions from construction vehicles and indirect emissions through energy consumption and staff travel.</p> <p>During operation: indirect emissions from energy consumption and staff travel, visitor travel, generation of waste to landfill.</p>	<p>A Construction Environment Management Plan (CEMP) is expected to be developed for the project, which will take account of all mitigation measures identified within the Environmental Impact Assessment which will be submitted alongside the Temple Island Planning Submission.</p> <p>The Developer will set out commitments to local employment within a Skills and Employment Plan, The Council will encourage the developer to achieve a high BREEAM standard. This will seek to place the development at an equal or higher than comparable schemes of a similar nature. The assessment includes consideration of construction materials used and the energy efficiency of the building.</p>

				<p>The site is well connected to the existing public transport network, located next to Temple Meads train station and close to bus routes – although opportunities to enhance this connectivity do exist.</p> <p>The scheme will be expected to seek to encourage and maximise use of public transport for staff and visitors to the Development.</p> <p>The site is expected to be connected to Bristol heat network and that the developer will work with BCC in order to realise this objective.</p> <p>A Waste Management Scheme will be submitted in accordance with respective planning condition.</p> <p>Any landscaping measures, including tree and low ground level planting may have some positive benefit for air and built-environment quality.</p>
Bristol's resilience to the effects of climate change?	Y	+ve & -ve	<p>The site's main access route is within flood zone 3.</p> <p>The proposal may increase the risk of flooding through increased impermeable surfaces.</p> <p>The proposal will increase mains water and energy consumption.</p>	<p>A full flood risk assessment will be undertaken for the project. Improvements are currently proposed to the A4 slip road to create an emergency vehicular access and service road; in addition to the main access. This access is located to the south of the site outside of the flood zone.</p> <p>The site is located in the city centre, within cycling and walking distance of many residential areas of Bristol. The design is expected to be developed to maximise water efficiency and minimise energy and resource</p>

				<p>consumption.</p> <p>With its city centre location, the Conference Facility could be included in BCC's civil contingency plans and could therefore be used in a severe public crisis situation.</p>
Consumption of non-renewable resources?	Y	-ve	<p>In the short-term, there is potential for the consumption of fossil fuels and other non-renewable materials arising through the use of energy and materials during the construction works.</p> <p>In the long-term, there will be consumption of fossil fuels for heating and power, and also for travel to and from the site.</p>	<p>Sustainability of building materials will be considered in the design and reflected in the BREEAM assessment.</p> <p>Reduction in consumption of non-renewable resources through on-site renewable energy generation.</p>
Production, recycling or disposal of waste	Y	-ve	<p>Waste will arise from construction works.</p> <p>Waste will arise from the normal operation of the site.</p>	<p>A Site Waste Management Plan will be prepared to minimise the level of waste produced and maximise the amount of waste that is recycled and diverted from landfill. The plan will be submitted alongside the CEMP under the respective planning condition</p>
The appearance of the city?	Y	+ve	<p>The site is currently derelict / vacant and inaccessible to the public. The proposal will alter the appearance of the city, creating a new destination and public realm on a prominent gateway site in the city.</p>	<p>A full assessment of the landscape and visual impact of the project will be undertaken as part of the Environmental Impact Assessment submitted alongside the respective planning application.</p>
Pollution to land, water, or air?	Y	+ve	<p>The development is located on a</p>	<p>A thorough Remediation Strategy will need to be</p>

		-ve	<p>brownfield site, previously occupied by a diesel depot. The proposals will help treat residual contamination.</p> <p>Activities such as piling have the potential to disturb and create new pathways for the movement of residual contamination.</p> <p>There is a risk of hazardous materials (e.g. fuels or paints) being accidentally released during construction works.</p> <p>Construction works may generate mud, dust and noise.</p> <p>The site is adjacent to a watercourse.</p> <p>Once operational, the site will be connected to the sewage network.</p> <p>An increase in traffic will potentially impact on air quality within the city.</p>	<p>prepared as part of the development of proposals for the site and agreed with the Environment Agency. Some useful information will exist as a result of the previous proposals for the Arena project – and this will be utilised wherever possible.</p> <p>It is expected that a CEMP will be produced and submitted in accordance with respective planning requirement. The CEMP includes detailed controls and measures for the Control Of Substances Hazardous to Health (COSHH); and for minimising and mitigating the resulting effects of construction activity, such as the generation of mud, dust and noise.</p> <p>During the construction phase the site(s) is expected to be registered to the Considerate Constructors Scheme. Measures for engagement with local community and stakeholders will ensure that any arising issues are quickly identified and dealt with.</p> <p>The site is well connected to the existing public transport network, located next to Temple Meads train station and on multiple bus routes.</p>
Wildlife and habitats?	Y	-ve & +ve	<p>The site is derelict and sparsely vegetated. The on-site vegetation will be cleared prior to construction. It is expected that this will be replaced with new planting as an integral part of any</p>	<p>An ecological survey has been completed for previous proposals, however this will need to be reviewed and updated in line with latest development proposal, as they become available. Retention of habitats and clearance of vegetation will be controlled through respective planning</p>

			<p>redevelopment scheme.</p> <p>Potential for disturbance of protected species: wild birds' nests within and on the site boundaries. No bats were recorded as roosting during the last ecological survey, however there is evidence of foraging activity, which could be impacted by the development.</p>	<p>conditions.</p> <p>Landscape designs will be expected to enhance and preserve existing habitats in accordance with BCAP 22. Scrub corridors along the riverbanks will be retained.</p> <p>Works to structures or vegetation which birds use to nest on or in, will be scheduled in line with the Ecological Calendar.</p> <p>Engagement is expected to take place with the BCC Planning Nature Conservation Officer on ecological enhancement and mitigation measures in any forthcoming design</p>
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**Consulted with: Nicola Hares- Environmental Project Manager.**

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

This proposal will create short term negative impacts from construction, and long term negative impacts from travel to and use of the development. A range of effective mitigation measures are expected to be proposed as part of the scheme development and planning permission process. This will see to address issues relating to construction, energy and travel, and ensure positive impacts will arise from bringing a currently derelict area into the public realm.

**The significant impacts of this proposal are:**

Short-term increase in environmental impacts are expected through the consumption of fossil fuels and raw materials in constructing the Development and pollution from potential release of residual contamination into the adjacent watercourse. Longer term, there scheme is expected to generate impacts through the on-going consumption of energy for heat and power, generation of waste and travel to the site. An increase in traffic may reduce air quality within the city.

Significant potential exists for mitigating the negative impacts of this proposal, and also for positive effects.

The proposals will also have positive impacts. The currently inaccessible and derelict site will be opened up and a new destination and public realm created on a prominent gateway site into the city. The Development may also have scope to provide an addition to BCC's civil contingency plans and will provide considerable direct local employment opportunities. Landscape design will preserve and enhance existing habitats and tailored

remediation work will reduce contamination and improve the site.

The proposals are also expected to include opportunities for low carbon energy generation via connection to the Bristol heat network and have the scope to contribute towards the City's Carbon Neutral agenda

**The proposals include the following measures to mitigate the impacts:**

Mitigation measures will be considered throughout the design and planning process and will include a full Environmental Impact Assessment. The planning process will involve thorough consultation with internal BCC teams including transport, planning, contamination, flood risk, economic development and ecology as well as external organisations such as the Environment Agency. This consultation and engagement will be fundamental in shaping the mitigation proposed.

The site is located adjacent to Temple Meads train station and is served by multiple bus routes that link both the north and south of the city. Although scope for improvement of these services exists, this provides for significantly reduced travel impacts, maximising sustainable travel options and reducing reliance on private car use. To further mitigate air pollution and traffic congestion impacts from staff and visitor travel, a Full Travel Plan is anticipated to be developed to support the scheme.

The site is located within walking and cycling distance from numerous residential areas of the city, improving its resilience, making it less vulnerable to disruption from bad weather and accessible via sustainable means of transport from the central, south and northern areas of the city. Staff-travel to the site during construction and operation could be minimised by focusing on opportunities to maximise local employment. This may also offer scope to maximise skills and training opportunities for local residents

To mitigate the potential pollution impacts from residual diesel depot contamination on the site from entering the adjacent watercourse, a comprehensive remediation strategy will be prepared and implemented during the construction phase by the Developer subject to BCC and Environmental Agency satisfaction. During the construction phase, it is expected that the site will be registered to the Considerate Constructors Scheme and a Construction Environment Management Plan (CEMP) produced to control other potential pollution sources such as noise and dust.

Waste generation would be managed and minimised during construction via the CEMP and during operation by a Waste Management Scheme.

To help mitigate impacts from consumption of non-renewable resources, it is expected that the site will be connected to the Bristol heat network, providing resilience to any future resource scarcity and supporting local energy centres, thus contributing towards Bristol's target to become carbon neutral by 2050.

**The net effects of the proposals are:** Positive: as negative impacts can be mitigated and the proposals provide multiple opportunities for positive impacts.

**Checklist completed by:**

Name:	John Hurlock
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Dept.:	Growth and Regeneration
Extension:	74179
Date:	11 <sup>th</sup> June 2019
Verified by Environmental Performance Team	13 <sup>th</sup> June 2019 – Nicola Hares – Environmental Project Manager



# Decision Pathway – Report Template

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>Adoption of the Bristol Transport Strategy</b>		
<b>Ward(s)</b>	<i>City wide</i>		
<b>Author:</b> Jodi Savickas	<b>Job title:</b> Transport Policy and Strategy Manager		
<b>Cabinet lead:</b> Cllr Kye Dudd	<b>Executive Director lead:</b> Colin Molton		
<b>Proposal origin:</b> <i>Mayor</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b> To inform Cabinet to enable the adoption of the Bristol Transport Strategy.			
<b>Evidence Base:</b> The Bristol Transport Strategy is the first of its kind. There has long been a policy gap between the wider, West of England Joint Local Transport Plan and the mode specific strategies at a local level, e.g. the Bristol Cycle Strategy. The Bristol Transport Strategy has been developed in partnership with the Mayor’s Congestion Task Group, with all members of the group agreeing to the proposed outcomes of the Strategy. Public consultation and engagement was carried out during 2018 and the Appendix contains a detailed report showing the strength of support from the public on many of the themes covered in the Strategy. This report also details the proposed edits to be made to the Strategy as a result of the comments received from the public and stakeholders. Also in the Appendix is a copy of the original draft that went out to public consultation for reference for the proposed edits.			
<b>Cabinet Member / Officer Recommendations:</b> That Cabinet adopts the Bristol Transport Strategy.			
<b>Corporate Strategy alignment:</b> All of the themes in the Corporate Strategy are met through the Bristol Transport Strategy: it seeks to improve transport connections across the sub-region and through the detailed consultation carried out on the draft strategy, we empowered communities to get involved in shaping the Strategy. We have taken on new approaches to consultation in order to reach under-represented voices to get involved in shaping transport proposals.			
<b>City Benefits:</b> The Strategy sets out our objectives and ambitions for transport in the city up to 2036. Over this time, the West of England will see an increase of housing by around 105,000 new homes and around 82,000 new jobs, many of which will be located in Bristol. The measures proposed in the Strategy will offer improvements to transport to accommodate this growth and tackle congestion in the city. It also sets out how we will make more transport options available to all of our citizens to provide more opportunities for all areas of the city.			
<b>Consultation Details:</b> This is fully detailed in the consultation report in the Appendix, but briefly, this included: <ul style="list-style-type: none"> <li>• A questionnaire;</li> <li>• An online simulator tool to identify transport priorities;</li> <li>• A video and social media content;</li> <li>• Questions within the Citizens Panel survey;</li> <li>• Engagement with community groups across the city;</li> <li>• Presentations at events and forums across the city;</li> <li>• An easy read and audio version made available;</li> <li>• Materials distributed to libraries across the city.</li> </ul> In total, 3,189 responses were received and over 5,000 individual comments were analysed. The vast majority of respondents strongly agreed or agreed with the objectives and the approaches of the draft strategy, therefore these will remain in the final draft.			

<b>Revenue Cost</b>	<b>£5,000 approx. for design and print of final Strategy</b>	<b>Source of Revenue Funding</b>	14262 Transport Studies
<b>Capital Cost</b>	<b>£0</b>	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

<b>Required information to be completed by Financial/Legal/ICT/ HR partners:</b>		
<p><b>1. Finance Advice:</b> The Bristol Transport Strategy is the first of its kind and aims to bridge the gap between the wider, West of England Joint Local Transport Plan and the mode specific strategies at a local level, e.g. the Bristol Cycle Strategy. The costs to date which covers graphic design, printing, consultation events and document production has been funded from the Transport studies budget.</p> <p>The purpose of the Strategy is to tie together our proposals for transport over the next 20 years and identify short, medium and long term delivery. It identifies a number of future work streams; however, funding of these work streams will form the subject of future cabinet reports. There is anticipation that future feasibility work will be funded from a number of sources i.e. WECA gain share, locally developed schemes or the Transport studies budget (it is not the purpose of this report to identify future funding needs).</p> <p>There are a few measures identified in the strategy that may improve the overall stakeholder transport experience within Bristol, however, these will require further work to establish the cost-benefit to BCC and will require Cabinet decision/direction.</p> <p>The Design and print cost identified in this report as part of the final strategy (if approved) will be funded from the Transport studies budget, other than this, there are no new funding implications for BCC resulting from this report.</p> <p><b>Finance Business Partner:</b> Kayode Olagundoye, Interim Finance Business Partner, Growth &amp; Regeneration, 11<sup>th</sup> June 2019.</p>		
<p><b>2. Legal Advice:</b> The stated purpose of the strategy is to identify a number of work streams to support the Councils adopted transport strategy over the next 20 years. Although this strategy has been out to public consultation, it has not been subject to the same level of scrutiny required in relation to statutory development plans. As such if the strategy is considered in relation to any formal decision making process eg in relation to a planning application, it will be a matter for the decision maker at that time how much weight they can attach to this strategy.</p> <p><b>Legal Team Leader:</b> Joanne Mansfield 13<sup>th</sup> June 2019</p>		
<p><b>3. Implications on IT:</b> There are no specific or readily identifiable IT implications arising from this strategy. However, the implementation of the strategy may identify particular IT implications, such as, for example, the integration of live transport data with Council or other partner systems, but these can and should be addressed at the appropriate and relevant stages of implementation.</p> <p><b>IT Team Leader:</b> Ian Gale, Head of IT</p>		
<p><b>4. HR Advice:</b> No HR implications evident</p> <p><b>HR Partner:</b> Celia Williams, HR Business Partner 25 April 2019</p>		
<p><b>Background Documents:</b> Consultation report; Draft Bristol Transport Strategy (consultation version).</p>		
<b>EDM Sign-off</b>	Colin Molton	08 May 2019
<b>Cabinet Member sign-off</b>	Cllr Kye Dudd	13 May 2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's office	03 June 2019

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

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# BRISTOL TRANSPORT STRATEGY

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CONSULTATION 2018

Tackling congestion and making  
Bristol a better place for all



## Foreword from Mayor



Mayor of Bristol,  
**Marvin Rees**

*Bristol is a city of hope and aspiration. Although we have many achievements to be proud of, we are also a city with high levels of deprivation. In order to build a more inclusive and connected city, my administration is committed to enabling individuals and communities to flourish. We need to connect people to people, people to jobs and people to opportunity.*

We know that congestion, and its effect on air quality is a major problem in Bristol and has an adverse impact on our inclusive economic growth. We have to tackle the problem to connect people to education and employment opportunities, to health care, to retail and leisure facilities as well as visiting their friends and family across the city and beyond.

Bristol City Council's Corporate Strategy has four key themes and transport is a contributor to them all:

- ▶ Empowering and caring- we want to empower our communities to work with us to improve transport options to increase individuals' independence;
- ▶ Fair and Inclusive- we want to ensure people have access to learning, jobs and affordable homes and it is vital that good transport options are available to ensure no one is left behind;
- ▶ Well connected- we want to make sure our citizens are well linked by efficient and affordable transport options to jobs, services and each other;
- ▶ Wellbeing- we want to create healthier communities where citizens feel safe to walk or cycle and can breathe clean air.

However the Council alone will not be able to achieve these aims. That is why in 2017 I set up the Congestion Task Group, consisting of key stakeholder and influencers in the city to work with us to identify transport issues and solutions that are mutually supported. The Bristol Transport Strategy is a result of our partnership with the Congestion Task Group members and I fully support the ambition, vision and objectives of the Strategy.





Cabinet Member for Transport and Connectivity,  
Cllr Mhairi Threlfall

## Foreword from Cabinet Member for Transport and Connectivity

*In many ways, we have made huge achievements in transport in Bristol over recent years. We were the first Cycling City in the UK, which brought high levels of investment in cycling infrastructure and promotion and saw cycling figures double. We now have higher levels of cycling to work than Sheffield, Nottingham, Newcastle and Liverpool combined. We also have rising levels of public transport use in Bristol in a time when other cities across the UK are experiencing a decline in use. We are delivering most recently a bus rapid transit scheme- MetroBus- that has included improved bus prioritisation measures to prevent MetroBus and other buses getting caught up in general congestion to improve reliability.*

However, this is just the start, and we still have both legacy and future challenges to tackle. We will be developing thousands of new homes and jobs to accommodate growth in the city, which means there will be more people to move around on an already congested network. Realistic and affordable transport options in some parts of the city are still limited, resulting in poor access to jobs and opportunities. Bristol's poor air quality, mainly caused by pollutants from vehicle use, contributes to many early deaths a year. Many citizens still feel that it is not safe to walk and cycle in the city and journeys by motorised modes are unreliable and need to be improved. And we need to get better and smarter at how we manage our network and the maintenance of our transport assets.

I believe that delivering the objectives of the Bristol Transport Strategy will require continued partnership working with our citizens and stakeholders- the council cannot solve these problems alone - and working with the Congestion Task Group has begun this conversation.

The Bristol Transport Strategy is the local voice for local people and will be an active document to work and achieve our vision together for improved and better connected transport.





If you would like this information in another language, Braille, audio tape, large print, easy English, BSL video or CD rom or plain text please contact:  
Jodi Savickas, [jodi.savickas@bristol.gov.uk](mailto:jodi.savickas@bristol.gov.uk) 0117 903 6123

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# Executive Summary

*With a rich cultural heritage, prosperous economy, and world class universities, Bristol is consistently ranked as one of the best places to live in the UK<sup>1</sup>. However, as with other cities, we face rising inequality and some of the most deprived areas in the country are located here<sup>2</sup>. For Bristol to be an attractive place to work, live, and visit for everyone, it needs a transport network that supports the local economy, enhances the urban environment, and contributes to high-quality, people friendly places.*

The city is experiencing the biggest investment in living memory with around £800m already being invested in transport infrastructure to 2020. This investment includes the first three routes of a MetroBus Rapid Transport network linking the city centre to the North Fringe and South Bristol. The MetroWest suburban rail scheme includes introducing a number of new cross city services and better timings. Cycle Ambition and other programmes are helping to improve cycle infrastructure and transport investment linked to the Temple Quarter Enterprise Zone will provide sustainable transport access to new jobs.

This document looks ahead at the challenges that Bristol faces as a city, suggests a vision and objectives and outlines a number of aims and actions to ensure that sustainable travel becomes increasingly more convenient, reliable, attractive and cost effective.

## The Bristol Transport Strategy

Bristol will be a city of sustainable communities that combine housing, employment, retail, education, training and leisure functions, all linked by a strong public transport network. In order to tackle congestion and air pollution, our vision for Bristol is to be a well-connected city that enables people to move around efficiently with increased transport options that are accessible and inclusive to all. We will deliver an improved sustainable and resilient transport network that supports Bristol's vibrant independent local centres and neighbourhoods and connects to an attractive and thriving city centre.

## Challenges

The key transport challenges facing the city are:

- › **Housing, jobs and regeneration:** Over 100,000 new homes and new jobs needed across the region by 2036<sup>3</sup>
- › **Equality:** Bristol has some of the most deprived areas in the country, with a difference of 16 years in healthy life expectancy between the most and least deprived areas of the city<sup>4</sup>.
- › **Health:** Physical inactivity contributes to 1 in 6 deaths and around 300 deaths a year are due to air pollution<sup>5</sup>.
- › **Better places:** We need to tackle poor quality public space by creating high quality places and making better use of our streets
- › **Reliable journeys:** Bristol has some of the worst congestion in the country, causing unreliable journeys for many people<sup>6</sup>.
- › **Sustainable growth:** We need to support economic growth and accommodate emerging technologies while cutting carbon emissions.

The use of technology to help us get around has increased rapidly and will continue to do so. Technology is helping people make their journeys door-to-door in a seamless way through measures such as journey planning tools, smart ticketing and mode sharing apps that allow citizens to access various modes of transport, reducing the need to own individual cars. We will embrace the use of technology that brings more efficient movement around our city and this is embedded throughout this strategy.

Journeys are made for many different purposes and to various points across the city; therefore it is not appropriate to identify just one target for all trips across all parts of the city<sup>7</sup>. We have identified a number of objectives, outcomes and actions that seek to overcome the challenges we face and to meet our vision.

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## City wide movement

A great deal of traffic that travels through the city each day is from surrounding areas to access employment sites in the centre of the city, which is a big contributor to congestion throughout the city. The road network is at capacity and will be placed under further pressure from planned housing and economic growth. Building more roads will not solve this issue. Apart from not having space available to do so, providing more road space for cars will mean more cars will add to overall congestion levels and will create more hold ups at already congested points in the city. We need to make changes the in the way we use our street space so that people and goods can move around the city more efficiently.

Working with neighbouring authorities is key to achieving our vision and tackling the region's transport challenges. Bristol City Council has been working with South Gloucestershire, Bath and North East Somerset, and North Somerset Councils on a Joint Transport Study (JTS)<sup>8</sup>, which will inform the emerging Joint Local Transport Plan that covers the West of England region. Our approach to enable efficient movement around the city, which has been fully evidenced through the Joint Transport Study, is as follows:

- 】 Manage the demand on the network to ease congestion.
- 】 Enable people and goods to travel into and through the city more efficiently.
- 】 Make space and improve safety for movement by sustainable modes.
- 】 Encourage the use of sustainable modes and embed a sustainable transport ethos to help achieve our vision.

The outcomes we will seek to meet this approach are:

**Outcome #1** | Efficient movement of traffic around the city, with increased resilience of the network and minimised impacts of congestion and air pollution.

**Outcome #2** | On and off street parking managed efficiently to encourage use of sustainable transport and tackle congestion, while providing options that support the city's 24 hour economy.

**Outcome #3** | Reduced excess lorry and van travel in the city (especially during peak hours), working with industry to find cleaner alternatives for the movement of goods.

**Outcome #4** | Public transport to be visibly integrated, convenient and reliable to enable people to move around the city in a more efficient way.

**Outcome #5** | Walking to be safe, pleasant, accessible and the first choice for local journeys and combined with public transport for longer journeys.

**Outcome #6** | Cycling to be safe, simple, accessible and convenient, either as an option for the whole journey or as part of a journey combined with public transport.

**Outcome #7** | A resilient, safe and well-maintained network to enable continuous movement of people and goods, using smart technologies.

**Outcome #8** | More people making sustainable and healthy transport choices by improving engagement with communities, schools and businesses.

**Outcome #9** | New developments to be innovative in their approach to prioritise sustainable transport options and address the impact on the existing network.



## City Centre

In central Bristol, we will deliver the City Centre Transport Package to make the city a more attractive destination and place to work and enjoy. The regeneration of Temple Meads station and transport schemes linked to the Temple Quarter Enterprise Zone will support growth in this area. Our outcome for the City Centre is:

**Outcome #10** | A city centre that is accessible by active and sustainable transport and attractive to live, work and visit, enhancing its status as the foremost shopping and cultural centre in the South West.

## Corridors

Bristol has a number of transport corridors that carry large numbers of people from within the city and outside its boundaries to the city centre. Many of these corridors are local centres and high streets and have very limited space to expand to accommodate movements by multiple modes. We therefore have to be more radical in our thinking about how we can best move more people more efficiently along our corridors in mass transit modes, which could be located underground. Our outcome for corridors is:

**Outcome #11** | More efficient transport corridors to move the largest number of people in the space available.

## Local Centres

Local centres provide essential services and facilities for many residents who live nearby providing key facilities, which means residents do not have to rely on a car for many every day needs. They are also places for people to meet and interact, and the influence of transport can have large impacts on creating a sense of place. Our outcomes for local centres are:

**Outcome #12** | Supported and enhanced local centres and high streets, recognising that they provide key services and facilities, and can also be transport corridors and destination points for visitors.

**Outcome #13** | Reduced impact of motorised traffic on local centres creating better public spaces that are more accessible by walking, cycling and reliable public transport.

## Page 45 Neighbourhoods and residential streets

Bristol is made up of a number of neighbourhoods that each has its own identity and where our citizens live. It is important that citizens feel safe and confident to walk and cycle in their neighbourhoods to access local services and connect to other parts of the city without relying on a car. Our outcomes for neighbourhoods and residential streets are:

**Outcome #14** | Key facilities and services increasingly accessible to all citizens without the need to rely on a car.

**Outcome #15** | Safer places to live by working with citizens to design and deliver measures to improve movement and liveability in our neighbourhoods.

## Funding and implementation

Local government is under increasing financial pressure with cuts in budgets and inconsistent funding streams. We will continue to work with developers to negotiate delivery of transport infrastructure identified in this strategy that benefits new developments. However, delivering the proposals set out in this document will require a step change in capital funding in the region, along with increases in revenue funding to help operate and maintain the new infrastructure. While new funding has been released through the establishment of the West of England Combined Authority, additional sources of funding will be needed, including consideration of workplace parking levies and/or road user charging.



# Introduction

*With a rich cultural heritage, prosperous economy, and world class universities, Bristol is consistently ranked as one of the best places to live in the UK<sup>9</sup>. Sustained investment has resulted in large increases in sustainable travel across the city. Public transport use in Bristol has witnessed a rapid increase in recent years compared to decreases in the rest of the country, and more people now cycle to work in Bristol than in Sheffield, Nottingham, Newcastle and Liverpool added together<sup>10</sup>.*

The city is experiencing the biggest investment in living memory with around £800m being invested in its transport infrastructure to 2020. This investment includes:

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- 】 The first three routes of a MetroBus Rapid Transport network linking the city centre to the North Fringe and South Bristol.
- 】 The MetroWest suburban rail scheme includes introducing a number of new cross city service and better timings.
- 】 Cycle Ambition Fund programmes are helping to improve cycle infrastructure and transport investment linked to the Temple Quarter Enterprise Zone will provide sustainable transport access to new jobs.

We have a rising population and as such there is a need to provide around 100,000 houses and a similar number of additional jobs across the West of England by 2036. Whilst this will be a challenge it provides us with the opportunity to get things right at the planning stage and use development to fund new transport infrastructure.

However, as with other cities, we face rising inequality and some of the most deprived areas in the country are located here<sup>11</sup>. For Bristol to be an attractive place to work, live, and visit for everyone, we need a transport network that supports the local economy, enhances the urban environment, and contributes to high-quality,

people friendly places. The transport network needs to provide access to jobs, while minimising negative impacts such as congestion, poor health and air pollution, which are often concentrated in the most deprived areas of the city<sup>12</sup>.

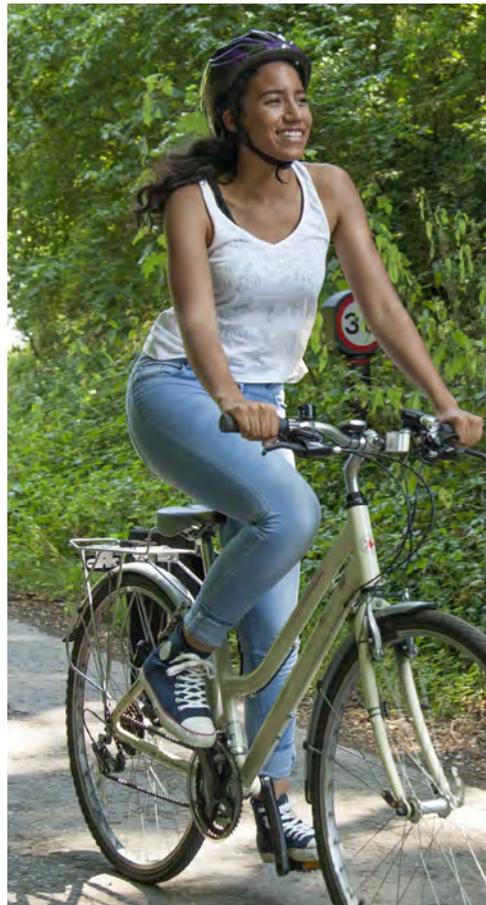
Bristol's Corporate Strategy for the city contains the following themes:

- 】 Empowering and Caring- empowering communities and individuals to increase independence;
- 】 Fair and Inclusive- ensuring people have access to learning, jobs and affordable homes;
- 】 Well Connected- linking people with jobs and each other;
- 】 Wellbeing- creating healthier and resilient communities.

Each of these themes can be achieved by making access to increased transport options available to all our citizens<sup>13</sup>. Inequality across the city exists in part due to the lack of good quality transport options available to connect citizens to services. This strategy sets out objectives to ensure all citizens are able to get where they need to be to open up more opportunities and make sure no one is left behind.

The Bristol Transport Strategy looks up to 2036 and although we can plan for the known factors such as accommodating growth in housing and jobs, there are a number of unknown factors that could affect how people move around the city, such as the development of new technologies including driverless vehicles. We strive to keep ahead of emerging technologies to ensure the impact is to the benefit of all citizens and helps to overcome the challenges identified in this strategy.

This document looks at the challenges that Bristol faces as a city, proposes a vision for the future and outlines a number of objectives to ensure that healthy and sustainable travel becomes increasingly more convenient, reliable, attractive and cost effective. Tackling our local transport challenges head on will help make us a happier, healthier and economically stronger city that attracts investment and affords a rising quality of life to all of our residents.





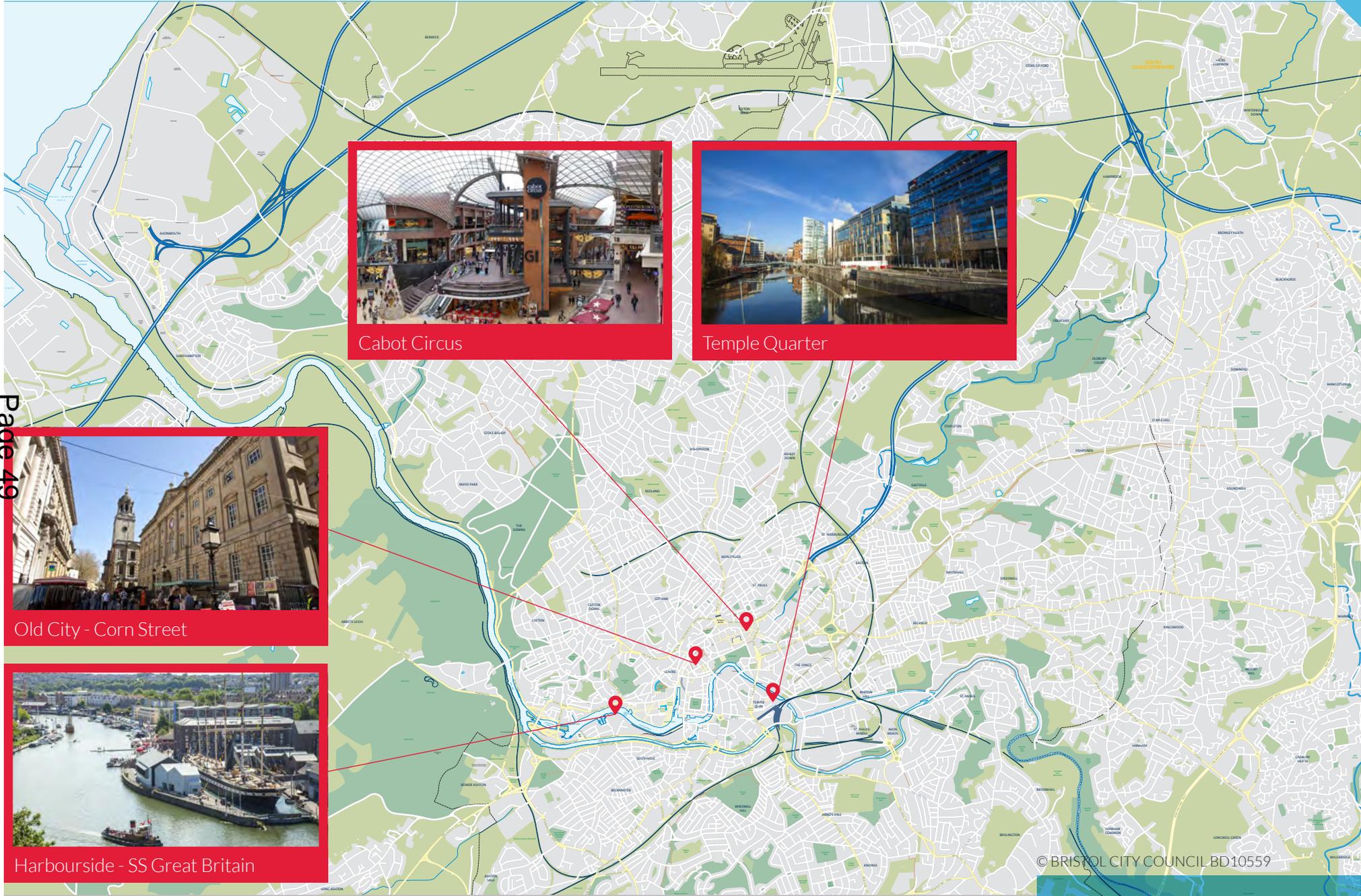
## How Bristol works

*The way we look at transport in Bristol cannot stop at the boundaries of the city. Bristol is part of the wider West of England Combined Authority (WECA), which also contains South Gloucestershire and Bath and North East Somerset. Data on where people travel from to get to work shows that people travel from across the West of England to access employment in Bristol, with 90% of people both living and working in the West of England<sup>14</sup>.*

Within the city boundaries, Bristol city centre is spread across a series of central focuses:

- ▶ The enterprise area and transport hub at Temple Quarter;
- ▶ The shopping focus of Cabot Circus and Broadmead;
- ▶ The leisure and heritage focus of the Harbourside;
- ▶ The historical and cultural focus of the Old City.

The city centre is also home to regionally major hospitals the Bristol Royal Infirmary and the Bristol Children's Hospital, generating 24 hour movement from emergency vehicles, patients and staff.



Cabot Circus



Temple Quarter

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Old City - Corn Street



Harbourside - SS Great Britain

The city has two major watercourses flowing through it, which brings constraints in movement from one side of the city to the other as there are limited options to cross them, contributing to bottlenecks at various points in the city centre.

Bristol has many major transport corridors that stretch from beyond the city boundary to the city centre. There is very high demand on these corridors and they transport thousands of people travelling from the wider area daily. The impacts are felt at a local level, however the strategic nature of these linking routes need a co-ordinated approach for improvements from our West of England colleagues and are therefore part of larger transport proposals in the emerging Joint Local Transport Plan (see Policy Context section for more details).

Bristol has a number of local centres that provide key services and facilities but are also destination points in their own right, attracting visitors from across the city such as Gloucester Road, Bedminster, Fishponds, Clifton and many more.

Bristol's neighbourhoods and residential streets are all designed differently as a result of the different eras in which housing has been developed. This ranges from narrow, Victorian streets where houses do not have off street parking to wide modern streets, shared spaces and home zones.

The way our city is laid out means that day to day travel patterns are varied and it is recognised that an approach to how we plan movement in and through the city centre has to be different from how we plan movement in and between residential areas and local centres.

This strategy sets out our approaches in transport for the city as a whole, taking into account the differences in functions of areas across the city. As well as setting out outcomes and actions that apply to the complex range of movements around the city, we will set outcomes and actions for the following:

- › **City Centre** - taking into account its multiple hubs, its changing function over time and the movements passing through and around the central area;
- › **Corridors** - taking into account their dual role as corridors linking to the city centre carrying high volumes of movement, and local centres and destinations in their own right.
- › **Local centres** - taking into account the importance of these areas for local trips and as destination points from further afield;
- › **Neighbourhoods and residential streets** - taking into account the differences in design and functions across the city.

As transport movement does not stop at the city's boundaries, it is important that we work closely with our colleagues in the Combined Authority as well as neighbouring North Somerset to manage movement across the West of England. Throughout this strategy it will be made clear the objectives that we will manage in Bristol and those that will be managed in partnership with others on a wider scale.

# Bristol: Part of a global movement for healthy liveable cities



*Leading cities are promoting sustainable and healthy transport, helping to unlock economic growth and improve the health and wellbeing of citizens.*

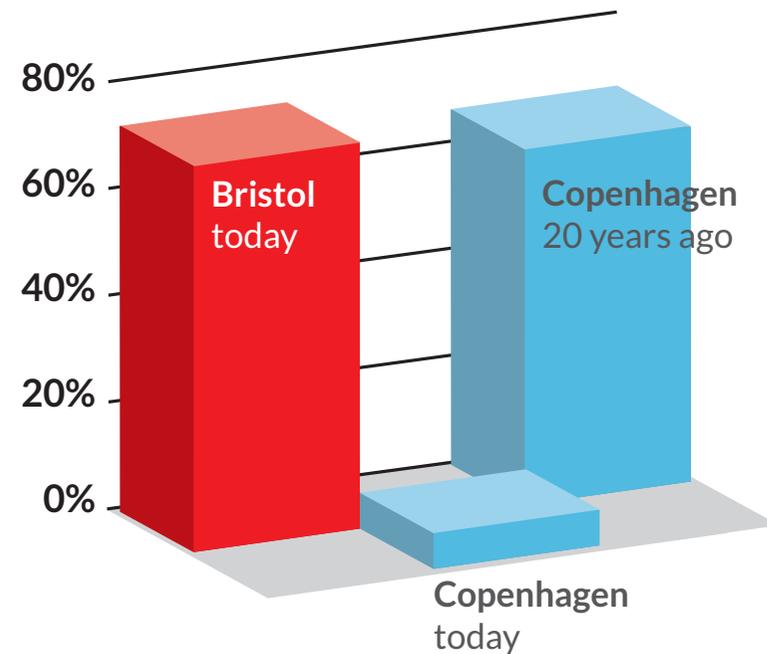
**London** | The aim of London’s Healthy Streets Approach is to help create a vibrant successful city where people can live active, healthy lives. Key aims include 80% of trips to be made by foot, cycle, or public transport by 2041, along with the elimination of road deaths and carbon emissions. Key schemes include cycle super highways, and pedestrianisation of Oxford Street to increase footfall and help tackle air pollution. Shortly after opening, the east-west cycle superhighway carried 1,200 people per hour – a third of the throughput of the M32 in Bristol in just 3 meters of roadspace<sup>15</sup>.

**Manchester** | Is undertaking one of the largest transport network development programmes seen outside London over recent years, which includes development of Metrolink, one of the best modern tram systems in Europe. A renaissance of rail travel is well underway with major investment taking place around the central Manchester hub in particular. The city is also investing in bus priority schemes, and its Velocity programme aims to transform Greater Manchester into a cycle city by 2025<sup>16</sup>.

The GROW project in Manchester is aiming to transform the city centre, with a new public transport system and public spaces. Oxford Road will be transformed into a pedestrian friendly boulevard giving priority to buses, taxis and bicycles with ‘Dutch-style’ segregated cycle lanes. General through traffic will be prohibited between 6am and 9pm, 7 days a week.

**Nottingham** | Over the past decade Nottingham has built up a high quality integrated and efficient transport system. The Nottingham Line One tram now carries up to 10 million passengers per year, and a comprehensive integrated bus network carries over 60 million passengers per year (compared to around 35 million bus passenger trips a year in Bristol). Motor traffic dominance has been reduced in the city centre and high quality public spaces have been created<sup>17</sup>.

**Copenhagen** | Over the course of more than 50 years, Copenhagen has gradually transformed its city centre to an urban space where walking and cycling are the most used forms of transport. Copenhagen has seen wide-scale pedestrianisation, the reduction in traffic lanes and prioritisation of cycles, as well as a gradual reduction in parking spaces by 2-3% annually and incremental increases in parking costs, all of which has helped to change the transport culture of the city. Land made available by the removal of parking spaces has been transformed into public open space<sup>18</sup>.



**Figure 1:** People rating congestion as “bad” in Bristol and Copenhagen

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# Policy Context

The Bristol Transport Strategy should be viewed in the wider context of national and regional transport policy as well as how it is framed by policy with indirect links to transport.

The Bristol Transport Strategy fills a policy gap that exists between the regional Joint Local Transport Plan (JLTP), which provides the transport strategy for the West of England region (more detail on this is on the following page), and specific mode, topic or area based strategies and plans. At the West of England regional level, we are also producing a Joint Local Cycling and Walking Infrastructure Plan (LCWIP) and a Joint Bus Strategy. These documents, due to be published in 2019 set the strategy for modes at the regional level, allowing the Bristol Transport Strategy and its subsequent mode specific strategies to outline the Bristol specific elements. This document provides the overall policy and strategy framework for transport in Bristol and informs and is informed by other Bristol led non-transport specific plans such as the Clean Air Plan and the City Centre Framework.

Under the Bristol Transport Strategy sits a number of mode, topic or area specific strategies and plans that will go into more detail for delivery. Some of these strategies are already published: A Safe Systems Approach to Road Safety (2015) and the Temple Quarter Enterprise Zone SUMP (2016). The Transport Development Management Guide is due to be published in 2018.

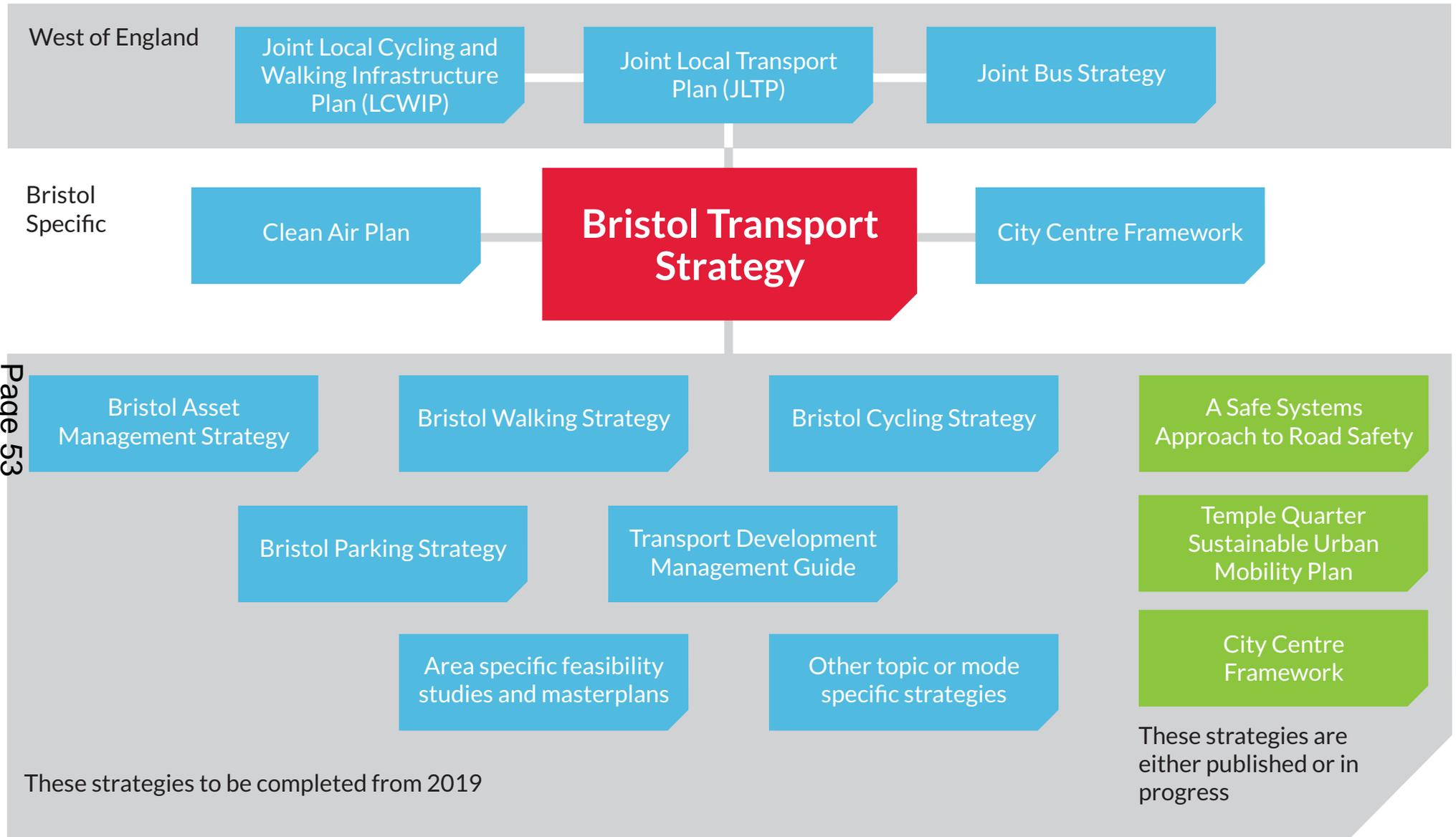
The Bristol Walking Strategy, the Bristol Cycling Strategy and the Bristol Parking Strategy are the next documents to be produced. Work will begin on these documents in early 2019.

Parts of the city will come forward at different times for development to accommodate housing and jobs. In order to ensure sustainable transport is embedded from the outset, we will produce detailed masterplans for each area to include the transport requirements and to ensure alignment with strategic policies as set out in this strategy and the JLTP, as well as methods and timescales for delivery. This will involve detailed feasibility studies and designs, as well as collaboration with colleagues in planning, urban design, housing, economic development and more.

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Figure 2: Timeline



All major transport schemes for the West of England are covered by the JLTP, which spans the same period as the Bristol Transport Strategy up to 2036. The JLTP has been informed by the Joint Transport Study<sup>19</sup>, which was completed in 2017 to set out the transport connections required for the West of England to accommodate growth in housing and jobs as set out by the Joint Spatial Plan. The Bristol Transport Strategy takes the policies and schemes within the JLTP and focuses them down to how it impacts on Bristol, therefore using the evidence and data in the Joint Transport Study to inform the majority of the content in this strategy.

We recognise that we have our own challenges to address through transport and so the Bristol Transport Strategy sets out our vision for transport for the city up to 2036 and how we plan to achieve it. As mentioned, more detail on the exact routings, timescales and deliverability for specific transport schemes will be produced following extensive feasibility studies to produce area, topic and mode specific strategies. The Bristol Transport Strategy therefore is the overarching framework that sets our direction and ambition.



Figure 3 shows this more clearly.

**Figure 3:** Overarching framework



Joint Spatial Plan sets out locations for housing and job growth across West of England for next 20 years.

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Joint Transport Study completed in 2017 identified the transport requirements to connect new housing and jobs.



Joint Local Transport Plan sets out the transport vision for the West of England for the next 20 years.



The Bristol Local Plan sets out the planning policy and safeguards land for development as identified in the JSP.



Bristol Transport Strategy focuses the JLTP down to city level and sets out the transport vision for Bristol for the next 20 years.

# Challenges



# Challenges

## The issues facing our city that have transport implications



### Housing, jobs and regeneration

Over 100,000 new homes and new jobs needed across the region by 2036.



### Equality

Bristol has some of the most deprived areas in the country, with a difference of 16 years in healthy life expectancy between the most and least deprived areas of the city.



### Health

Physical inactivity contributes to 1 in 6 deaths in the UK, with 83% of children and more than a third of adults in Bristol not meeting recommended physical activity levels. Around 300 deaths a year in Bristol are due to air pollution.



### Better places

We need to tackle poor quality public space by creating high quality places and making better use of our streets to enable better point to point movement.



### Reliable journeys

Bristol's levels of congestion are among the worst in the country causing unreliable journeys for many people. This decreases the attractiveness of Bristol as a place to live and work and causes a drag on the local economy.



### Sustainable growth

We need to support economic growth and accommodate emerging technologies while cutting carbon emissions.

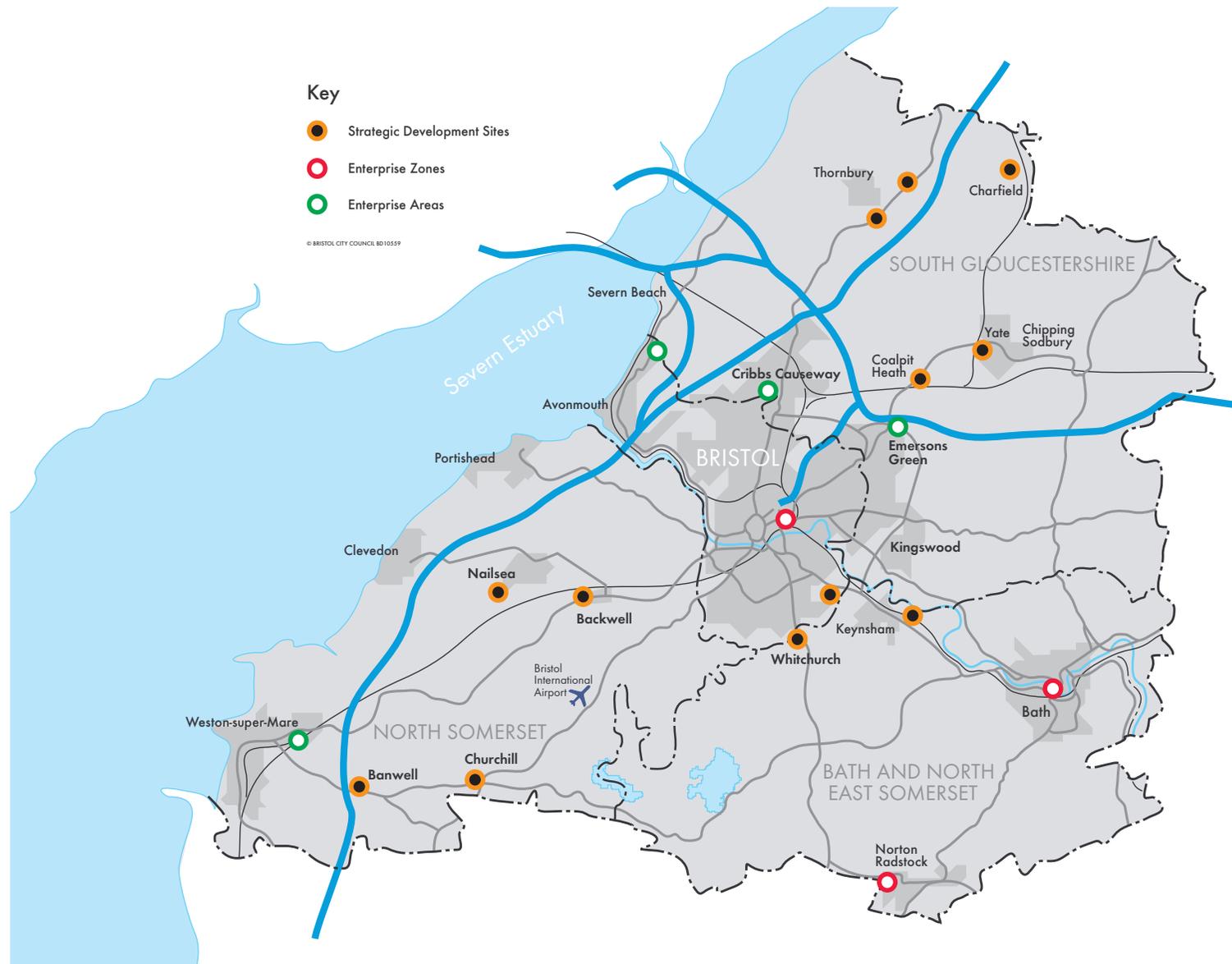




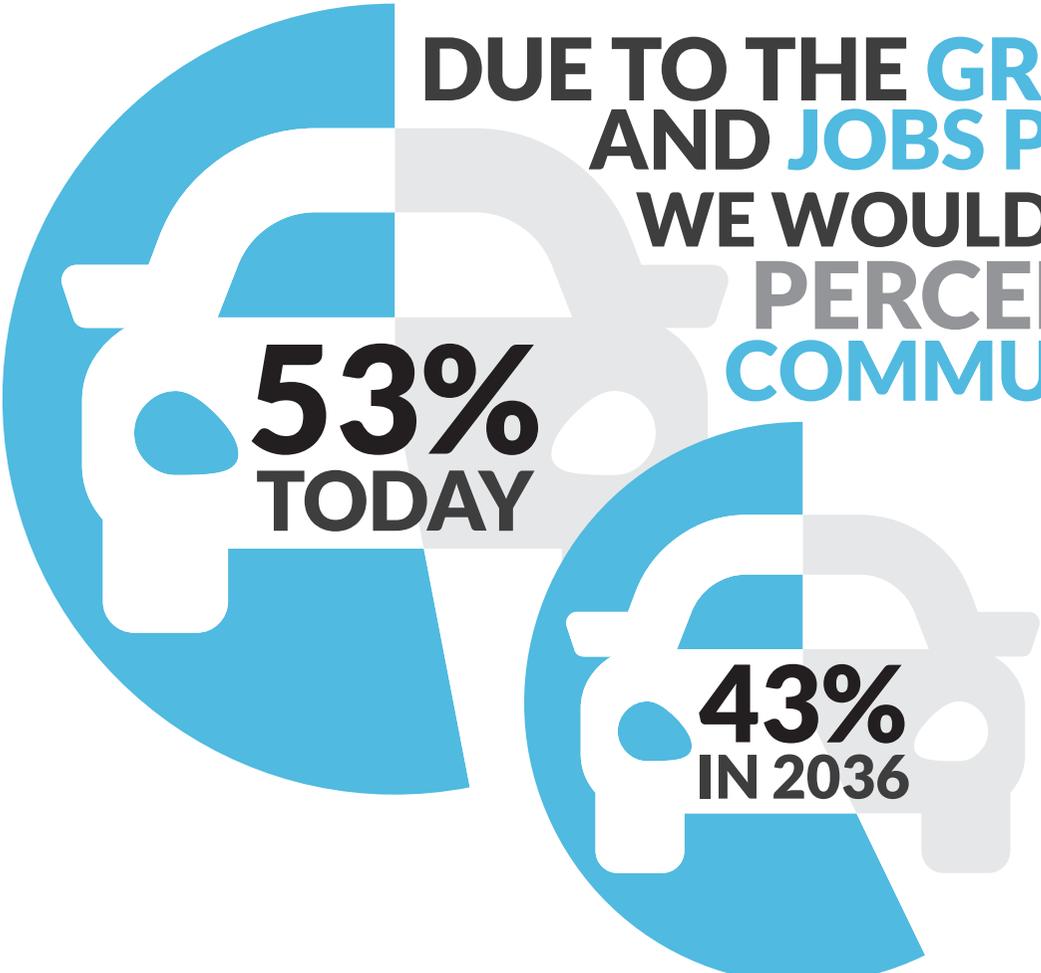
# Housing, jobs and regeneration

Page 58  
 Due to growth in population and reductions in the number of people living in households, the Joint Spatial Plan (JSP) for the West of England sets out plans to accommodate over 100,000 much needed new homes and around 83,000 new jobs over the next 20 years.

Around 32,000 new homes will be delivered in Bristol, and more across a range of sites beyond the green belt in neighbouring areas in the West of England. In terms of jobs, around 22,000 will be in Temple Quarter in the city centre and around 11,000 will be in the Avonmouth Severnside Enterprise Area, which spans the north western boundary into South Gloucestershire.



This development will create additional pressure on transport networks in Bristol. There are limited opportunities for significant highway capacity improvements in Bristol. As such, the overall approach is therefore to reduce traffic to create the right conditions to support growth in housing and jobs by improving connections into the city by public transport and by intercepting traffic travelling from further afield on the edges of the city. This will enable the city's roads to be restructured to support sustainable and healthy travel.



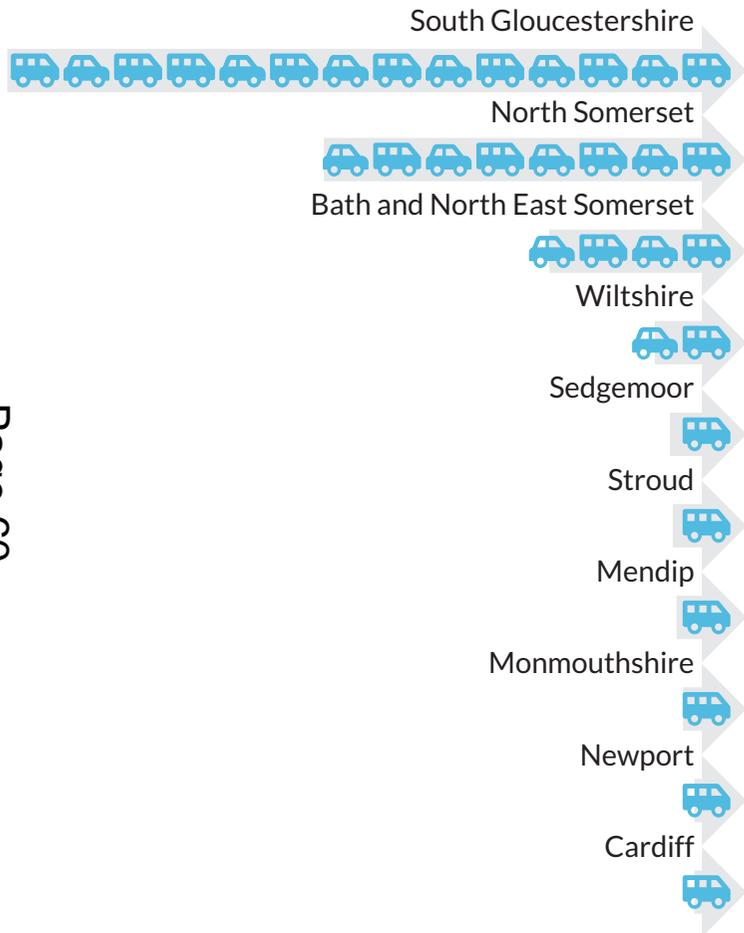
**DUE TO THE GROWTH IN HOUSING  
AND JOBS PLANNED IN BRISTOL  
WE WOULD NEED TO REDUCE THE  
PERCENTAGE OF PEOPLE  
COMMUTING BY CAR FROM:**

**53%  
TODAY**

**43%  
IN 2036**

**JUST TO MAINTAIN  
TRAFFIC AT ITS  
CURRENT LEVEL**  
(REF JTS).

### Top Inflows



### DRIVING A CAR OR VAN

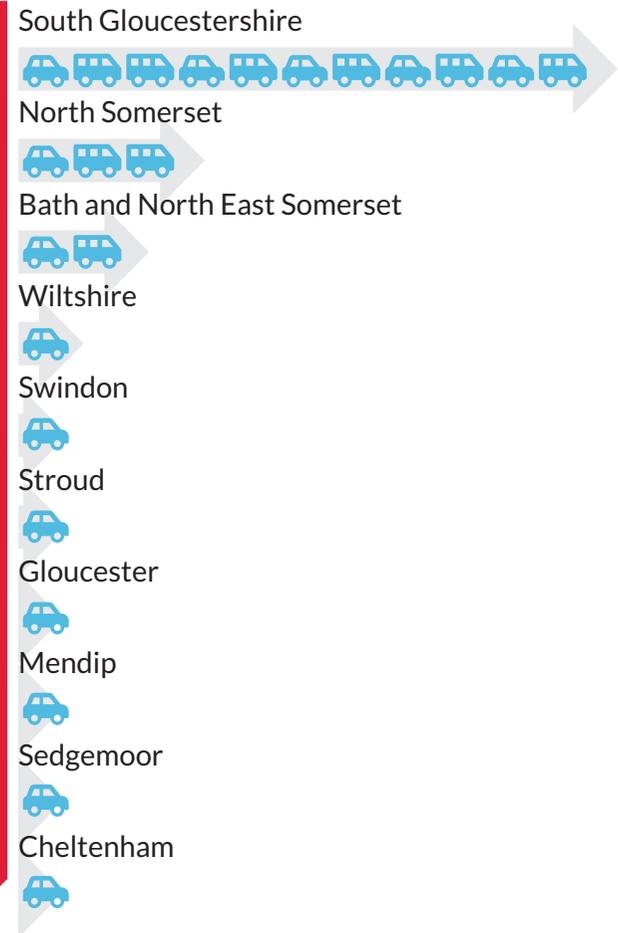
**Bristol, City of**  
travel to work totals

**58,261**  
Inflow

**37,422**  
Outflow

**20,839**  
Net change

### Top Outflows



25,000

15,000

5,000

5,000

20,000



**60% OF PEOPLE** DRIVING TO WORK  
**IN BRISTOL CITY CENTRE**  
 DO SO FROM NEIGHBOURING  
**AREAS, AND OVER**  
**35,000 BRISTOL** RESIDENTS  
 DRIVE TO WORKPLACES  
**OUTSIDE OF BRISTOL.**

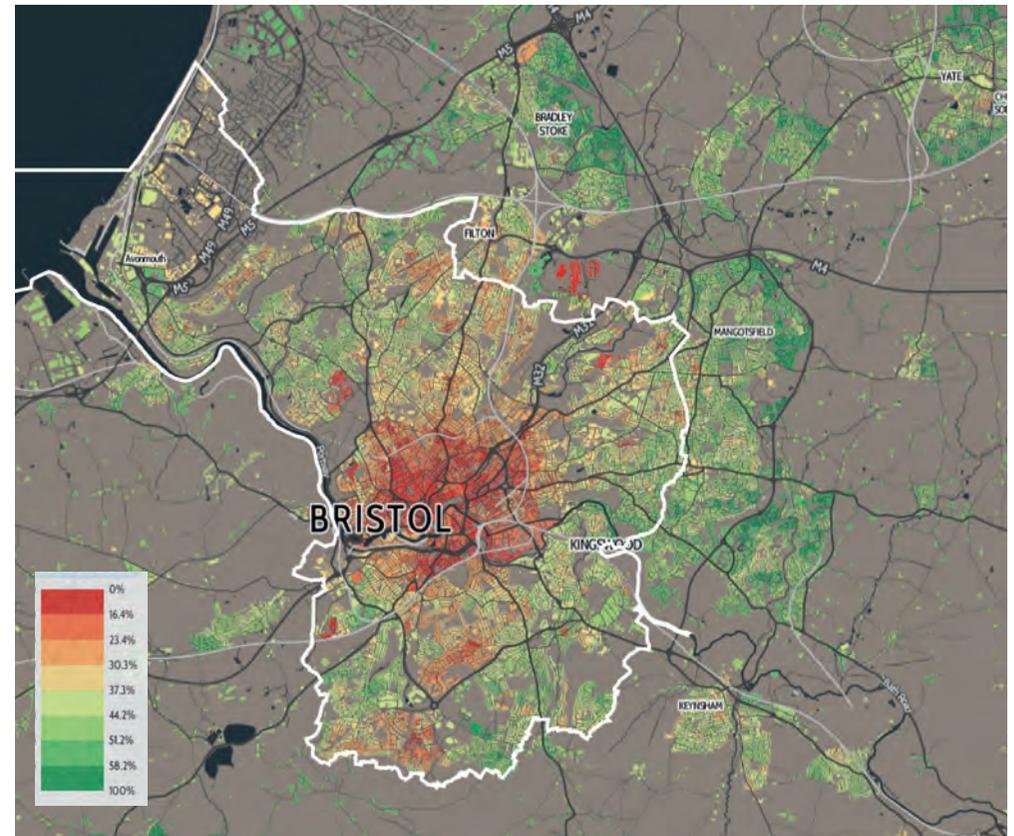
20

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We cannot solve our transport issues alone and continuing to work effectively with our neighbouring authorities and the West of England Combined Authority is crucial to solving our transport challenges. Figure 4 shows that many areas with high levels of car and van use to work are outside Bristol's boundary. While travel patterns have become more dispersed over the last 20 years, the predominant travel movement in the region is still to/from central Bristol and the employment sites in the north at Filton Abbeywood and the surrounding areas<sup>21</sup>.

**The transport implications of this challenge are:**

- › Increased housing and jobs means more people need to move around.
- › This will create added demand on already congested transport network.
- › Currently high levels of commuting by car to Bristol from outside the city boundary.



**Figure 4:** Car and van use for traveling to work



# Equality

Transport can play a major role in tackling inequality. Residents in areas of high levels of deprivation have fewer opportunities to access jobs, health care, and green space.

Residents in these areas encounter worse air pollution, a disproportionate level of traffic injuries, and live closer to major roads which sever their communities. Poverty and deprivation also appear to be associated with a higher risk of excess weight in Bristol, and providing healthy travel choices can play a large role in tackling this<sup>23</sup>.

People in the most deprived areas of Bristol are far less likely to own and drive a car, and far more likely to walk or get the bus than people in the least deprived areas. While the percentage of people cycling in the most deprived areas is lower than for other groups, for many people cycling is a lifeline to access jobs and services.



IMD 2015 Bristol	Don't own a car	Method of travel to work			
		Walk	Cycle	Bus	Car
10% Most deprived	20%	20%	6%	14%	44%
10% Least deprived	4%	10%	9%	5%	56%

Public transport is vital in enabling people to find and sustain employment. We need an inclusive transport system that caters for the rich and poor, young and old, and people with diverse mobility needs.

# AROUND 40% OF JOBSEEKERS SAY THAT LACK OF PERSONAL TRANSPORT, OR POOR PUBLIC TRANSPORT, IS A KEY BARRIER PREVENTING THEM FROM GETTING A JOB

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We must consider the needs of all when planning transport interventions so that everyone can access wherever they need to go in a safe and efficient way. The access requirements of disabled citizens and visitors may be different for non-disabled citizens and we must therefore ensure transport options are viable for all.

## The transport implications of this challenge are:

- › The negative effects of traffic such as poor air quality, road collisions and community severance tend to be higher in the most deprived areas of the city.
- › Transport options are limited to some residents in most deprived areas of Bristol, resulting in poor connections to jobs and training.
- › Access requirements are not the same for all, therefore we must consider the needs of all our citizens to have suitable and realistic options to get around.





# Health

Physical inactivity directly contributes to 1 in 6 deaths in the UK<sup>25</sup> and costs £7.4bn a year when the impact on the NHS, social care, absence from work and other factors are taken into account<sup>26,27</sup>.

Air quality must also be improved with large areas of the city experiencing levels of pollution in excess of EU and UK health based objectives. Most of the pollution leading to breaches of these objectives is generated by transport. Emissions from vehicle exhausts and the generation of particulate matter from brake, tyre wear and suspension of particles are both significant sources of pollutants that are harmful to health<sup>28</sup>. Exposure to poor air quality can discourage walking and cycling, however a study has shown that exposure to polluted air is worse for those travelling in a car than it is for those using sustainable transport<sup>29</sup>.

Finally, we must improve the feeling of safety on our streets and continue to reduce road collisions. Actual and perceived safety is still a big barrier to cycling in particular.



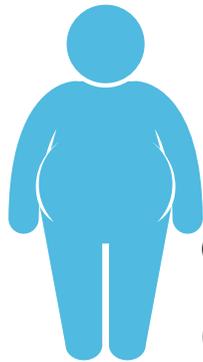
Bristol has the highest proportion of people walking and cycling to work of any large city<sup>30</sup>. We need to build on this trend and tackle poor pedestrian environments in some areas including parts of the city centre.

### The transport implications of this challenge are:

- › Walking and cycling can increase levels of physical activity and reduce air pollution but our citizens have to feel safe on our streets to do this.
- › The message that walking and cycling can improve health, wellbeing and air quality needs to be more widely promoted.

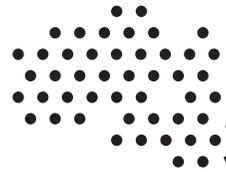
Method of travel to work 2011	Car/Taxi	Public Transport	Cycle	Walk	Other	Work from home
English core cities average (exc. Bristol)	55%	22%	2%	12%	1%	7%
Bristol	53%	11%	8%	18%	2%	8%

31



AROUND  
**51%**  
OF BRISTOL RESIDENTS  
REPORT BEING OBESE  
OR OVERWEIGHT

32



AROUND  
**300 DEATHS**  
(8.5% OF ALL DEATHS) EACH YEAR  
IN BRISTOL ARE ATTRIBUTABLE  
TO AIR POLLUTION

33



**8 PEOPLE KILLED AND  
1,200 PEOPLE INJURED ON  
BRISTOL'S ROADS IN 2015**

34



**ONLY 30%**  
OF RESIDENTS RATE CYCLING SAFETY  
IN BRISTOL AS GOOD OR  
VERY GOOD AND 80%  
SUPPORT IMPROVING  
CYCLE SAFETY

*'I don't cycle because I am scared. The roads are quite busy with a lot of cars and sometimes it is not safe.'*  
**Resident** - Barton Hill





## Better places

*Transport has a large role to play in making the city, and the city centre in particular, a more attractive destination and place to work and enjoy, enhancing its status as the foremost shopping and entertainment centre in the South West.*

With changes to consumer shopping habits and the increasing influence of internet shopping, Bristol needs to ensure its city centre is seen as an attractive place to visit and spend time in. The movement of people and goods is often the dominant function of our public areas and by changing how we move through an area can bring improvements to the public realm and air quality.

Many of our transport corridors are local centres and destinations in their own right, and transport improvements need to support and enhance these areas.

Around 76% of Bristol's residents reported being satisfied with their local neighbourhood as a place to live<sup>35</sup>, however, many neighbourhoods are dominated by motor traffic, and are poorly connected to each other.

Many neighbourhoods are multifunctional and act as local centres. By supporting and enhancing this we can encourage the development of a 'polycentric city' or a city that has multiple functioning centres, where facilities and amenities are available within a close distance to where people live, reducing the need to travel.

It must also be recognised that not all trips will be accessing the city centre or local centres and therefore we must enable point to point journeys across the city to allow citizens to get where they want to be.

### The transport implications of this challenge are:

- › The city has many differing functions that can be made better through transport improvements.
- › Each function is different and therefore improvements must recognise these differences.
- › There is a need to consider the entire point to point journey for all our citizens and visitors.



College Green- before, dominated by traffic (*left*) and after, the creation of improved public space (*right*)



City centre- before layout with the scissors junction (*left*) and after, created simplified, largely segregated routes for buses, pedestrians and cyclists (*right*)





## Reliable journeys

Congestion is an issue in Bristol, particularly at peak times, but increasingly throughout the day, making travel around the city slow and unreliable for many people.

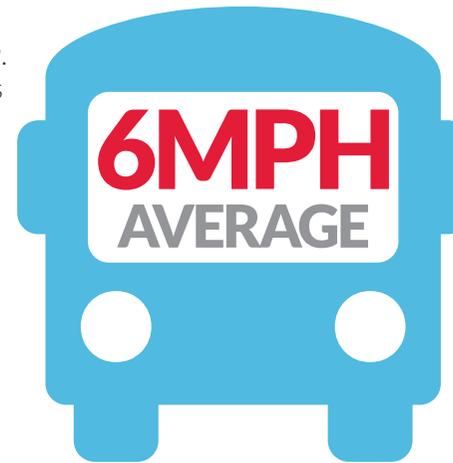
This decreases the attractiveness of Bristol as a place to live and work and wastes time, causing a drag on the local economy and contributing to poor health and poor quality public spaces. This is an issue for private cars, but also for buses, business and freight traffic that get caught up in congestion.

While building more roads may appear to solve some issues in the short term, it can cause an increase in motor traffic across the region by encouraging more car travel<sup>36</sup>. Due to our historic narrow road layouts and topographical challenges caused by hills and rivers, there is very limited space to provide additional highway capacity. Apart from not having space available to do so, providing more road space for cars will mean more cars will add to overall congestion levels and will create more hold ups at already congested points in the city. We must instead focus on moving the most people in the space we do have and improve the reliability of sustainable transport, freight and essential services.

Public transport use in Bristol is increasing fast and from a low base in 2011, with Bristol now in the top ten cities for bus use in the UK<sup>37</sup>. However, we still need to make public transport faster and more reliable as this appears as the top way to increase usage<sup>38</sup>. Many citizens rely on public transport to get them to destinations on time, or to link with other modes of transport, such as to get to rail stations or the Airport.

*'I use the bus to get to Parkway Station and that has been frustrating at times as sometimes it doesn't even show up at all. There was one where I missed my train because of the bus.'*

**Student** - University of Bristol



**AVERAGE SPEED ON SOME BUS ROUTES IS CURRENTLY AS LOW AS 6MPH IN PEAK PERIODS WITH 80% 'ON TIME' IN 2015/16**

It is therefore vital that timeliness of public transport is improved. The majority of public transport use is by bus and in order to improve reliability of buses we need to improve the resilience of our road and rail network and reduce congestion by encouraging people out of individual cars and on to vehicles that carry larger numbers of people. The use of technology to give accurate journey times and to enable seamless movement through smart ticketing and app based travel modes is increasing and we must embrace this.

The current transport network is very vulnerable. Often when major incidents occur on our roads or on the motorway network, vehicles are forced to find alternative routes through the city, which cannot cope with additional demand. This results in heavy congestion that make journey times unreliable for most modes. Maintaining a resilient network to avoid the economic costs of failures in the transport system is an important focus. Our highways are the Council's biggest asset at a total value of £5bn, requiring over £7m per year to maintain. These pressures will be increased due to the impacts of climate change which will increase the frequency of extreme weather events.

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**The transport implications of this challenge are:**

- › High levels of congestion means journeys made by all motorised modes can be unreliable.
- › Buses get caught up in traffic, causing buses to be late reducing the attractiveness of public transport.
- › Transport network is vulnerable and incidents can cause the city to become severely congested.

**OUR HIGHWAYS ARE COUNCIL'S BIGGEST ASSET AT A TOTAL VALUE OF £5BN, REQUIRING OVER £7M PER YEAR TO MAINTAIN**

40





## Sustainable growth

*Tackling all of the challenges listed so far will help support sustainable growth, with savings for the NHS, more reliable journeys, and better places to encourage people to come to Bristol.*

**Page 70** In addition, we also need to continue to reduce carbon emissions, adapt to climate change, and tackle the challenges raised by developments in technology that will impact on the transport network.

Road traffic is one of the largest sources of carbon dioxide emissions, which is contributing to climate change<sup>41</sup>.

**TO MEET OUR TARGET OF ZERO CARBON BY 2050, WE MUST RAPIDLY REDUCE CARBON EMISSIONS FROM TRANSPORT, WHICH CURRENTLY REPRESENT 25% OF BRISTOL'S TOTAL**

42

With more people living and working in Bristol, leading to significant increases in motor traffic, it will become progressively important and challenging to reduce the overall carbon footprint. Promoting sustainable and healthy modes of transport is one of the main ways we can reduce transport emissions, along with the promotion of more efficient vehicles.

Bristol is a major freight origin and destination. Bristol Port is an international gateway and the Avonmouth / Severnside Enterprise Area is an important logistics hub, which benefits from proximity to the Port and direct access to the motorway network. This area is forecast to grow significantly, resulting in increased goods traffic in this area.

The Temple Quarter Enterprise Zone (TQEZ) is another area of planned employment growth, with 22,000 jobs to be provided over the lifetime of this strategy with a focus on digital and creative industries. Major investment has already been made in transport infrastructure to enable movement to the TQEZ by sustainable modes from across the West of England, providing opportunities of employment and enterprise for our residents. With Bristol Temple Meads at the hub of the TQEZ, which connects to major cities and towns, the West of England is opened up as a strong economic competitor to London and the economic powerhouses.

There are limited options to bypass Bristol City Centre, therefore the TQEZ experiences high volumes of through traffic, including freight vehicles, adding to an already heavily congested network. Freight movement around the TQEZ is currently mixed, due to the industrial sites in neighbouring St Philips Marsh, which generates HGV movements, and the contrasting digital technology sector in the TQEZ, which generates fewer HGV movements but still experiences high levels of small deliveries in vans. The increase in light goods vehicles is expected to rise across the whole city to service the needs of businesses and households as shopping habits change<sup>43</sup>.

The transport strategy must also consider the needs of a more flexible workforce, more able to work from home, along with how the needs of an ageing population can be met. New ways of traveling are being introduced at a rapid rate due to the rise in smart phone use and this must be embraced to enable more efficient movement around the city. Sharing modes of transport is no longer restricted to bus and rail, we can now share bikes, taxis and minibuses to get around, reducing the number of vehicles on our network.

Connected and autonomous vehicles (CAVs) are forecast to increase in around the period covered by this strategy<sup>44</sup>, which could have the potential to transform how we travel. It is too early to tell how this transformation will unfold, but as with all new technologies, there are likely to be both positive and negative impacts. CAVs could enable greater efficiency in how the road network is used for instance through shared smart taxis, which can also reduce the need for parking. However, they could also increase the number of vehicles on the road and increase congestion, and there would need to be an even greater emphasis on promoting public transport. These questions are already being considered with the ground-breaking VENTURER and FLOURISH projects, with the ambition for the West of England to become a European leader in the progressive roll-out of new technologies and new forms of mobility.



Finally, local government is under increasing financial pressure with cuts in budgets and inconsistent funding streams, particularly for active travel measures. We will continue to work with developers to negotiate delivery of transport infrastructure identified in this strategy that benefits new developments. However, delivering the proposals set out in this document will require a step change in capital funding in the region, along with increases in revenue funding to help operate and maintain the new infrastructure. While new funding has been released through devolution and the establishment of the West of England Combined Authority, additional sources of funding will be needed to deliver and maintain the proposals in this strategy.

#### The transport implications of this challenge are:

- › Bristol is an economic hub with plans to expand and grow the economy of the city, but this will mean increases in movement to and from our enterprise areas of goods and people, increasing the pressure on an already congested network.
- › The extent of emerging technologies in transport and how it can change how we move around and can increase efficiency in movement, however changes to how we move around in the future is relatively unknown.
- › Funding for transport schemes that can deliver a step change in how people travel to achieve sustainable growth is inconsistent.

# Stakeholder engagement

*This strategy has been informed by engagement with a wide range of stakeholders during consultation exercises over a number of years on various plans.*

Public consultation has helped to provide an evidence base to identify the issues people have with travel and transport in Bristol and what they feel the priorities for investment should be.

Examples of some of the strategies and projects that have included transport consultation are shown below:

*'I'll go into town on the bus but I've got friends in Downend and Horfield and just find that the services don't connect well enough. I don't find it all that easy.'*  
**Resident** - St George

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A Good Transport Plan for Bristol

Temple Quarter Enterprise Zone, Sustainable Urban Mobility Plan

West of England Joint Transport Study

LSTF Attitudes to Sustainable Transport Survey

National Highways & Transport Public Satisfaction Survey

Bristol Resilience Strategy

20mph Rollout and evaluation reports

Bristol Bugbears

Local Transport Plans

Bristol Cycling & Walking Strategies

Greater Bristol Bus Network

Bristol Quality of Life Survey



The recurring transport challenges that have been raised by the public and stakeholders are:

- › Congestion
- › Public transport provision
- › Parking

Citizens and stakeholders are keen to see the following prioritised:

- › Investment in public transport- buses and rail for improved reliability and punctuality
- › Investment in walking and cycling to be better connected and safer

Consultations have also shown us that the public and stakeholders are keen to see more radical transport plans for the city, telling us to be more ambitious with our approaches.

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### Congestion Task Group

This strategy has been produced in collaboration with the Congestion Task Group, which was set up in 2017 consisting of stakeholders from across the city. The origins of this strategy have been informed by strong evidence from transport studies as well as input from stakeholders that use and rely on the transport network daily.

### The Ongoing Conversation

Consultation on travel and transport in the city will continue throughout the development of the Bristol Transport Strategy and beyond. We will seek to engage with as wide a range of people as possible and look at innovative ways in which to gather the information necessary to create a plan that meets the needs of our citizens.

Delivering the objectives of the Bristol Transport Strategy will require continued partnership working with our stakeholders. We will continue to engage with citizens to ensure the strategy is the local voice for local people in a time when we will see Bristol develop and grow as part of the West of England region.



# The Strategy



# Vision



*Our vision for Bristol is to be a well-connected city that enables people to move around efficiently with increased transport options that are accessible and inclusive to all. We will deliver an improved sustainable and resilient transport network that supports Bristol's vibrant independent local centres and neighbourhoods and connects to an attractive and thriving city centre.*

To achieve this vision, and to overcome our challenges, our city needs to continue the transition to increased use of sustainable modes of transport, such as walking, cycling and public transport.

We have housing and jobs growth planned for the city, which means more people commuting every day. For the city to maintain congestion at its current level with the planned growth (and not increase), the percentage of people commuting by sustainable transport would need to increase further and people commuting by car would need to reduce from 53% today to around 43% in 2036<sup>45</sup>.

Our ambition is to go further, as not every trip is for commuting purposes. We aim to reduce current levels of congestion and tackle the transport challenges we face, by increasing sustainable transport use for more journeys in line with leading liveable cities around the world.

As will be explored in the following sections, journeys are made for many different purposes and to various points across the city; therefore it is not appropriate to identify just one target for all trips across all parts of the city. How we contribute towards our vision will require measuring a number of factors, as outlined in the Monitoring section at the end of the strategy. To help achieve this vision and overcome the challenges identified, we have set out a number of objectives, which follow.

Freiburg, Germany



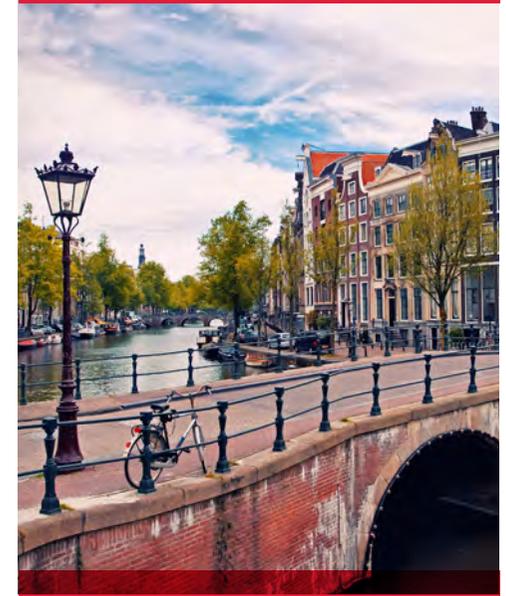
Prague, Czech Republic



Copenhagen, Denmark



Amsterdam, The Netherlands



## Objectives

The overall objectives of the strategy respond to the challenges raised.  
The objectives are:

-  Provide transport improvements to accommodate increased demand from growth in **housing, jobs & regeneration** on an already congested network with complex movements from within and outside the city boundary.
-  Enable **equality** within an inclusive transport system that provides realistic transport options for all.
-  Create **healthy places**, promoting active transport, improving air quality, and implementing a safe systems approach to road safety.
-  Create **better places** that make better use of our streets and enable point to point journeys to be made efficiently.
-  Enable **reliable journeys** by minimising the negative impacts of congestion and increasing network efficiency and resilience.
-  Support **sustainable growth** by enabling efficient movement of people and goods, reducing carbon emissions and embracing new technologies

The objectives will be achieved by a number of outcomes and actions as detailed in the following sections of the strategy. Each outcome has the symbol(s) of the objective(s) as shown above to demonstrate how it contributes towards achieving the objectives. The How we will measure success chapter at the end of this strategy identifies the indicators we will measure and data we will collect to establish a baseline and report on how well we are meeting these objectives.

## Outcomes and Actions

The strategy begins by setting out outcomes and actions for the complex range of movement across the city as a whole. The 'How Bristol Works' section outlined the various functions of the city by area, which follow with outcomes and actions arranged by these functioning areas. These are:

- › **City Centre** - taking into account its multiple focuses, its changing function over time and the movements passing through and around the central area;
- › **Corridors** - taking into account their dual role as corridors linking to the city centre carrying high volumes of movement, and local centres and destinations in their own right;
- › **Local centres** - taking into account the importance of these areas for local trips and as destination points from further afield;
- › **Neighbourhoods and residential streets** - taking into account the differences in design and functions across the city.

The outcomes are set out, along with actions of how we will achieve the outcome. The actions begin with the following:

- › **Explore** - we will investigate options to implement this action.
- › **Enable** - we will work with partners to implement this action.
- › **Deliver** - we will be directly responsible for implementing this action.

Some outcomes and actions are part of the emerging Joint Local Transport Plan for the West of England, but have an impact on achieving the Bristol Transport Strategy objectives. Where this is the case, it is stated that we will work with our West of England partners on implementation.

# City wide movement

Movements around the city are complex and made for many different purposes, including from home and various other points to work, school, health care, shopping, leisure, to visit friends and many more. The complexity of point to point movements around the city requires a range of approaches to enable such movement. This section sets out our objectives and actions to provide options to enable movement around the city in the most efficient and sustainable way.

A great deal of traffic that travels through the city each day is from surrounding areas to access employment sites in the centre of the city, which is a big contributor to congestion throughout the city. The road network is at capacity and will be placed under further pressure from planned housing and economic growth. As identified in the challenges, building more roads will not solve this issue. We need to make changes to the way we use our street space so that people and goods can move around the city more efficiently. Prioritising road space for buses does not necessarily slow down general traffic- in fact, buses carry more people so more people can move in one vehicle, helping to reduce congestion for all road users<sup>46</sup>.

As identified in our challenges section, the health of our citizens is directly related to transport, in particular exposure to air pollution. Increasing separation distances between citizens and the heaviest polluting vehicles even just by 1m can reduce the levels of pollution exposure and reduce health impacts. The more citizens walking and cycling in our city will improve air quality and increase levels of physical activity, bringing increased health benefits.

It is vital that our transport network across the city and beyond is resilient and by enabling movement of people and goods using fewer vehicles can reduce the vulnerability of the congested network. It is recognized that the car has a role to play for many journeys that are currently unrealistic by alternative modes, however our approach is to encourage those who can make a switch to alternative modes to do so to free up space on the transport network to reduce congestion and make alternative modes more efficient, encouraging more people to use them and overcome our transport challenges.

## Street Space



Our approach to enable efficient movement around the city, which has been fully evidenced through the Joint Transport Study<sup>47</sup> is as follows:

- 】 Manage the demand on the network to ease congestion.
- 】 Enable people and goods to travel into and through the city more efficiently.
- 】 Make space and improve safety for movement by sustainable modes.
- 】 Encourage the use of sustainable modes and embed a sustainable transport ethos to help achieve our vision.

### Manage demand on the network to ease congestion:

**Outcome #1 | Efficient movement of traffic around the city, with increased resilience of the network and minimised impacts of congestion and air pollution.**



Along with our West of England partners, **Explore, Enable** and **Deliver** approaches to **managing the demand by vehicles on the transport network**. This could include measures such as managing parking provision or charging to drive in specific areas in order to improve air quality or charging to park to encourage those that can use alternative methods of transport to leave their cars at home. Funds raised through such schemes can then be reinvested in transport improvements. This is further detailed in the Funding section. It is vital that this is in conjunction with our West of England colleagues to avoid impact on competing commercial and business centres.

Along with our West of England partners, **Deliver & Enable improvements to network management** through a renewed traffic control centre, prioritising a 'resilient road network' to keep transport flowing. Work with neighbouring authorities and Highways England to manage transport across the region, and improve roadside information through increased use of new technologies, allowing data to be digitised and open to the public to update.



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**Deliver & Enable** continued use of our Code of Conduct to help **minimise the impact of all works that affect the highway**, and encourage greater compliance. Identify links between projects to minimise the number of times the road has to be closed for maintenance or to install new schemes.

**Enable** effective management of congestion associated with events, by working with partners to ensure **event management plans** are in place, encouraging initiatives such as the match day parking scheme for Ashton Gate.

**Deliver a Clean Air Zone** to improve air quality across the city and beyond by managing the movements of polluting vehicles (see box)<sup>48</sup>

Although there will be a separate consultation on Clean Air Zones, they will have an important effect on inner city movements and so need integrating into the Strategy.

Along with West of England partners, **Deliver & Enable a Joint Low and Zero Emission Vehicle Strategy**, including expansion of the charge point network and electrification of the Council's vehicle fleet, starting with 40 vehicles funded through the Go Ultra Low grant. Cars still have a role to play for many journeys until realistic alternative modes are available, therefore in order to manage the air quality impacts of car use, we will encourage the use of cleaner fuels, including electric vehicles.

### Clean Air Zones

Air pollution levels in Bristol exceed government standards and affect health, causing around 300 early deaths per year in the city. The government has proposed mandatory Clean Air Zones (CAZ) for six cities (excluding Bristol) to deal with the breaches. Bristol has been directed by central government to conduct a feasibility study to comply with air quality standards in the shortest time possible. The study will report in 2018.

Emissions from diesel vehicles are the dominant factor driving poor air quality. Historic central government tax incentives for diesel, based on benefits in terms of CO2 emissions have driven a steep rise in the proportion of diesels in the UK fleet. Non-compliance with EURO test standards in real world driving conditions have contributed further to significantly higher emissions of nitrogen dioxide and fine particles than predicted.

Further work will be needed to determine the appropriate arrangements for a CAZ in Bristol, and will be consulted on separately to the Bristol Transport Strategy. The key decisions for Bristol in implementing a CAZ are:

- › Determining the geographical extent
- › Determining which classes of vehicles to include
- › The level and nature of any charges
- › Enforcement arrangements
- › The timetable for implementation
- › Mitigation and support for individuals and businesses affected by the scheme

**Outcome #2 | On and off street parking managed efficiently to encourage use of sustainable transport and tackle congestion, while providing options that support the city's 24 hour economy.**



**Deliver & Enable** the production of a new Parking Strategy, (to be completed in the near future and appended to this document), which will need to include extensive research on how parking spaces are used in the city and then look at:

- › Off-street and on-street parking, including the role of privately operated car parks
- › Parking standards for new development (included in Local Plan)
- › Parking at transport interchanges, e.g. rail stations
- › Park & Ride sites, and the potential to remove city centre parking as more Park & Ride sites are built
- › Residents Parking Zones
- › Charges and income
- › Enforcement
- › Parking information systems
- › Disabled parking
- › Cycle parking
- › Car club and electric vehicle parking

- › Bus stands, loading, taxi ranks, coach parking, motorcycle parking
- › Maximising the use of kerbside space
- › Consistent approaches across the West of England to avoid impact on competing commercial and business centres.

**Explore** workplace parking levies as a means to influence the supply and use of parking for commuters. A robust business case must be made before progressing the implementation of any scheme. A case study for this is included in the Funding section.



**Enable people and goods to travel into and through the city more efficiently:**

**Outcome #3 | Reduced excess lorry and van travel in the city (especially during peak hours), working with industry to find cleaner alternatives for the movement of goods.**



Along with West of England partners, **Deliver & Enable a new Freight Strategy**, which will be part of the emerging Joint Local Transport Plan and will include the following actions among other measures:

**Enable** increased use of **Freight Consolidation** and micro-Freight Consolidation. Explore the use of sustainable transport hubs and Park & Ride sites as delivery hubs.

**Deliver & Enable appropriate loading arrangements** across the city, to including loading arrangements within neighbourhoods and residential streets. This includes ensuring loading bays are suitably located, have appropriate access times, and exploring new concepts such as virtual loading bays.

**Enable & Explore** measures to encourage the take up **of low emission and appropriately sized freight vehicles**, including micro consolidation and last mile logistics, as part of our Low Emissions Vehicle Strategy.

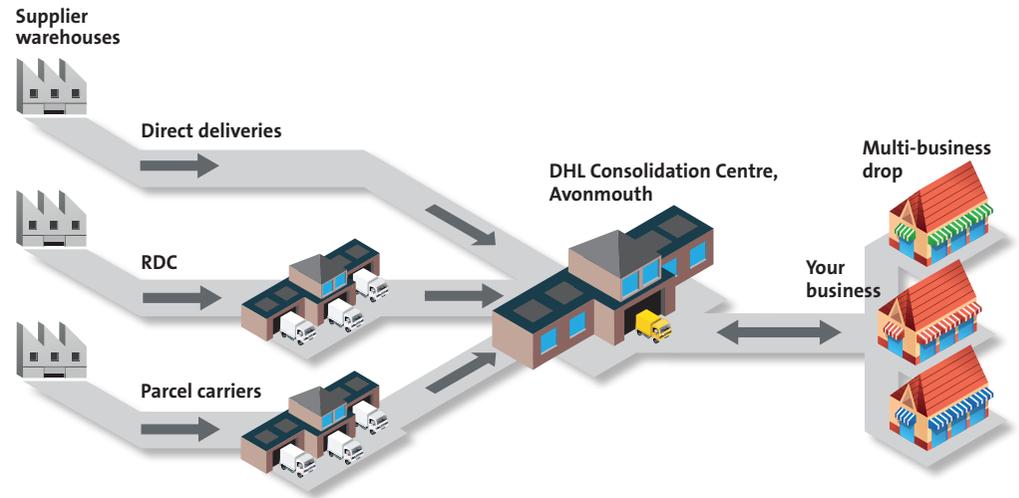
**Enable & Explore** measures to encourage **shift of road freight to more sustainable modes of transport** where appropriate including the use of rail to stations around the city and for inter-city freight movements with onward connections by sustainable modes.

**Enable** a reduction in the negative impacts of freight in future developments through the use of **Construction Management Plans** and **Delivery Management Plans** through the planning system.

**Deliver enforcement of unacceptable loading**, infringement or misuse of loading bays.

**Explore emerging technologies** to assist in reducing freight traffic.

**Figure 5: Freight Consolidation**



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**Outcome #4 | Public transport to be visibly integrated, convenient and reliable to enable people to move around the city in a more efficient way.**



Along with our West of England partners, **Deliver & Enable** a **Joint Bus Strategy**, to help achieve continuing improvements to bus services in the region. The bus strategy will need to consider:

- › Working with operators to make local buses more attractive, improving the speed and reliability of service by: increasing bus priority, integrated smart ticketing, and improved bus information
- › Suitable sites for bus depots, particularly to the north of the city, which is currently a significant constraint on bus growth
- › How to develop the bus network to better serve the 24 hour economy and poorly served areas of the city
- › Investigating better interchanges between sustainable modes, such as cycling and rail stations
- › Supporting the introduction of low emission buses
- › Improving information and access to Demand Responsive and Community Transport.

### Case Study: Accessing employment in Avonmouth

Avonmouth and Severnside Enterprise Area consists of 650 acres of brownfield development land and is currently home to large scale warehousing, storage and logistics use with an open planning consent in place over a large proportion of the area that encourages development to come forward quickly and easily. Recently a number of large scale distribution operations have come forward creating over 5 million sq ft of Regional Distribution Centre floorspace. There is another 2 million sq ft of logistics floorspace in the pipeline to come forward within the next few years, and space for another 5 million sq ft to follow on.

Workers at Avonmouth predominantly commute by car for a number of reasons. The nature of large amounts of the business uses requires 24 hour work and therefore workers are on shift patterns that are often out of the usual business hours. As such, access by public transport services is often not realistic due to levels of services out of usual business hours. There are parts of the city with high levels of unemployment, however transport links between existing and proposed jobs at Avonmouth are poor and unsafe. Currently the only realistic access is by car, ownership of which is less likely for those who are unemployed.

We need to investigate how we can improve links to Avonmouth from neighbouring Lawrence Weston and from areas in East and South Bristol to better connect people with jobs. The SevernNet Flyer is a project has been running in the area and provides a demand responsive minibus service that fills in some of the public transport gaps, however more of this type of innovation is required to address the accessibility issues in Avonmouth. A transport plan for the Avonmouth and Severnside Enterprise Area is an aspiration for the near future, which will include a focus on improving public transport and 'mobility as a service' connections.

Along with our West of England partners, **Deliver & Enable Enhanced metrobus routes**, including connecting the Portway Park & Ride site in to Severnside, new routes to Thornbury, Yate, and Clevedon, and an orbital route on the ring road connecting the East Fringe to key destinations on the route and other rapid transit routes to the city centre and beyond.

Along with our West of England partners, **Deliver & Enable improvements to local rail services** through the MetroWest project that seeks to reopen old and open new stations and increase the frequency of suburban rail services. This will include exploring new stations at Constable Road, Ashton Gate, St Annes, and the stations already planned as part of MetroWest which include Portway, Filton North, and Henbury. It will also include investigating Park and Rail options at new stations. We will work closely with Network Rail Great Western Railway, Severnside Community Rail Partnership and local groups to deliver these improvements. Improvements will also be considered to encourage better use of and access to existing local stations, connecting with wider transport network to ease passenger congestion at Bristol Temple Meads.

Along with our West of England partners, **Deliver strategic Park & Rides and multi-modal transport interchanges**, including new sites on the M32, A37 Whitchurch, and A38 South, expanded sites at Portway and Long Ashton, and relocation and expansion of the A4 Brislington site to the Hicks Gate roundabout to enable orbital Metrobus services. With changes to multi-modal hubs, we will consider changes in how users of the site are charged to use the hubs, as currently parking is free and passengers are charged on the bus.

**Deliver, Enable & Explore improved integration between transport modes** through interchange, ticketing, information, improving walking and cycling links, and **explore** bike hire opportunities. This includes improving connections by sustainable modes to local rail stations to increase catchment areas of local stations.

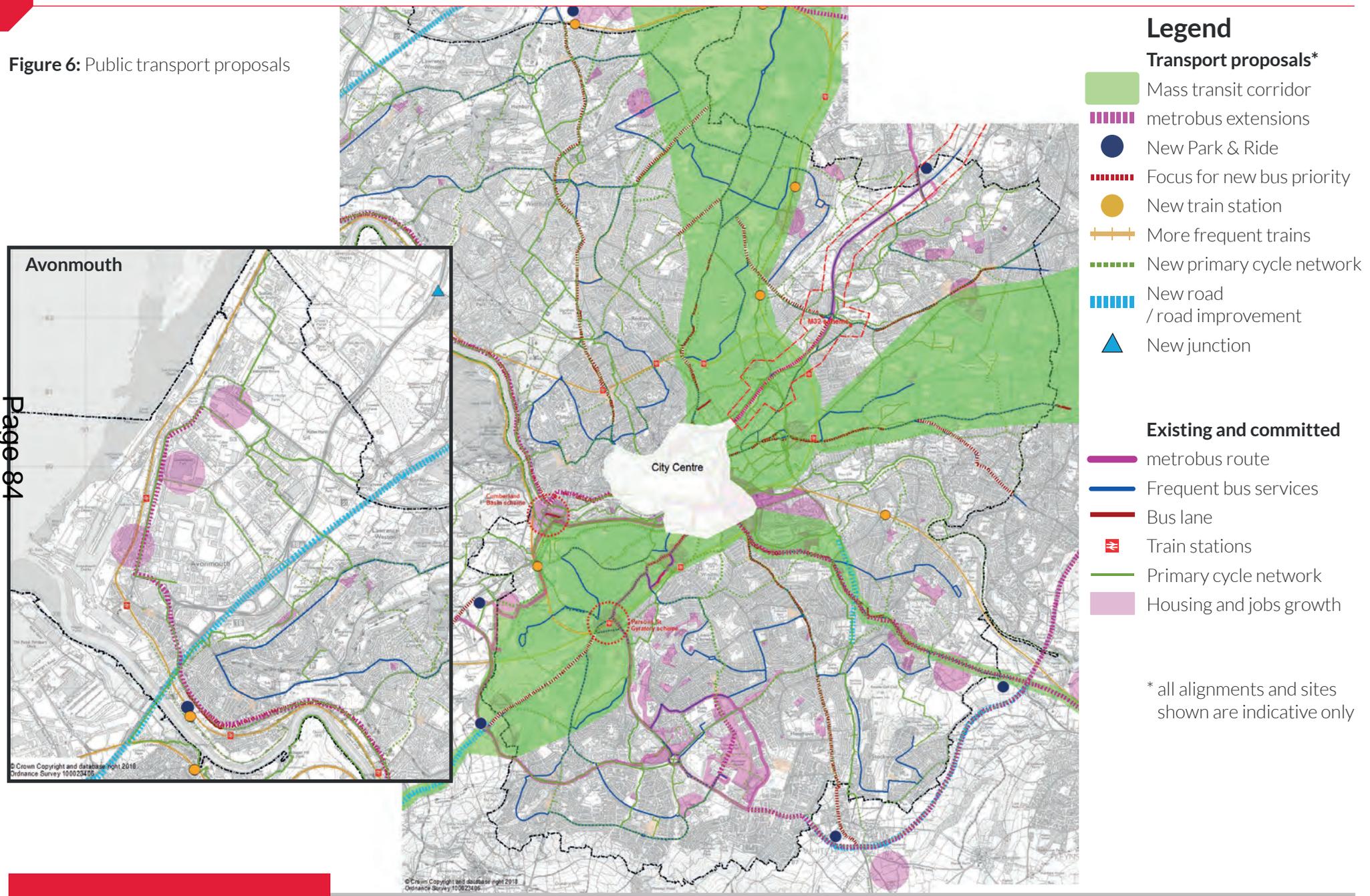
**Explore the use of technology** to improve the seamless door-to-door journeys. Mobility as a service is an emerging transport sector that reduces the need for personally owned forms of transport by allowing citizens to plan order and pay transport services directly from smart phones through smart ticketing and apps. We will ensure that we allow our data to be open to enable the development of these emerging options.

**Explore** opportunities to work with bus service operators to introduce **low emission buses**.

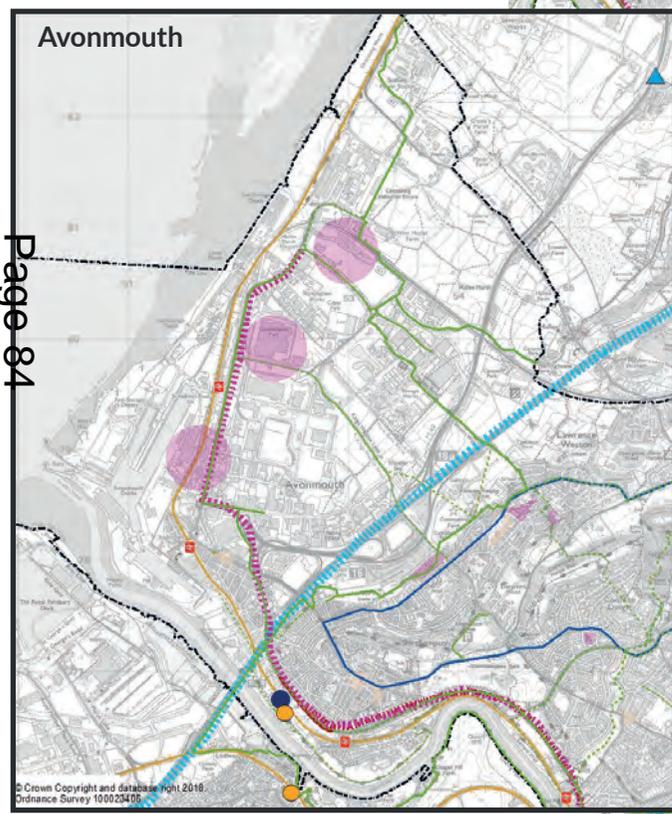
**Deliver & Enable continuing improvements in the taxi service**, by working with the taxi trade to make journeys safer, introduce an annual taxi fare review, ensure the switch to low and zero emission vehicles and ensure taxi ranks and bays are appropriately located.

Along with our West of England partners, **Explore** working with the taxi trade across the West of England to **increase technological offering** of existing taxis, such as booking and paying by app and taxi sharing.

Figure 6: Public transport proposals



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## Make space and improve safety for movement by sustainable modes:

**Outcome #5 | Walking to be safe, pleasant, accessible and the first choice for local journeys and combined with public transport for longer journeys.**



**Deliver & Enable** the Bristol Walking Strategy (to be completed in the near future and appended to this document), including undertaking the following actions:

### 1. Deliver a strategic walking network

Through the Local Cycling and Walking Infrastructure Plan currently being produced jointly with our West of England partners, identify and enhance the network of walking routes across the city.

### 2. Adopt design standards for inclusive walking infrastructure

Ensure that these standards are inclusive, and integrate accessibility within them.

### 3. Develop walkable communities through planning and development

Embed daily walking into new and existing communities to maximise health and socio-economic benefits.

### 4. Connect walking to public transport

Improve walking links to rail stations and bus stops

### 5. Count walking

Count, monitor, and share information about walking, exploring the use of new technologies

### 6. Reduce obstructions to walking

Enhance enforcement measures for issues that make walking difficult or unpleasant. These include bins on footpaths, parking on footpaths and across access points, overhanging vegetation, street clutter, litter and dog fouling.

### 7. Make walking safe

Implement measures to ensure pedestrians are safe and feel safe. Key issues include footpath design and repairs, lighting, safe crossings, reducing conflict with other road users, air and noise pollution.

### 8. Make walking pleasant and comfortable

Consider the aspects that make environments attractive for walking. Enable access to toilets, changing facilities, drinking water and benches and include this information on online maps that can be easily updated.

### 9. Provide walking information

Provide comprehensive walking information and resources including maps and Bristol Legible City wayfinding.

### 10. Support walking through travel planning and enabling behaviour change

Encourage and help make walking the easy transport choice for businesses, schools, communities and local high streets. Deliver & Enable measures to separate pedestrians and bikes wherever possible and fix problem areas, as set out in our shared space policy.

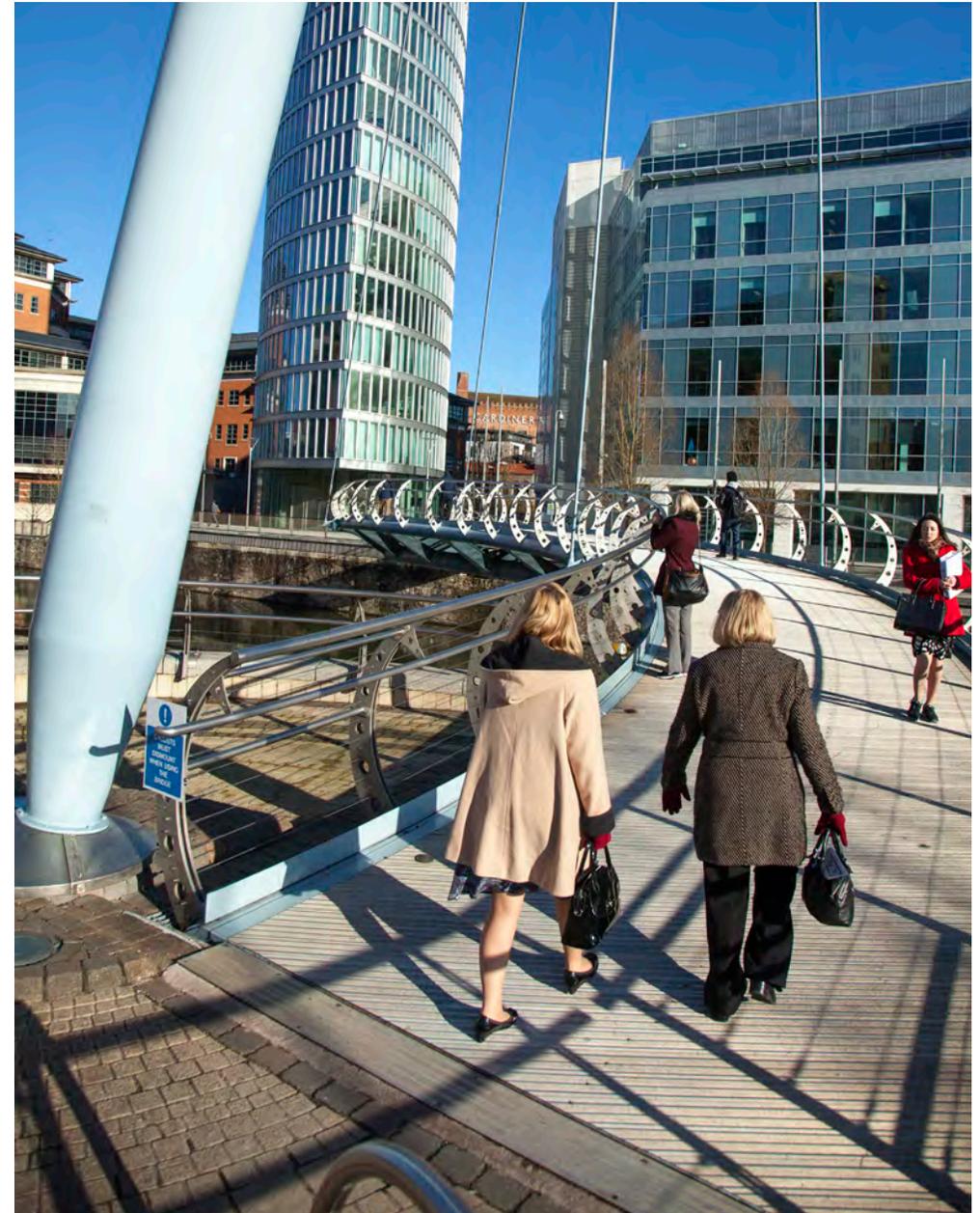
## The Influence of Built Environment on Walking

A study was carried out by UWE in 2015 to compare how people felt when walking through 5 different central areas of Bristol. Participants reported higher levels of stress and fatigue when walking through retail areas with motor-traffic (The Horsefair) than pedestrianised areas and preferred to be in areas with green elements, such as Castle Park and College Green. Elements relating to stress and therefore a negative walking experience included motor traffic interrupting walking flow, noise and fumes, crowds of people and lack of aesthetics. Elements that contribute towards a positive walking experience included variety in building types, mixes of uses, historical elements, nature and social activity. As a result, the recommendations are to reduce physical barriers to walking, particularly to reduce traffic, enhance the connection with the place by enhancing the historical and community elements and incorporate nature in cities through parks, vegetation and water features <sup>49</sup>.

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**Deliver & Enable** measures to **separate pedestrians and bikes** wherever possible and fix known areas of conflict.

**Deliver & Enable new developments that are permeable and accessible** to all users and secure funding for off-site improvements through the development management process.



**Outcome #6 | Cycling to be safe, simple, accessible and convenient, either as an option for the whole journey or as part of a journey combined with public transport.**



**Deliver & Enable** the Bristol Cycle Strategy (to be completed in the near future and appended to this document). The Bristol Cycle Strategy will take lead from the Local Cycling and Walking Infrastructure Plan currently being produced jointly with our West of England partners and will focus on the following principles for Bristol:

» **Connect the city for cycling**

- Build a comprehensive cycle network accessible for all
- Adopt a simple and intuitive approach to cycle maps and signs and regularly audit
- Ensure quality facilities are in place at the beginning and end of journeys, including secure cycle parking to match the growth of cycling in the city
- Fully integrate cycling into the wider transport network

» **Make cycling simpler and safer**

- Adopt a simple and intuitive approach to cycle maps and signs and regularly audit
- Reduce and enforce motor traffic speeds to create a safer environment
- Regularly maintain the cycle network, especially in winter months, ensuring safe cycling surfaces and well lit corridors
- Make cycle training available to all citizens

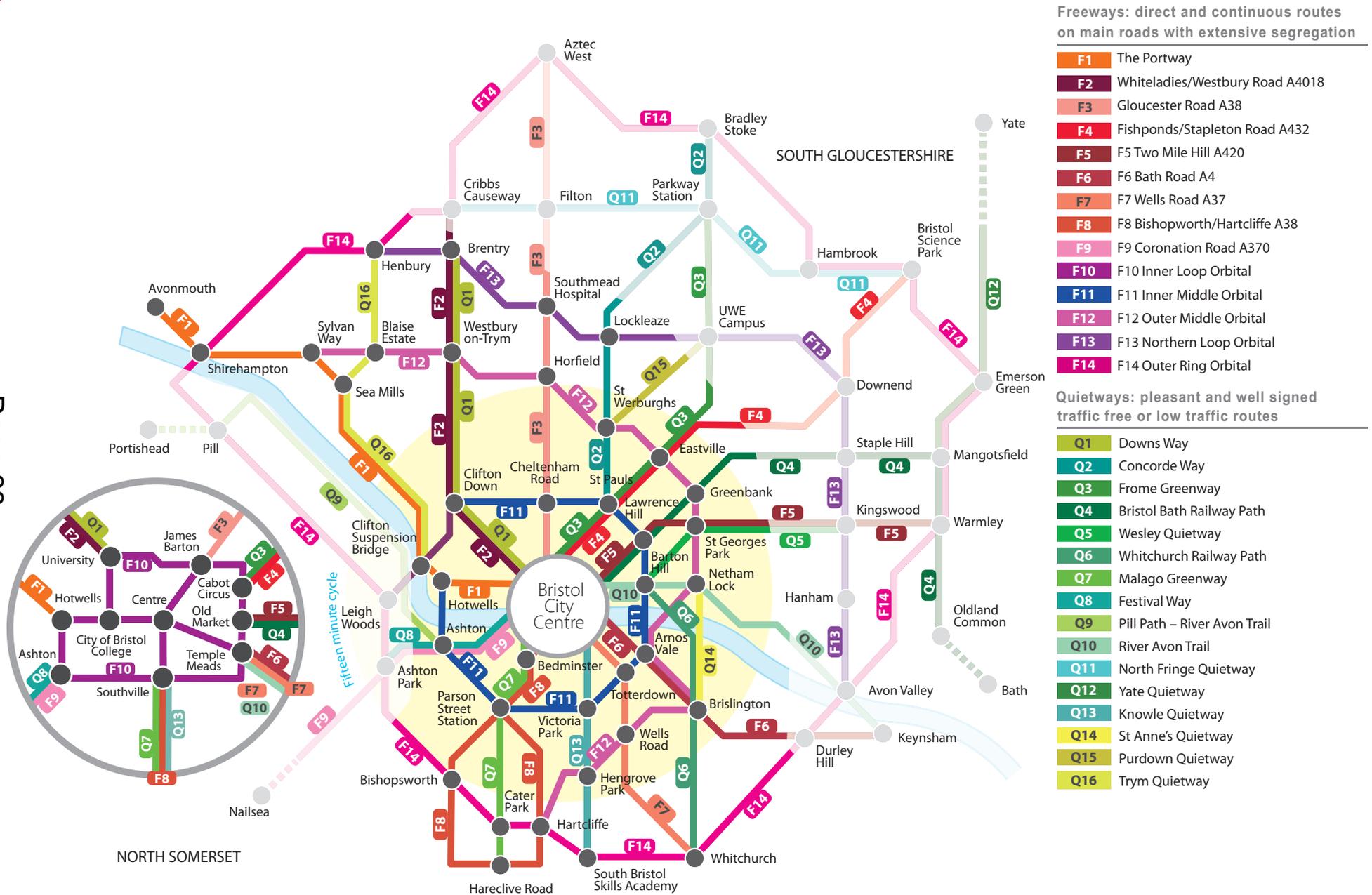
*'I think if all drivers had to have a go at cycling then they would learn a whole lot about what goes on and why people do things the way they do and you will know to give people a wide berth.'*

**Resident** - Shirehampton

» **Make cycling inclusive and accessible**

- Enable and encourage a new wave of people to cycling through use of loan bikes including e-bikes
- Extensive promotion of cycling, including people at a point of transition e.g. new job, new school year, new university students
- Use innovative technology to help encourage new people to cycle and support those who cycle regularly
- Continue to research the different needs and motivations that may affect levels of cycling and seek ways to enable cycling for all
- Continue to work closely with organisations that encourage cycling
- Recognise and support leisure and recreational cycling as a way to inspire more people to cycle and promote Bristol as a lively and attractive city

**Enable & Explore** ways to enhance **cycle hire schemes**. Bristol has been approached by a number of companies offering dockless cycle hire schemes and we will work with them to provide services that benefit the city.



**Freeways: direct and continuous routes on main roads with extensive segregation**

- F1** The Portway
- F2** Whiteladies/Westbury Road A4018
- F3** Gloucester Road A38
- F4** Fishponds/Stapleton Road A432
- F5** F5 Two Mile Hill A420
- F6** F6 Bath Road A4
- F7** F7 Wells Road A37
- F8** F8 Bishopsworth/Hartcliffe A38
- F9** F9 Coronation Road A370
- F10** F10 Inner Loop Orbital
- F11** F11 Inner Middle Orbital
- F12** F12 Outer Middle Orbital
- F13** F13 Northern Loop Orbital
- F14** F14 Outer Ring Orbital

**Quietways: pleasant and well signed traffic free or low traffic routes**

- Q1** Downs Way
- Q2** Concorde Way
- Q3** Frome Greenway
- Q4** Bristol Bath Railway Path
- Q5** Wesley Quietway
- Q6** Whitchurch Railway Path
- Q7** Malago Greenway
- Q8** Festival Way
- Q9** Pill Path – River Avon Trail
- Q10** River Avon Trail
- Q11** North Fringe Quietway
- Q12** Yate Quietway
- Q13** Knowle Quietway
- Q14** St Anne's Quietway
- Q15** Purdown Quietway
- Q16** Trym Quietway

**Deliver & Enable new developments that are accessible by safe and attractive cycling infrastructure** and seek contributions towards off-site improvements to better connect the development as part of the development management process.

*'It is safe to cycle because I cycle on the track. I can take the track from here and go to Fishponds. I can take it from here and go to Bath. I can take the family to go anywhere I want to go and town. It keeps us safe on the track.'*

**Resident** - Barton Hill

## Case Study: Family Cycling Centre

The Family Cycling Centre in Hengrove was set up using Central Government funding in 2016 and is run in partnership with British Cycling. The Centre is a traffic-free site that provides entry level cycling to a new generation of cyclists – starting with balance bikes of different sizes, through to 2, 3 and 4 wheelers, companion bikes, wheel chair bikes and hand-cycles, making cycling accessible to all.

The Centre is fully accessible in terms of the Equalities Act 2010 and has a Changing Places Toilet facility with Changing table and Hoist. Our Special needs schools come to ride at the Centre for their Bikeability training. Other disabled individuals come to experience the benefits of cycling.

The Centre also provides Bikeability training out of schools to allow all new cyclists to learn and develop confidence on bikes and there is also sports coaching for cycling.

The Centre's success continues to grow, with 12,355 people attending sessions at the Centre in 2017-18.



**Outcome #7 | A resilient, safe and well-maintained network to enable continuous movement of people and goods, using smart technologies.**



**Deliver & Enable** a new **Transport Asset Plan** linked to a **Maintenance Manual**, setting out 2-3 year programme of maintenance and prioritising spending. Use maintenance works to implement change and also identify where transport projects can contribute to maintenance.

**Explore** opportunities to **use emerging technologies to monitor our transport assets** and to help prioritise and co-ordinate works on our network.

**Explore** opportunities for **mutually beneficial flood risk management, environmental and transport schemes**, including implementing flood schemes that improve the urban realm and deliver walking and cycling infrastructure.

**Deliver** key transport routes that are **sequentially located to avoid high flood risk areas** and ensure flood risk and subsequent diversionary routes are duly considered from the outset of a project.

**Deliver & Enable** others to build in **co-benefits to transport projects** such as Sustainable Drainage Systems by producing and promoting a design guide. In line with the existing West of England Sustainable Drainage Developers Guides.

**Deliver & Enable** reductions in road noise by **treating noise hotspots** on the road network.

**Deliver & Enable** a **Safe Systems Approach to Road Safety in Bristol**, (appended to this document) by reducing traffic volumes and speeds and making changes to the highway to reduce road danger.

A culture change is needed in order to achieve objectives of eradicating deaths and life changing injuries on the road. The term Safe System now represents the current consensus of what constitutes best practice strategic thinking in road safety and is recognised as such by international organisations including the World Health Organisation, the OECD, and World Bank. A Safe Systems approach to road safety is based on the principle that life and health should not be compromised to meet the demands of mobility. Safe Systems Road Safety requires a truly inter-disciplinary approach including that of public health<sup>50</sup>. Bristol should be a city where it is safe for a 10 year old child to walk independently to school. The aims of the Safe Systems Approach to Road Safety run throughout the Bristol Transport Strategy, and include:

- 】 Safer Speeds – establishing and enforcing appropriate speed limits to create a road network that protects vulnerable road users and separates fast moving traffic where appropriate
- 】 Safer Roads – improving road layouts to improve our network
- 】 Safer vehicles – working with partners to improve the safety of the vehicle fleet
- 】 Safer Road Use – education, training, and enforcement to influence road user behaviour

## Case Study: Safe Systems Approach in Bristol

In 2015 the City Council published its Safe Systems Road Safety Plan. This demonstrated that poorer communities are at disproportionate risk of injury, most especially children, being up to six times more likely than children from the wealthiest communities. Efforts therefore need to be focused especially on reducing injuries within poorer communities. Lower traffic speeds are a key given the steep increase in risk of death as speed increases above 20mph. Targeted traffic-law enforcement effectively reduces the frequency of fatal motor-vehicle crashes and so working with the Police and other services, but also with communities, will be important in delivering multi-faceted interventions to reduce both the risk of road traffic injury and the fear which itself acts a deterrent to healthier and inherently safer modes of travel. A Safe Systems principle must be applied to all transport interventions; however we are carrying out specific road safety activities that include:

- › Speed management (setting of speed limits, designing for those speed limits, enforcement and education) – particularly 20mph
- › Community speed watch
- › Safety cameras – speed & red light
- › Specific campaigns, behaviour change activity – e.g. mobile phone use, drink driving, drug driving etc
- › Driver training / education (including fleet training for 20mph)
- › Road safety training – e.g. pedestrian skills for schoolchildren, cycle training – adult & schools
- › School Crossing Patrols
- › Safer routes to School
- › Specific engineering schemes – casualty reduction
- › Improving quality of scheme design and fully embedding safety into all schemes,
- › Segregated cycle ways at high conflict / busy locations
- › Filtered permeability, where routes are made circuitous for motor traffic but direct for pedestrians and cyclists

## Encourage the use of sustainable modes and embed a sustainable transport ethos to help achieve our vision:

**Outcome #8 | More people making sustainable and healthy transport choices by improving engagement with communities, schools and businesses.**



Along with our West of England colleagues, **Deliver transport information** via TravelWest and other portals. Use social media platforms to improve the user experience and make it easier to access high quality transport information through the development of digital services and personalised information.

**Deliver & Enable** developers, schools and businesses to produce and implement **travel plans** to encourage the use of sustainable and healthy transport.

**Explore** working with businesses to **encourage flexible working patterns** that reduce the need for employees to travel to work, such as flexible hours and working from home.

**Deliver & Enable** information and engagement to **raise awareness of new infrastructure projects**. Engaging with communities from the start on transport projects and setting out how our projects fit in to the overall strategy for the city.

Along with West of England partners, **Enable** increased use of **car sharing and Mobility as a Service** options, including promoting car sharing and car clubs. Continue to deliver, enable and explore the use of new technologies that promote home working and reduce the need to travel.

**Enable innovation and research**, improving the openness and quality of our transport data, and linking better with our local universities.

**Outcome #9 | New developments to be innovative in their approach to prioritise sustainable transport options and address the impact on the existing network.**



**Deliver & Enable** a new **Transport Development Management Guide** to assist developers through the process of delivering safe and accessible development in the interests of the future health of the new and existing population.

**Deliver** requirements for the submission of **robust assessments** to ensure we are correctly determining planning proposals in the interests of providing a credible evidence base upon which to input to the land use planning process

**Deliver** requirements for new development to **maximise the use of sustainable travel** by locating within convenient access to high quality public transport, walking and cycling opportunities in turn enabling optimum density development.

**Deliver** requirements to **integrate land use planning and transport through effective masterplanning** and uphold our obligation as Highway Authority to technically scrutinise and supervise the construction of new streets and improvements to existing streets undertaken as part of development proposals in the interests of permeability and delivering safe and direct routes and facilities for pedestrians, cyclists, and public transport users. This includes removing physical barriers for cyclists and ensuring footways are wide enough for wheelchairs and buggies to pass each other.

**Deliver** requirements for **funding of new transportation infrastructure** to ensure that harmful impacts of development are minimised through the delivery of sustainable travel infrastructure and the effective incentivisation of active travel through the travel planning process. Secure investment from developers towards infrastructure either delivered by the council through S106 or by the developer through S278 agreements.

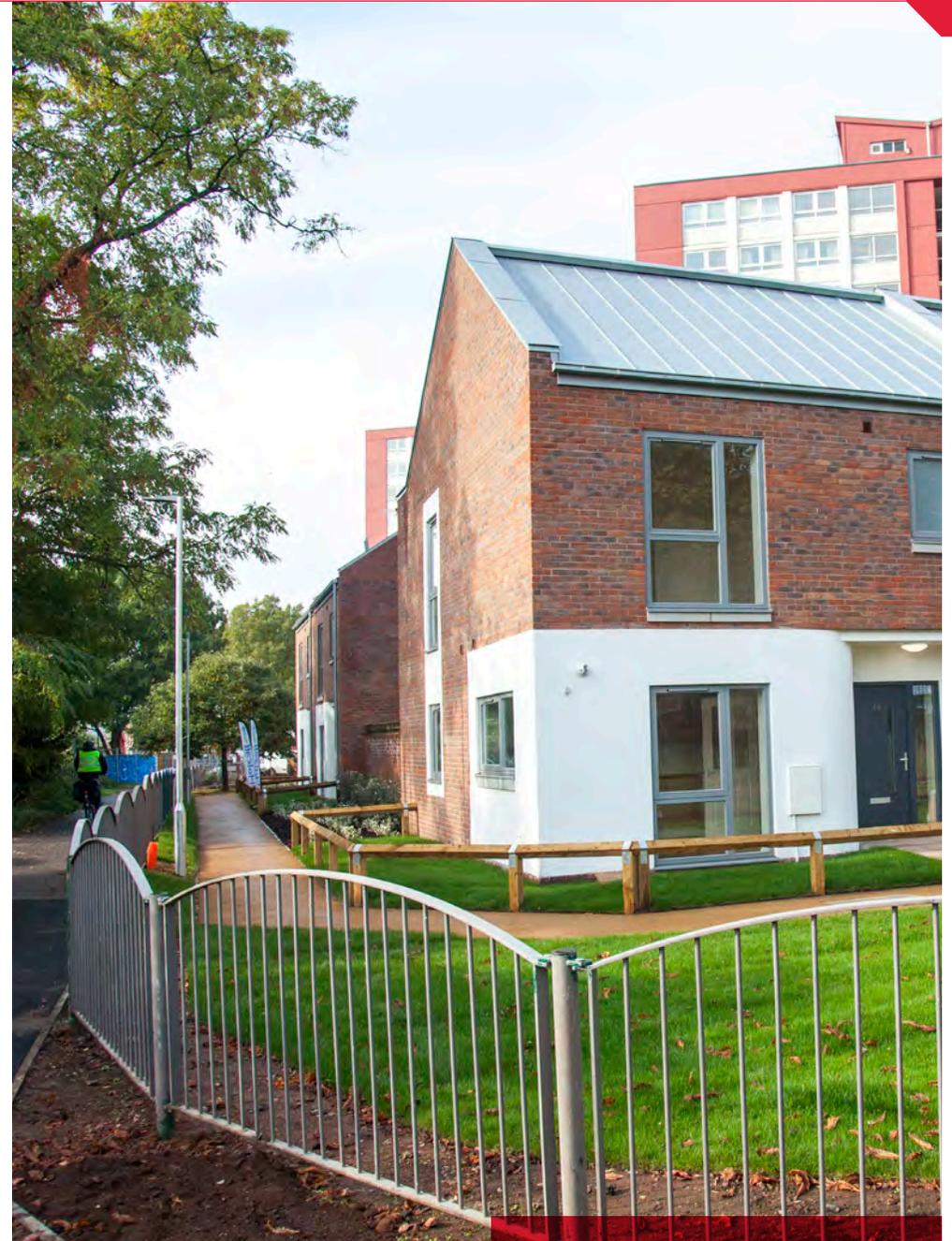
**Deliver** requirement for **oversight of the construction of new streets and transport improvements** by developers in the interests of avoiding safety risks and maintenance liabilities during and after construction.

**Deliver** requirements for **appropriate parking standards** by rationalising parking requirements for new development, with different levels depending on the accessibility of areas by alternative modes to the car, as well as deliver appropriate levels of Electric Charge points and disabled parking.

**Deliver** requirement to **incorporate appropriate SuDS techniques** into new developments based on ground investigations.

**We will work with developers to ensure planning proposals meet the above criteria and actively encourage mode shift away from the private motor car.**

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# City Centre

The How Bristol Works section highlighted that Bristol City Centre is a series of multiple centres, each with differing functions, which include the following areas:

- › The enterprise area and transport hub at Temple Quarter;
- › The shopping focus of Cabot Circus and Broadmead;
- › The leisure and heritage focus of the Harbourside;
- › The historical and cultural focus of the Old City

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Cabot Circus



Temple Quarter



Old City - Corn Street



Harbourside - SS Great Britain

Bristol city centre is undergoing a transformation brought about by changes in how we shop and work and we are investing in public transport and public realm. There is growing demand for residential and student accommodation in the in the city centre that needs to be balanced alongside other uses. The development of Temple Quarter, with around 22,000 jobs is also shifting the centre of gravity of the city centre to the south-east. Although the city centre continues to be successful, there is a need to proactively plan for these changes and create places that can accommodate and provide for all the different needs of people living, working, and visiting the city. The city centre is a focus for economic regeneration, and as such changes faster than many other parts of Bristol.

Bristol is viewed as one of the UK's most liveable cities. People are attracted to live in the centre due to the excellent employment opportunities, education establishments, accessibility and the amenities on offer – shopping, parks and open spaces, culture and events. The population of the centre doubled to around 30,500 between 2001 and 2014, with the largest increase in the 18-24 age group. However, a lack of housing supply and affordability is becoming an ever increasing issue. Although overall the centre is prosperous, there are large parts which suffer from high levels of deprivation, especially to the east.

The majority of people who live in the city centre do not travel to work by car, but congestion impacts everyone, causing delays and unreliable bus services, and worsening conditions for walking and cycling. Many bus routes across the city travel through the centre, with delays causing knock on effects across the city.

The success of the city centre is generating large volumes of travel demand, that are set to increase in future, causing congestion problems during the peak periods and increasingly throughout the day. The majority of congestion in the city centre in the morning peak is caused by commuting trips. The evening peak is caused by a mix of commuting and leisure trips.

Sustainable modes of transport such as walking, cycling, bus, and trains already play a vital role in the success of the city centre, and their role is set to increase in future with intensified urban living and improved public transport connections.

The city centre is also home to one of the region's major hospitals, the Bristol Royal Infirmary, as well as the Bristol Children's Hospital. Movement to and from the hospitals needs careful consideration, not only for emergency vehicles but also for patients for whom travel by walking or cycling may not be possible. The Joint Bus Strategy as referred to in the Citywide movement section will explore opportunities to improve the network to enable better access to hospitals by bus. We must keep the network flowing to enable access for emergency vehicles and for patients who have no realistic alternative to the car by encouraging the use of sustainable transport to those who can use it.

Transport needs to respond to these changes and the way we plan transport for the city centre must take into consideration the impact of transport and movement on place making. The draft City Centre Framework due to be published at the end of 2018 sets out the design and high level movement principles for the city centre to help shape future development. It is important that future area-specific plans such as the City Centre Framework covers multiple disciplines including transport, movement, urban design and planning to ensure there is a holistic approach to place making.

Making better places where people want to spend time means increasing access by sustainable transport modes and reducing the negative impact of motor traffic, such as noise and pollution, which costs and estimated £83m per year (2013 prices)<sup>51</sup>.

As mentioned in the City wide movement section, our approach to reducing unnecessary traffic travelling to the city centre to improve connections to the city by sustainable transport and to intercept traffic travelling from further afield on the edges of the city and then switching to an alternative mode of transport. This can enable spaces in the city centre to be re-purposed for people to spend time, which enhances the city's economy. This has previously been achieved in Queen Square and College Green.

**Outcome #10 | A city centre that is accessible by active and sustainable transport and attractive to live, work and visit, enhancing its status as the foremost shopping and cultural centre in the South West.**

**Deliver & Enable** a City Centre Transport Package, as set out in the City Centre Framework (2018) that sets out the following aims for movement in the city centre:

1. New and expanded pedestrian priority areas
2. Complete a network of high quality public realm corridors
3. Complete the All Ages and Abilities (AAA) cycle network in the city centre
4. Complete the city centre bus lane network
5. Enable the transformation of Broadmead
6. New and expanded Park & Ride services
7. Improvements to interchange, coach parking, taxi ranks, and ferry services
8. Smarter motor traffic management
9. Parking strategy
10. Simplify the highway network

**Enable** the **regeneration of Temple Meads station** and additional **transport schemes linked to Temple Quarter**, improving connectivity to and through this expanding area.

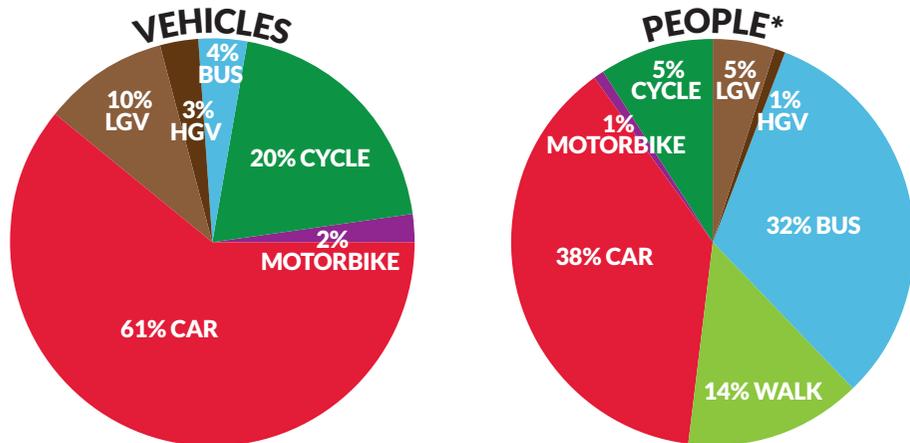


# Corridors

Bristol has many major transport corridors that stretch from beyond the city boundary to the city centre. There is very high demand on these corridors and they transport thousands of people travelling from with wider area daily. The A38 North, comprising Stokes Croft, Cheltenham Road, and Gloucester Road best highlights some of the key issues facing our transport corridors across the city.

As many of our transport corridors are, the A38 North is a major attraction and destination in itself, with a large number of independent traders, cafes, bars and restaurants. However, it is also a key route into the city carrying at least 40,000 people per day between 7am and 7pm<sup>52</sup>. It is the most popular cycle route in the city, with 3,500 bikes a day on the busiest sections.

The graphs below show that although private cars account for the highest number of vehicles on the corridor, the majority of people travel by sustainable modes, which is similar on many of our corridors.



\*figures calculated using actual bus occupancy data and Bristol average Car, LGV, and HGV figures

The main challenges for the A38 North, but are replicable in many transport corridors include:

- Reliable transport: average inbound speeds in the morning peak are 9 mph for motor traffic, and just 6 mph for buses<sup>53</sup> (although average cycling speed is 9mph). While there are some bus lanes on the route, these are not continuous and buses are still delayed in congestion. The large numbers of people boarding buses also contributes to these low bus speeds.
- Improved safety, health, and security: during the last three years there were approximately 135 reported road collisions, with 43% causing injury to cyclists and 27% injury to pedestrians. The majority of collisions involved vehicles turning to/from side roads<sup>54</sup>. The corridor also suffers from air pollution and is within the Bristol Air Quality Management Area.
- Better places: the corridor is dominated by motor traffic and there is a need to enhance the public realm and support local retailers.

Finding solutions to these issues is not easy, particularly given a lack of road-space which, on the A38 North narrows to just 13 metres between buildings at its narrowest. Bus priority has already been implemented where possible along most of the route and there is limited room for further public transport priority without extremely radical measures. Local rail infrastructure has limited coverage to serve as alternatives to the corridors.

The Joint Transport Study explored potential options to enable movement along corridors more efficiently. These included gating corridors to general traffic to prioritise traffic for access to local areas only, with through traffic guided to use alternative routes, however this is likely to result in local and unsuitable streets being used as alternative routes. Other options explored included on-street trams, however, without a significant reduction in traffic, trams would likely be stuck in congestion. Construction of a tram would also mean several years of disruption and road closures. As such, we have to look at more radical ways to use our corridors to move more people more efficiently.

The impacts of movements on our transport corridors are felt at a local level, however the strategic nature of these linking routes need a co-ordinated approach for improvements from our West of England colleagues and are therefore part of larger transport proposals in the emerging Joint Local Transport Plan.

**Outcome #11 | More efficient transport corridors to move the largest number of people in the space available.**



Along with our West of England partners, **Deliver & Enable** the **proposals outlined in the Joint Transport Study that benefit movement on Bristol's corridors**. The Joint Transport Study has informed the emerging Joint Local Transport Plan, which sets out the detail of how these schemes have been scored for prioritisation along with all other major transport schemes across the West of England. The following schemes all scored highly and are of high priority for delivery but given the scale of each project delivery will be in the medium to longer terms of this strategy. We will carry out feasibility studies where necessary to identify the most efficient option for each route. The routes identified in the Joint Transport Study and the proposals that we will investigate are:

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- › City Centre to North Fringe: Due to the lack of highway space and other constraints on much of this route we will consider various options including exploring **underground options**. The exact route alignment is subject to further feasibility studies but could follow the A38 North and serve Southmead Hospital, Cribbs Causeway and Aztec West.
- › City Centre to East Fringe: Various options to be considered including exploring **underground options**. The exact route alignment is subject to further feasibility studies but could follow the A420 and A4174 ring road serving destinations including Emersons Green and a new M4 Junction 18a.
- › City Centre to Keynsham/Bath: The construction of the **Callington Road Link** will help to divert through traffic away from the city centre and unlock road space on the A4 Bath Road that can be reallocated to create a rapid transit link to serve Bristol, Keynsham, Saltford and Bath.

- › City Centre to Airport: There are various options available for this route, including **tram and underground options**. An underground option could divert to serve south Bristol, linking to a new Park & Ride on the A38, before emerging overground along the A38 to the Airport.

Besides the four corridors identified for improvements in mass transit, other options identified in the Joint Transport Study that have scored highly for prioritisation in the Joint Local Transport Plan for improving movement along corridors to be explored are:

- › Enhanced metrobus routes, including connecting the Portway Park & Ride site in to Severnside, new routes to Thornbury, Yate, and Clevedon, and an orbital route on the ring road connecting the East Fringe to key destinations on the route and other rapid transit routes to the city centre and beyond.
- › Road improvements, mentioned above which include the Callington Road Link and A4-A37 link, which will enable mass transit routes, and also improve the flow of traffic throughout south-east Bristol and remove unsuitable through traffic from the city centre.
- › Cycle superhighways to provide direct, continuous and safe cycle routes on key corridors, as part of wider ambitions to deliver 200 miles of all ages and abilities cycle network.
- › Local bus improvements including increased bus priority and extended bus lanes as part of a Great Bristol Bus Network 2 project.

**Enable improvements in the bus service**, including reducing boarding times through integrated smart ticketing and prioritising movement of buses through use of the urban traffic control centre and traffic signal improvements. These measures will be covered by delivering a Joint Bus Strategy (see City wide movement section)

**Deliver a review of the road network** to ensure key routes are appropriately classified and have appropriate waiting and loading restrictions.

**Explore, deliver and enable changes in parking provision**, including removal and/or relocation of on-street parking in the city centre and on key corridors to provide space for other uses and improve journey time reliability. Explore the potential for new off-street public car parks at local centres to replace lost spaces on corridors.

**Explore, deliver and enable use of technology to improve corridor efficiency**, including improving links to corridors where bus services are frequent. This could be through 'Mobility as a Service' options such as bike hire or shared taxi to connect the first or last mile from corridors with frequent services.



## Case Study: Exploring underground metro options

Given the restraints on many of our corridors, along with our West of England partners we are currently looking into the feasibility of many options including exploring going underground for mass transit.

The feasibility study will explore many options for underground systems, including the Automatic Light Vehicle system in operation in Rennes, Turin, Toulouse, Lille, Taipei and other cities outside the UK. This system is the latest generation of Light Automatic Vehicle and is marketed as the backbone of the transport system in medium sized cities such as Bristol. The advantages of this system are:

- › Automated operation with no drivers reduces costs and allows for more frequent trains with very short headways. Trains can be as often as every 60 seconds. This reduces crowding at stations.
- › Short trains reduce costs as smaller tunnels and small stations can be used. This would allow the use of modern cheaper tunnelling techniques and prefabricated stations.
- › The rubber wheels allow for tighter curves, and steeper gradients than conventional metro systems, which is well suited to Bristol's topography.
- › Sections of track can be elevated or run at grade to reduce costs, although the system needs to be 100% segregated because there are no drivers.

The feasibility study is looking into various options and a system similar to this case study could be transformational for the region, cutting peak journey times from Aztec West, Emerson's Green, and the Airport to the City Centre to under 25 minutes, with increased capacity and reliability with services every couple of minutes. An underground system would enable the removal of some above ground infrastructure, and streets could be redesigned to improve the public realm. While an underground system is technically deliverable, the costs are significant, at around £3-4bn needed for three lines.

The planning horizon for underground schemes is also long, with most schemes taking around 20 years to deliver. A key part of ongoing feasibility work will be exploring how future trends could impact on the feasibility of such a system. Initial feasibility work is currently underway to explore underground options in more detail, exploring construction and operation costs, ground conditions, patronage forecasts, future trends, and other considerations.

## Local Centres

Many of Bristol's local centres and high streets are located along key transport corridors into the city centre. The A420 Church Road is a local centre for residents living in Redfield, St George, Lawrence Hill, Barton Hill and Easton. The A432 Fishpond Road and Stapleton Road serves the neighbourhoods of Fishponds, Hillfields, Greenbank and Easton. Gloucester Road, Cheltenham Road and Stokes Croft together are located on the A38 one of the major transport corridors into the city.

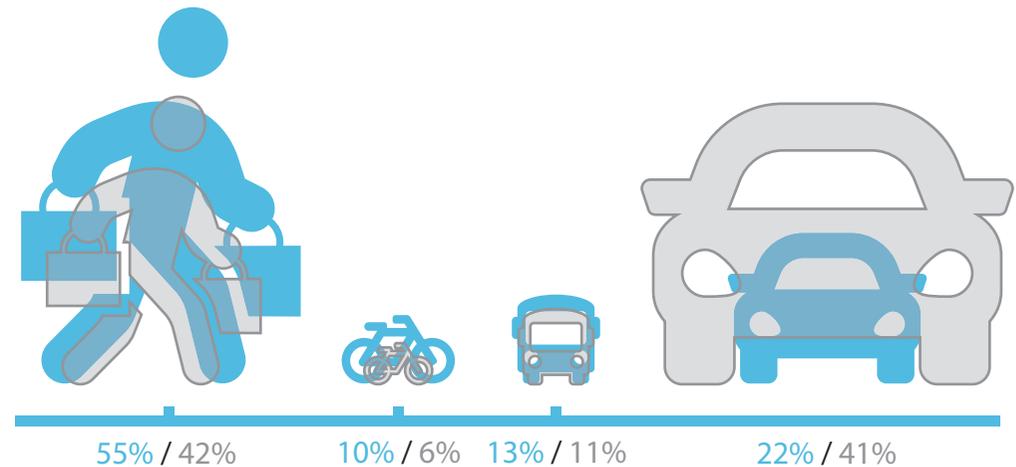
This stretch of road has the largest number of independent shops in the UK (Visit Bristol, 2018) and therefore provides a key local centre for residents living in Redfield, Bishopston, Redland, St Andrews, Montpelier, Cotham and St Pauls, but is also an attractive destination point for many travelling from across the city and wider region.

Given their positions on a main transport corridor into the city, many bus services travel through these local centres, with buses every couple of minutes. The Showcase Bus Route project improved access for buses by creating bus lanes that operate at peak times of the day. This meant that on street parking had to be limited to off peak hours only.

Sustrans carried out a study in 2006<sup>55</sup> in light of the Showcase Bus Route project to find out whether removing parking would affect the economy and viability of businesses along corridors in Bristol, as some business owners originally raised concerns about this. The study found that business owners overestimated the amount of trade they thought arrived by car and underestimated the number of people who arrived on foot, bike and bus.

Bus priority measures can facilitate better parking, delivery and drop off arrangements for local shops to enhance the local centre, while functioning as key transport corridors<sup>56</sup>.

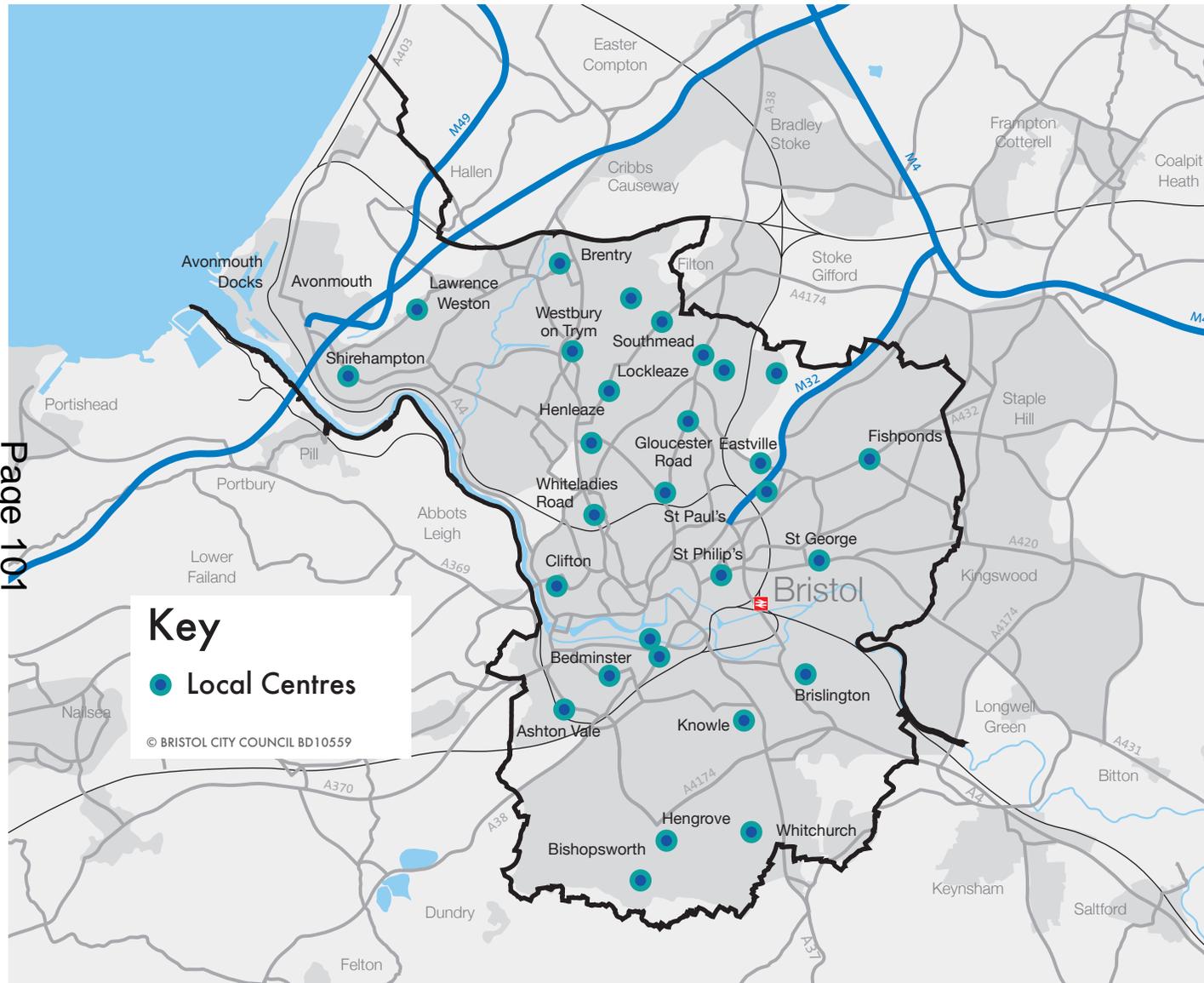
**Figure 7:** Shoppers' choice of travel modes in Bristol study



Actual mode of customer travel / Shopkeepers estimates

Many other local centres are located across the city, although not all are on main transport corridors. Local centres in Shirehampton, Westbury on Trym, Southmead, Easton, Bedminster and Hartcliffe provide essential services and facilities for many residents who live nearby, which means residents do not have to rely on a car for many every day needs.

Local centres also provide places for people to meet and interact, and the influence of transport can have large impacts on creating a sense of place. As referred to in the City Centre section, it is important that we reduce the negative impacts of traffic in order to encourage more people to spend time in their local areas, not only as a functional space for shopping and services, but to increase social interaction, build communities and increase residents' wellbeing.



By increasing options of access by sustainable modes of transport and reducing the amount of traffic passing through local centres to reach other destinations, local centres can begin or continue to thrive as focal points of the community and provide a function to ensure all citizens have equal access to services and are not reliant on a car for every day needs.



**Outcome #12 | Supported and enhanced local centres and high streets, recognising that they provide key services and facilities, and can also be transport corridors and destination points for visitors.**



**Outcome #13 | Reduced impact of motorised traffic on local centres creating better public spaces that are more accessible by walking, cycling and reliable public transport.**



**Deliver & Enable** continuing improvements for pedestrians, to make walking the first choice for local journeys, as outlined in the **Bristol Walking Strategy** action plan (see City wide movement section)

**Deliver & Enable** continuing improvements to access local centres by bike, through the provision of safe routes and secure cycle storage, as outlined in the **Bristol Cycling Strategy** action plan (see City wide movement section)

**Explore, Deliver & Enable changes in parking provision**, including removal and/or relocation of on-street parking on high streets that are congested transport corridors and explore the potential for new off-street public car parks at local centres to replace lost spaces.

**Deliver & Enable** better **connectivity and reliability around the city by bus and community transport**, working with bus operators to investigate new services, improve information and explore options for transport on demand and community transport services. This will be addressed in the Bus Strategy (see City wide movement section).



**Deliver & Enable improvements in road layouts** including reducing the width of junction mouths, enforcing appropriate speeds and improving access points to improve safety, create a more attractive walking and cycling environment.

**Explore, Deliver & Enable innovations in freight movements** to seek to reduce the impact of heavy freight vehicles and provide appropriate loading arrangements as outlined in the freight strategy (see City wide movement section).

# Neighbourhoods and residential streets

*Bristol is made up of a number of neighbourhoods that each has its own identity. Besides the corridors and local centres, the neighbourhoods contain residential streets where our citizens live. The neighbourhoods and residential streets are designed differently as a result of the different eras in which housing has been developed.*

This ranges from narrow, Victorian streets where houses do not have off street parking to wide modern streets, shared spaces and home zones. It is important that citizens feel safe and confident to walk and cycle in their neighbourhoods to access local services and connect by public transport to other parts of the city to access jobs, education, leisure and health care without relying on a car.

**Outcome #14 | Key facilities and services increasingly accessible to all citizens without the need to rely on a car.**



**Outcome #15 | Safer places to live by working with citizens to design and deliver measures to improve movement and liveability in our neighbourhoods.**



Along with our West of England partners, **Deliver & Enable** the design and development of **communities that promote sustainable and healthy transport**, supported by high housing densities, with the highest densities around public transport facilities.

Along with our West of England partners, Explore **opportunities for releasing land currently used for transport infrastructure to support housing growth**, including exploring opportunities at Cumberland Basin and Lawrence Hill roundabout

**Deliver & Enable mixed use development** in co-operation with colleagues in housing and major projects to provide a range of amenities within a short distance of where people live and reduce the need to travel by car.

**Deliver & Enable** neighbourhoods to **reduce the negative impact of through traffic** and ensure through routes are appropriate to improve local air quality.

**Deliver & Enable** the development of the all ages and abilities cycle network, helping to develop a child friendly city **cycle network**. Develop cycling quietways through neighbourhoods, connecting to wider cycle network.

**Deliver & Enable improvements in bus services** to better serve neighbourhoods with poor public transport provision, working with bus operators to explore new service options and community transport.

**Enable community involvement in street design and use.** Community led transport projects need to be safe and adopted and maintained by the community in conjunction with the Council. The Council needs to be mindful of its legal responsibilities as the highways authority.

**Deliver** appropriate **SuDS schemes** to be incorporated into any local transport and public space improvements, based on ground investigations.

**Enable** communities to report transport issues, through promoting and improving the existing **Fix My Street website and open up data** to allow more efficient and demand responsive services.



**Explore** methods to **communicate and engage with communities** at a local level to encourage use of sustainable transport

**Explore refining existing Residents' Parking Schemes** and extend only where there is demand from residents, and investigate alternative approaches.

**Deliver & Enable improved compliance with 20mph limits** with more awareness raising and streets designed for appropriate speeds and investigate introducing new 20mph limits where there is local demand.

**Deliver** routine maintenance works and other projects to **improve the layout of residential areas** to create better places.



# Implementing and Funding the Bristol Transport Strategy

*The Bristol Transport Strategy covers up to 2036. There are outcomes that can be implemented in the short term and others that will require longer term planning. All outcomes are dependent on available funding. There are a range of sources that we will explore to fund the outcomes to deliver our objectives and ultimately our vision. This section takes each outcome and sets a timescale for delivery and possible funding sources.*

## Implementation

First, it is important to set out the process by which projects and schemes are delivered. Each scheme will take different amounts of time to complete this cycle depending on the scale. In addition, with technology changes, things can happen quickly and we need to be able to respond to and embrace new technologies as required, therefore in some cases we will need to be flexible to grasp opportunities when they arise. However, this demonstrates the steps that are generally required to implement transport projects.

1. Schemes and projects identified in Bristol Transport Strategy (or for schemes affecting the West of England as a whole, the Joint Local Transport Plan, as informed by the Joint Transport Study)

2. Plan is adopted by senior management, Members and Mayor

3. Further detailed work is carried out in the form of feasibility studies or detailed strategies to identify the deliverability of projects

4. Funding required for options and concept preliminary design work to develop a robust business case

5. Relevant funding sources identified to bid for funding

6. Gain approval to bid for funding through internal decision making process

7. Win funding- draft up detail of the project

8. Consult on the detail of the project

9. Make any changes as a result of consultation

10. Deliver project

11. Monitor outcomes of the project, refining schemes and learning lessons for the future



## Funding

The projects and schemes identified in this plan can help to deliver a step change in how people move around the city. Along with our West of England partners, we are planning transformative changes that will benefit Bristol and the region as set out in the emerging Joint Local Transport Plan and this strategy. We have also set out projects and actions that we will take forward as a city to achieve our vision.

It is clear that the major projects, schemes and actions outlined in the Bristol Transport Strategy and in the emerging Joint Local Transport Plan for the West of England all add up to a large price tag, which is significantly more funding than has historically been available. Historically as a city and region we have been successful in bidding for funding from Central Government, however funding has been of a piecemeal nature, limiting our ambition to deliver transformative transport measures.

To date, our funding has come from a range of sources including:

- › Local Transport Planning maintenance and block grant from Central Government
- › Major scheme bids to the Department for Transport (DfT) and other national bidding opportunities
- › Council resources including parking income
- › Bids for grants from Local Enterprise Partnership including Revolving Infrastructure Fund and Local Growth Fund
- › Community Infrastructure Levy and s106 contributions
- › Devolution gain share
- › Other bids and funding sources such as Innovation Funding
- › Private investment

Much of the existing funding is already earmarked for schemes and essential operation of Council transport services, so additional funding sources are likely to be needed to deliver our vision.

As of March 2017 the West of England Combine Authority (WECA) was established as part of devolution deal from Central Government. This includes a devolved budget of £30m per year for the next 30 years to include funding towards transport. This funding will be focused on large strategic transport projects that contribute to our vision and connect housing with employment sites and services across the sub-region.

Smaller transport projects that contribute to achieving our vision will continue to be funded through Local Growth Deal allocations from the Local Enterprise Partnership and bids to Central Government, of which we have a very successful track record of winning and delivering.

All measures outlined in this strategy are high priority in order to achieve our vision, however we will seek to package schemes together to achieve maximum impact from any bids we make. This could mean working in partnership with colleagues from housing, flood risk management, innovation or air quality to make bids that achieve our joint objectives.

However, even with existing sources of funding, in order to deliver the ambition and vision of the Bristol Transport Strategy, and the wider major projects that will benefit the West of England region there will be a large funding gap and new sources of funding will be required. As already mentioned, a mass transit system alone could cost up to £4bn, which cannot be covered by existing sources of funding. The measures proposed in this strategy could transform the way we move around, therefore we need to invest as a city to make these changes to revolutionise our transport system and meet our vision.

Potential new funding sources could include:

- › Workplace Parking Levies
- › Road user/Congestion Charging
- › Council tax increases
- › Business rate increases

## Workplace Parking Levy

A Workplace Parking Levy can be applied by a highway authority under the 2000 Transport Act, where employers are charged a fee per private parking space on their site. Employers may choose to pass this charge on to their staff, which can encourage staff to consider alternative ways of travelling to work if they have to pay to park. The employer may choose to pay the charge themselves, which could in turn encourage the employer to consider reducing the number of parking spaces they have on their site (and potentially expand their business premises without acquiring more land), which is therefore a measure of parking control to influence how staff choose to travel to work.

Previous assessments undertaken for the West of England show that there is a potential for a workplace parking levy to deliver an estimated 2% reduction in private car trips.

## Case Study: Nottingham workplace parking levy

Nottingham introduced a Workplace Parking Levy in 2011. It levies a charge to employers that have 11 or more private parking spaces on their site. The levy is charged at £379 per annum per space, which is around £1.50 per work day. Over £44m has been raised in revenue since charging began. The administrative costs of running the scheme take less than 5% of the revenue raised, meaning a large amount is reinvested in transport improvements in the city as identified in the Local Transport Plan. This has led to doubling the size of the tram network and redeveloping the city's rail station to support the electric bus network. The revenue raised has also been used as match funding to bid for external funding. Workplaces that are required to pay the charge are offered grants to enable staff to cycle to work. The levy scheme has resulted in a 4.5% increase in bus and tram patronage. Many employers in Nottingham were sceptical of the scheme before it was implemented, however, discussion with Nottingham Council suggests it is now accepted as a part of doing business in the city. No major employers left the city and inward investment has increased since the scheme was introduced, with businesses taking advantage of the improved transport infrastructure, creating 2,000 new jobs since 2012.



To fund transformational transport improvements such as a light metro system, a Bristol scheme would need to cover the wider urban area and have a higher rate than the Nottingham scheme. This could potentially unlock up to £1.5bn of transport investment over 30 years<sup>57</sup>.

## Road user charging

Road user charging has been implemented in various locations around the world; the most applicable location for comparison purposes is the congestion charge in London. The London scheme is an area based scheme operating for 12 hours per day on weekdays only and uses cameras to record number plates of vehicles entering and leaving the zone.

Road user charging in Bristol was first suggested in the 1975 Land Use Transportation Study and has appeared in several local transport plans since then. An assessment carried out in 2013<sup>58</sup> proposed a central area zone. A fee of £5 per day for all users was proposed, operational between 7am and 10am Monday to Friday. The expected annual income after operating costs were removed was between £5m and £20m per year dependent on the size of the zone and the number of people avoiding the zone. To fund transformational transport schemes such as a light metro system, a wider area scheme could be considered, and could potentially raise a similar amount to an area wide Workplace Parking Levy. Previous assessments undertaken by the West of England show that there is the potential to deliver a significant impact on demand for travel by car - an estimated 6-8% reduction of private car trips.

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## Clean Air Zone

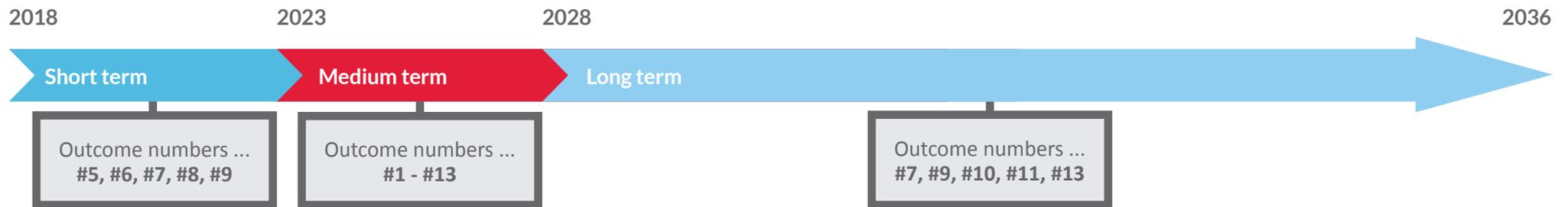
As mentioned in previous sections, a feasibility study is currently underway on implementing a Clean Air Zone in the city, which could include a charge for vehicles. Any potential charging scheme in future will have to assess the impact of multiple schemes in order to ensure objectives of this strategy are being met, including the impact on providing an accessible transport system for all. Any Clean Air Zone measures will be subject to separate consultation at a later date.

We understand these are controversial solutions, and as part of the consultation on this document we would like to seek views of the public and stakeholders for transformational transport improvements such as a light metro system that could involve implementation of a workplace parking levy and/or road user charging charge.



# Implementation Plan

Figure 8: Strategy Timeline



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Outcome	Partnerships and stakeholders to be involved for delivery	Implementation timescale	Potential funding sources
<b>Citywide: Outcome #1</b>   Efficient movement of traffic around the city, with increased resilience of the network and minimised impacts of congestion and air pollution.	WECA, air quality colleagues, Highways England	Medium	Devolution gain share, parking income, workplace parking levy, congestion charging
<b>Citywide: Outcome #2</b>   On and off street parking managed efficiently to encourage use of sustainable transport and tackle congestion, while providing options that support the city's 24 hour economy.	Destination Bristol, business improvement districts, car park operators	Medium	Parking income

<p><b>Citywide: Outcome #3</b>   Reduced excess lorry and van travel in the city (especially during peak hours), working with industry to find cleaner alternatives for the movement of goods.</p>	<p>Freight operators, WECA</p>	<p>Medium</p>	<p>Devolution gain share, workplace parking levy, congestion charging, private investment, S106 contributions</p>
<p><b>Citywide: Outcome #4</b>   Public transport to be visibly integrated, convenient and reliable to enable people to move around the city in a more efficient way.</p>	<p>Bus operators, Transport Focus, WECA</p>	<p>Medium</p>	<p>Devolution gain share, workplace parking levy, congestion charging, private investment</p>
<p><b>Citywide: Outcome #5</b>   Walking to be safe, pleasant, accessible and the first choice for local journeys and combined with public transport for longer journeys.</p>	<p>Walking Alliance, Living Streets</p>	<p>Short to Medium</p>	<p>Local Growth Fund, DfT funding, S106/278 agreements</p>
<p><b>Citywide: Outcome #6</b>   Cycling to be safe, simple, accessible and convenient, either as an option for the whole journey or as part of a journey combined with public transport.</p>	<p>Sustrans, Bristol Cycling Campaign</p>	<p>Short to Medium</p>	<p>Local Growth Fund, DfT funding, S106/278 agreements</p>
<p><b>Citywide: Outcome #7</b>   A resilient, safe and well-maintained network to enable continuous movement of people and goods, using smart technologies.</p>	<p>WECA, developers</p>	<p>On going</p>	<p>Local Transport Planning maintenance and block grant from Central Government, S106 contributions, community infrastructure levy</p>
<p><b>Citywide: Outcome #8</b>   More people making sustainable and healthy transport choices by improving engagement with communities, schools and businesses.</p>	<p>Community groups, schools, businesses</p>	<p>Short to Medium</p>	<p>DfT funding, S106 contributions, workplace parking levy. Also, proportion of infrastructure funding to be allocated for promotion.</p>

<p><b>Citywide: Outcome #9</b>   New developments to be innovative in their approach to prioritise sustainable transport options and address the impact on the existing network.</p>	Developers, WECA	On going	S106 contributions, community infrastructure levy
<p><b>City Centre: Outcome #10</b>   A city centre that is accessible by active and sustainable transport and attractive to live, work and visit, enhancing its status as the foremost shopping and cultural centre in the South West.</p>	WECA, Network Rail, bus operators, retail and leisure operators	Medium to Long	Devolution gain share, parking income, workplace parking levy, congestion charging
<p><b>Corridors: Outcome #11</b>   More efficient transport corridors to move the largest number of people in the space available.</p>	WECA, Network Rail, bus operators, retail and leisure operators	Medium to Long	Devolution gain share, parking income, workplace parking levy, congestion charging
<p><b>Local Centres: Outcome #12</b>   Supported and enhanced local centres and high streets, recognising that they provide key services and facilities, and can also be transport corridors and destination points for visitors.</p>	Business improvement districts, bus operators, neighbourhood groups, transport stakeholders	Medium	Bids for grants from Local Enterprise Partnership including Revolving Infrastructure Fund and Local Growth Fund, Community Infrastructure Levy and s106 contributions, private investment
<p><b>Local Centres: Outcome #13</b>   Reduced impact of motorised traffic on local centres creating better public spaces that are more accessible by walking, cycling and reliable public transport.</p>	Bus operators, freight operators, transport stakeholders	Medium to Long	Workplace parking levy, congestion charging, Bids for grants from Local Enterprise Partnership including Revolving Infrastructure Fund and Local Growth Fund, Community Infrastructure Levy and S106/278 agreements, private investment

<b>Neighbourhoods: Outcome #14</b>   Key facilities and services increasingly accessible to all citizens without the need to rely on a car.	Neighbourhood groups, bus operators, transport stakeholders	Short to Medium	Local Growth Fund, DfT funding
<b>Neighbourhoods: Outcome #15</b>   Safer places to live by working with citizens to design and deliver measures to improve movement and liveability in our neighbourhoods.	Neighbourhood groups	Short to Medium	Local Growth Fund, DfT funding, S106/278 agreements

Timescales:

Short term: < 5 years

Medium term: 5-10 years

Long term: >10 years

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Key:

WECA: West of England Combined Authority

DfT: Department for Transport

# How will we measure success?

*In order to know whether we are achieving success with our approaches as set out in this plan, it is important to understand whether we are meeting our objectives. As a reminder, the objectives of the Bristol Transport Strategy are:*

-  Provide transport improvements to accommodate increased demand from growth in housing, jobs & regeneration on an already congested network with complex movements from within and outside the city boundary.
-  Promote equality with an inclusive transport system that provides realistic transport options for all
-  Create healthy places, promoting active transport, improving air quality, and implementing a safe systems approach to road safety
-  Create better places that make better use of our streets and enable point to point journeys to be made efficiently
-  Enable reliable journeys by minimising the negative impacts of congestion and increasing network efficiency and resilience
-  Support sustainable growth by enabling efficient movement of people and goods, reducing carbon emissions and embracing new technologies.

The success against the objectives can be measured in a number of ways using known data sources, and we will work closely with colleagues in academic institutions to identify methods to measure success for those that do not have clear data sources. We will need to establish a baseline from which to begin measuring our success and this will be within the first year of adoption of the plan. From then on, monitoring of the Bristol Transport Strategy will be reported annually online on the Bristol City Council website.



Objective	What to measure	Data source
Provide transport improvements to accommodate increased demand from growth in housing, jobs & regeneration on an already congested network with complex movements from within and outside the city boundary	Number of houses delivered	Planning applications
	Number of people who are homeless	Data from housing teams
	Number of jobs created	Economic development records and data from housing team
	Number of people who are unemployed	Data from employment and skills team
	Occupancy rates of buildings, both residential and commercial	Economic development records
	Percentage of people travelling to work by sustainable modes	Journey to work data
Promote equality with an inclusive transport system that provides realistic transport options for all	For each neighbourhood, provision of cycle routes connecting to employment areas	Data collected when cycle projects are delivered
	For each neighbourhood, proximity of a bus stop with high frequency services (10 minutes or less)	TravelWest journey planner
	Awareness of transport options	Qualitative data- will need input from academic colleagues
	Affordability of transport options	Bus fare data
	Satisfaction of transport options	Quality of Life survey. Transport Focus data
Create healthy places, promoting active transport, improving air quality, and implementing a safe systems approach to road safety	Percentage of people travelling to work by active modes	Journey to work data
	Percentage of people travelling on corridors by active modes	Modal split monitoring on key corridors
	Number of people killed or seriously injured on roads	KSI data
	Levels of air pollution, compliance with air quality standards	Air quality monitor data
	Levels of EV take up	DfT figures
	Perception of safety	Bike Life report

Objective	What to measure	Data source
Create better places that make better use of our streets and enable point to point journeys to be made efficiently	Satisfaction of local area	Quality of Life survey
	Percentage of new schemes introducing SuDS	Flood risk management data
Enable reliable journeys by minimising the negative impacts of congestion and increasing network efficiency and resilience	Journey time reliability	National Bus/Rail satisfaction surveys
	Levels of bus and rail patronage	Bus/rail operator data
	Punctuality of services	Bus/rail operator data
Support sustainable growth by enabling efficient movement of people and goods, reducing carbon emissions and embracing new technologies	Journey time to measure congestion levels as development grows	ANPR data to time journey across city centre cordon
	Percentage of people travelling to work sustainably	Journey to work data

## List of contributors

We have worked in partnership with the Mayor's Congestion Task group to agree the outcomes for the Bristol Transport Strategy. The Congestion Task Group consisted of key stakeholders and influencers across the city, covering a range of differing interests in transport. Here is a list of members of the Congestion Task Group and therefore contributed to this Strategy:

Sue Arrowsmith

Dr Miriam Ricci

Simon Cowley

Kevin Slocombe

Professor Adrian Davis

Andrew Smith

James Freeman

Cllr Mhairi Threlfall

Steve Gooding

Jon Usher

John Hirst

Melanie Watson

Ann O'Driscoll

Shaun Walsh

Professor Graham Parkhurst

Cllr Mark Weston

Cllr Steve Pearce

Professor Eddie Wilson

Alex Perry

David Redgewell

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# Bristol Transport Strategy

## Consultation Report

### February 2019

**BRISTOL  
TRANSPORT  
STRATEGY**

CONSULTATION 2018

Tackling congestion and making  
Bristol a better place for all



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## **1. Introduction to the Bristol Transport Strategy**

In 2015 the Strategic City Transport team identified a gap in transport policy between the statutory Joint Local Transport Plan at the sub-regional level and mode specific strategies at local level, such as the Bristol Walking Strategy and the Bristol Cycle Strategy. Having recently worked on a project for the Temple Quarter Enterprise Zone using EU methodology for transport policy creation known as Sustainable Urban Mobility Plans (SUMP), the team embarked on creating a SUMP for the entire city of Bristol in order to fill this policy gap. The document that has been created is the draft Bristol Transport Strategy (BTS).

Following SUMP methodology, stakeholders were identified and engaged with at a very early stage, and an internal project board was set up that crossed disciplines in what was then the 'Place' directorate. The project board met regularly to identify topics and issues that the draft BTS needed to incorporate. Once the broad topics were identified for the BTS, a series of internal workshops were held with many colleagues across a range of disciplines on various topics to help flesh out the draft content of the BTS.

An external stakeholder group was set up in 2016, which included organisations representing various modes and transport issues. Workshops were held with the external stakeholder group to gain valuable input to help shape the content of the draft BTS.

Simultaneously, work was being carried out at the West of England level on the Joint Transport Study (JTS), which provided a technical evidence base and identified measures to mitigate the growth in housing and employment in the sub-region over the next 20 years. The draft BTS needed to reference the strategic measures in the JTS, as they will contribute to meeting the challenges identified in the BTS, but also provide more detail on movement at a local level in the city.

In 2017, the Mayor set up the Congestion Task Group, consisting of external organisations and stakeholders who were brought together as a task and finish group for a year to make recommendations on how best to tackle congestion in Bristol and to input into the draft BTS. Most of the organisations that were part of the external stakeholder group were invited to be on the Congestion Task Group.

We also visited various groups around the city to gather a range of views of transport. We talked to students, parents, job seekers and community groups to get an idea of the type of issues people face when travelling around the city. These issues were then fed into the draft of the BTS, and some made into case studies that feature in the draft.

Following much refining through internal consultation and input from stakeholders, the public and the Congestion Task Group, the draft BTS was completed in 2018, endorsed by the Congestion Task Group and approved through the decision pathway to go out to public consultation in September 2018.

## **2. Consultation**

### 2.1 Consultation methods

Given that this is the first transport policy of its kind (filling the policy gap between sub-regional and mode specific policy), we wanted to ensure that as many people as possible had a chance to respond to the consultation on the document. As such, we were keen to explore new ways of engaging with the public to try to encourage those who do not usually take part in public consultations on transport to do so.

#### Gamification

Following examples used by other European cities, we researched 'gamification' for consultation, which is to apply typical elements of game playing (e.g. point scoring, competition with others) to other areas of activity, in this case to encourage engagement in the consultation. We met with experts from the University of the West of England's Game Technology department to share ideas on how we could do this and the elements of game play that would be most engaging but useful to us to gather consultation responses.

#### Simulator tool

We were aware of a previous consultation carried out in Bristol City Council on the corporate budget that used gamified elements and decided to use a similar model. The budget consultation included a simulator that allowed citizens to 'play' with allocating the budget to various services and learning the consequences of the actions. This was adapted for the BTS consultation to allow citizens to have a 'budget' of 15 points and allocate up to five points to a transport measure featured in the BTS to identify what measures they would like to see prioritised. More points could be 'earned' by selecting any of the proposed funding measures that feature in the BTS, which can then be allocated to more transport measures. Through this gameplay, citizens were given an idea of the challenges of implementing transport improvements in the city, in that we have limited budgets in order to prioritise schemes, but if we want to implement more, we would have to identify new ways to fund them. The simulator was used to gather responses on the types of measures that our citizens want to see prioritised, as well as capturing free text comments on each measure.

#### Questionnaire

Accompanying the simulator, we were interested in capturing views on the proposed objectives and approaches as set out in the draft BTS. As such, a questionnaire was created, asking how strongly citizens agreed with the approaches as set out in the draft BTS and for any comments in a free text section.

#### Video

In order to fully explain what the BTS is and how citizens can get involved in the consultation process, we had a video made. Two version of the video were made- one lasting 2 minutes giving full explanation of the strategy and consultation, and the second was a very short 10 second video encouraging people to get online and involved in the consultation. The short version was designed to embed on social media platforms.

#### Social media toolkit

A series of social media messages were arranged by the PR and comms team, each focussing on a different aspect of the draft BTS and containing the short version of the video. The toolkit of key messages was made available to Members and stakeholders to post through their own social media channels to help spread the word about the consultation.

### Citizens Panel

The Citizens Panel is a questionnaire that periodically goes out to a group of citizens from across the city covering a wide range of demographics in order to be as representative of the city's population as possible. The BTS consultation questionnaire was included as part of the Citizens Panel mail out.

### Materials

Posters, postcards and hard copies of the draft BTS and the questionnaire were sent to all libraries and customer service points around the city. The posters and postcards contained the web address, encouraging people to complete the consultation online. The paper copies of the questionnaire were made available for anyone for whom accessing online information is difficult.

### Easy-Read and audio versions

Throughout the consultation process we engaged very closely with equalities groups (see Equalities below) and we were asked by the Bristol Disability Equalities Forum for the document and questionnaire to be converted into Easy-Read and audio versions. These were made available on our website, with hard copies available on request. A summary version of the draft BTS was also created and made available online and hard copy by request.

### Equalities and community engagement

Through previous work with public health colleagues, we were aware of the Bristol Well Aware website, which lists community groups the meet across the city aimed at various user's needs. We researched groups to go along to, with the aim of covering all parts of the city and all demographics. We wanted to ensure we were engaging with as many of our citizens as possible, and hearing views from people of all protected characteristics and therefore targeted groups where this could be achieved in all parts of the city. We contacted organisers of the groups and visited the following groups across the city:

- Parent and baby groups
- Elderly people lunch clubs
- BME groups
- Sports groups for adults with disabilities

We were able to have informal discussions with members of these groups to give us their thoughts on transport in the city. We also carried out an exercise that replicated the online simulator tool, where we gave members of the groups sticky dots to allocate to the transport measures they would like to see prioritised in the city.

Working closely with our equalities colleagues, we became aware of the Voice and Influence Partnership, which is a new umbrella organisation that ties together various equalities groups across the city. Through the V&I Partnership, we were invited to present the draft BTS and have a discussion at the following events:

- Voice and Influence Partnership Launch
- Bristol Multi Faith Forum
- Bristol Older People Forum

### Focus Group

The V&I partnership helped us to bring together members from each of the organisations they represent to hold a focus group to discuss the approaches in the draft BTS. This took place at City Hall during the consultation period and ran for 2 hours. We discussed issues that people face when travelling around the city and how we can address them in the BTS.

### Other events

To launch the consultation period, we held a consultation launch event in the Conference Hall at City Hall. This was attended by around 80 stakeholders from a range of organisations. The event included the same 'sticky dot' exercise that was carried out at the community engagement groups, as well as workshop sessions where stakeholders could feedback on the sections of the strategy.

We were invited to present at the following groups:

- Sustainable Travel Network meeting
- Business West breakfast event
- Youth Council meeting

Attendees were able to ask questions and make comments on the strategy.

### Emails to Councillors and Stakeholders

Emails were sent out to all Members and stakeholders that we are currently working with to encourage them to share the consultation through their networks.

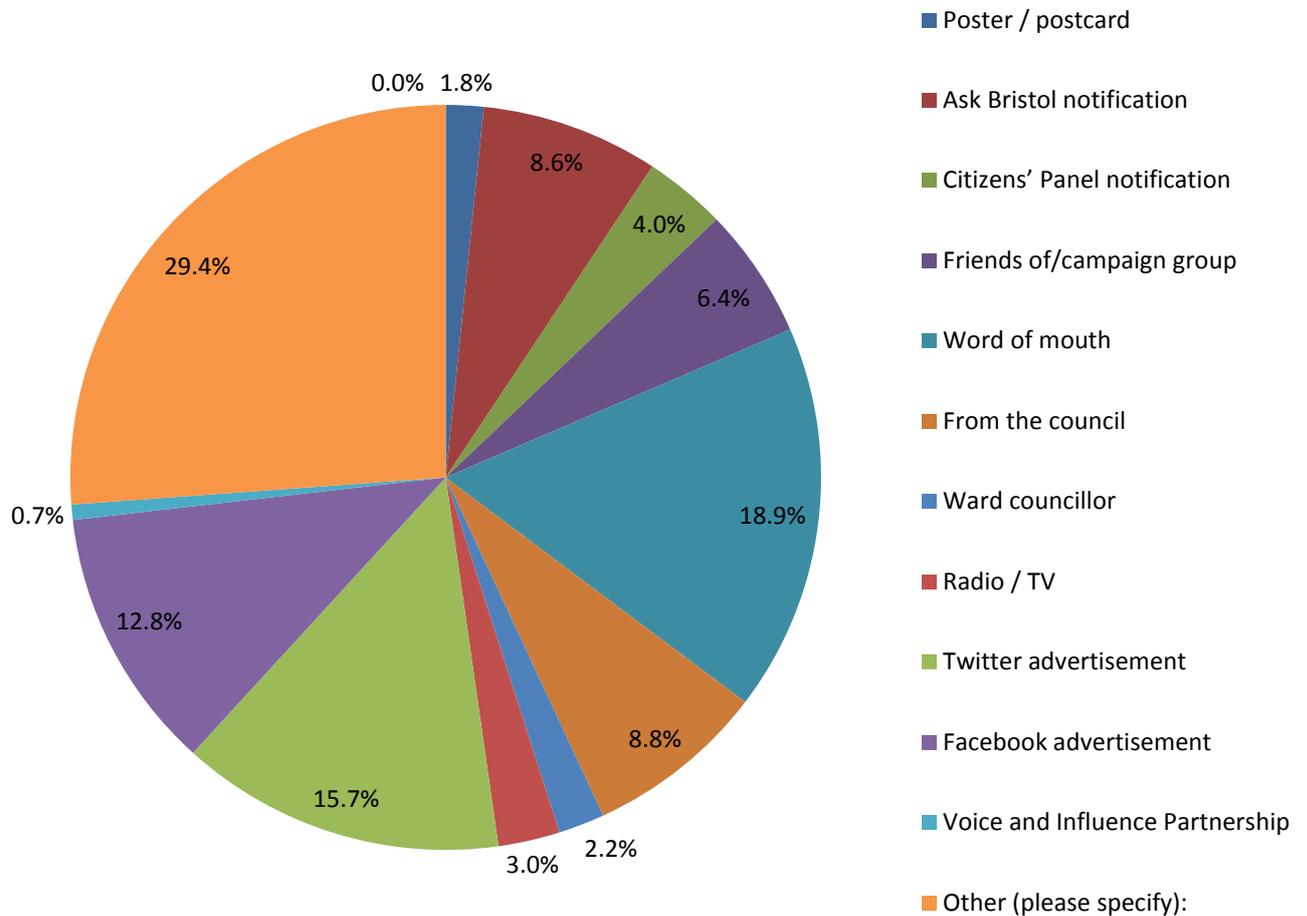
#### *2.2 Feedback on consultation*

Comments received through the public consultation included some feedback on the process. There was support for the simulator, however some stated that the questionnaire was poorly designed. There were comments that it contained too much information to read through and some stated that the scales were not in a consistent order i.e. 'strongly disagree' appeared in the scale before 'disagree' for some questions. This will be fed back to the consultation team.

#### *2.3 How people heard about the consultation*

Given the wide range of approaches we took to engage our citizens in the consultation, we were keen to explore how people heard about the consultation to get involved, so that we can strengthen approaches for future consultations. Figure 2.3 shows how people reported of hearing of the consultation:

Figure 2.3 How did you hear about this consultation?

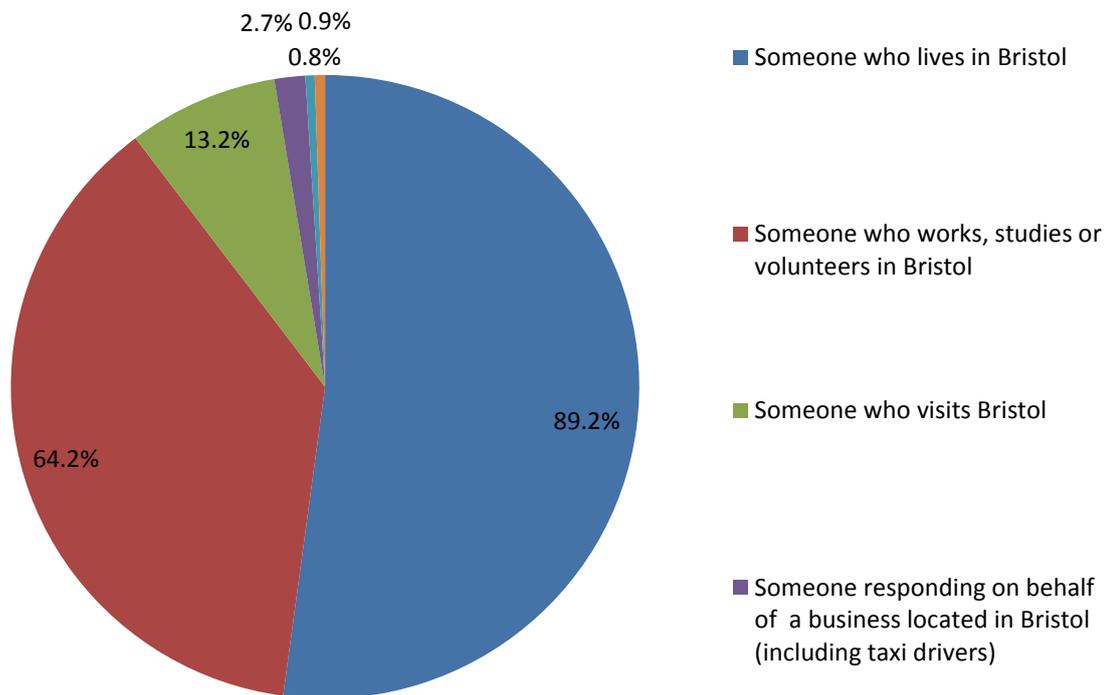


Most people heard about the consultation through 'Other' methods to those stated. When asked to elaborate, most of the people who stated 'Other' noted that they'd heard about it through the local press. The next most common 'Other' method was through social media shares, so added to the percentage of people who heard about the consultation through Facebook (12.8%) and Twitter (15.7%), demonstrates that social media has been a successful platform to engage with people in this consultation.

2.4 Where people responded from

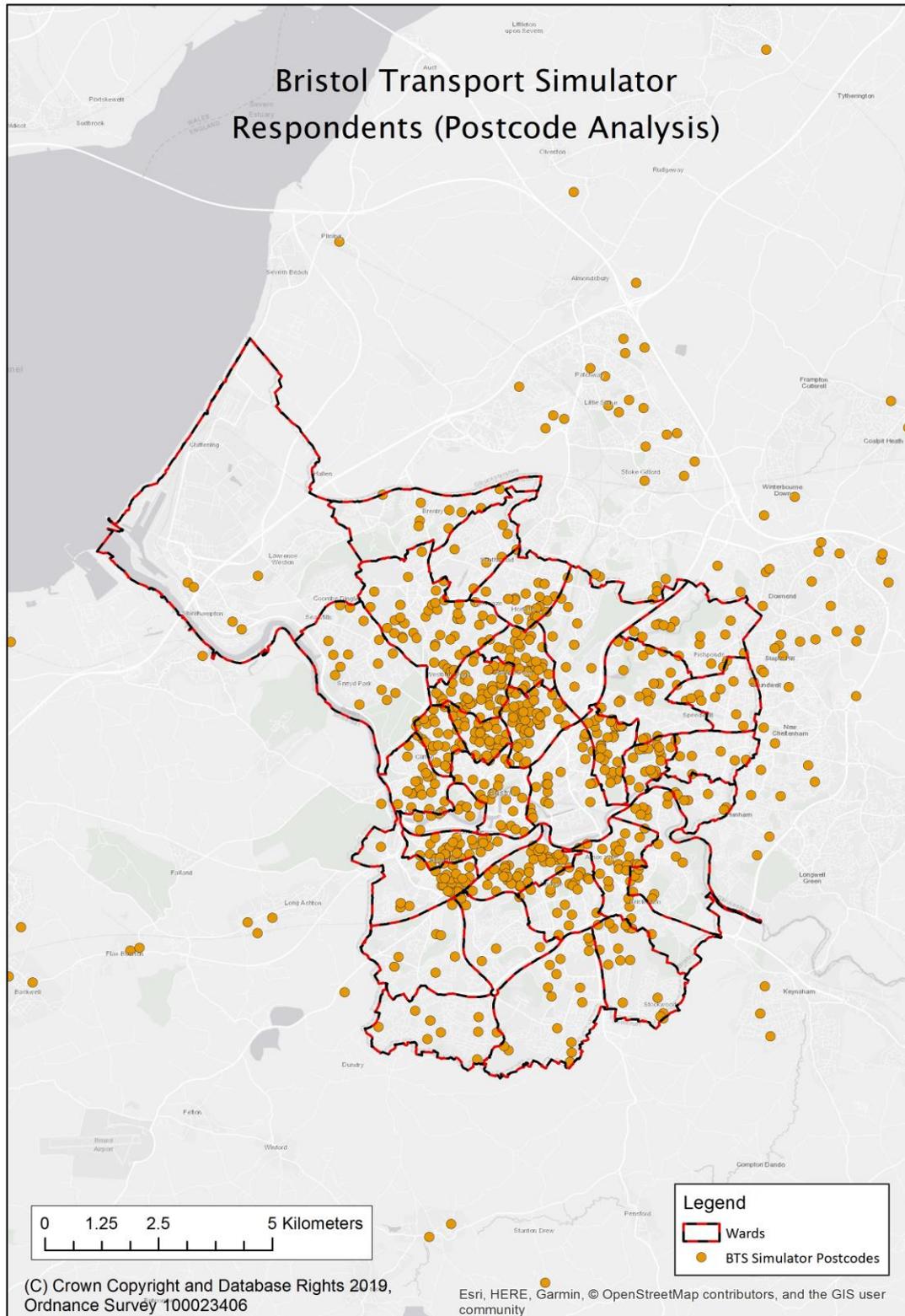
We wanted to understand the capacity in which people were responding, whether they are residents, visitors, or people who work/study in Bristol. Figure 2.4 shows that the majority of respondents who live in Bristol.

Figure 2.4 In what capacity are you responding?



We were keen to explore where respondents of the consultation live in order to get a better understanding of the issues or priorities people face in different parts of the city. Map 2.4 shows the postcodes that respondents recorded in the simulator:

Map 2.4 Postcodes of respondents of simulator



### 3. Consultation response

Respondents were able to complete the questionnaire, the simulator tool, or both. The simulator asked respondents to identify their priorities for specific measures, whereas the questionnaire asked respondents their views on the content of the Bristol Transport Strategy. The questionnaire included sections of the strategy and asked respondents how far they agree with each section. The Citizens Panel survey contained some of the same questions as the questionnaire, asking views on the objectives and approaches of the Bristol Transport Strategy.

Response levels for each platform were as follows:

- Questionnaire: 1,246 responses
- Simulator: 1,234 responses
- Citizens Panel responses: 613 responses
- Comments sent in by email: 93 responses
- Paper copies of the questionnaire: 3 responses

#### 3.1 Quantitative responses- questionnaire

Question 1 of the questionnaire presented the objectives of the Bristol Transport Strategy and asked:

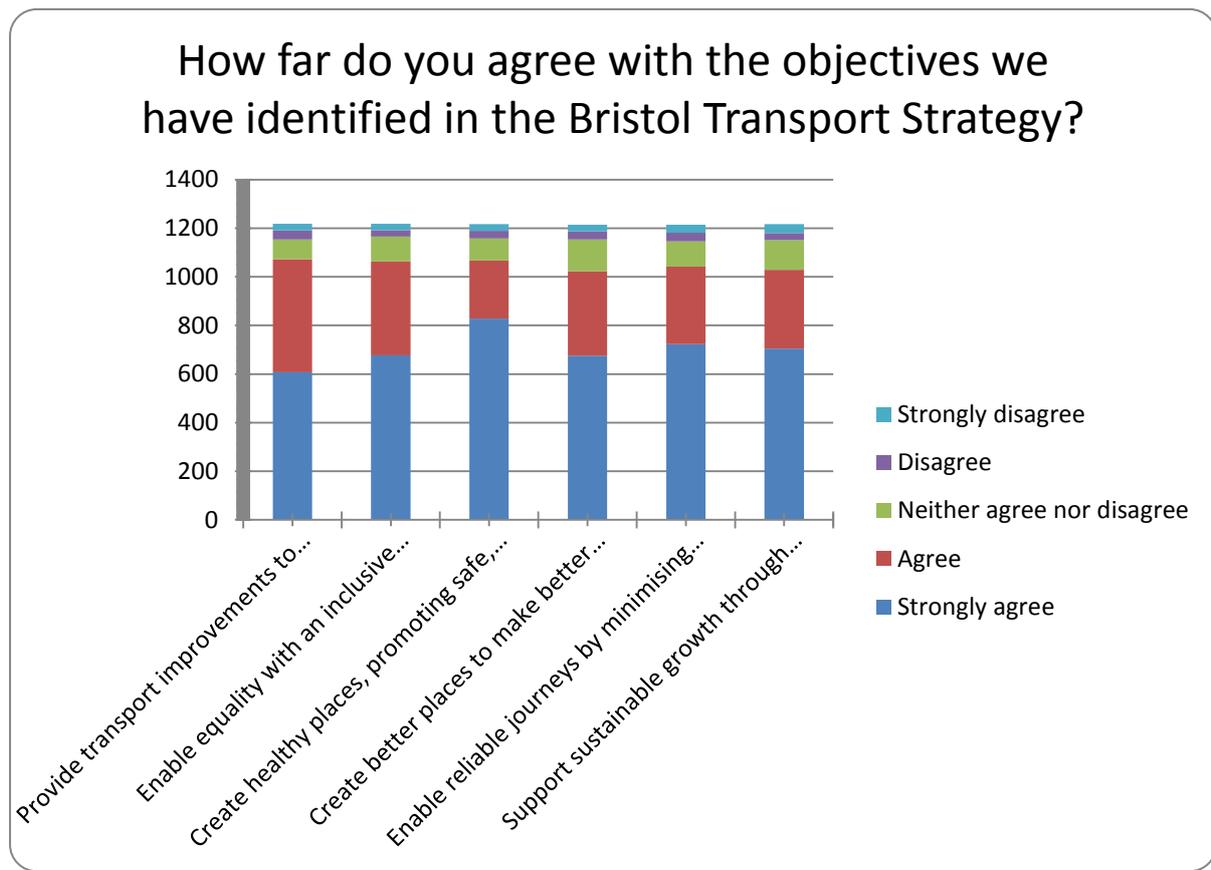
How far do you agree with the objectives we have identified in the Bristol Transport Strategy?

Table 3.1.1 shows the numbers of people who responded to each option and Figure 3.1.1 displays the responses in a chart.

Table 3.1.1 Questionnaire Question 1 responses

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Objective 1	607	465	82	37	28
Objective 2	677	386	103	26	27
Objective 3	828	239	91	31	28
Objective 4	676	346	132	33	28
Objective 5	723	319	104	35	34
Objective 6	704	325	122	29	37

Figure 3.1.1 Questionnaire Question 1 responses



Question 2 of the questionnaire presented the approach to improving journeys on a city wide basis in the Bristol Transport Strategy and asked:

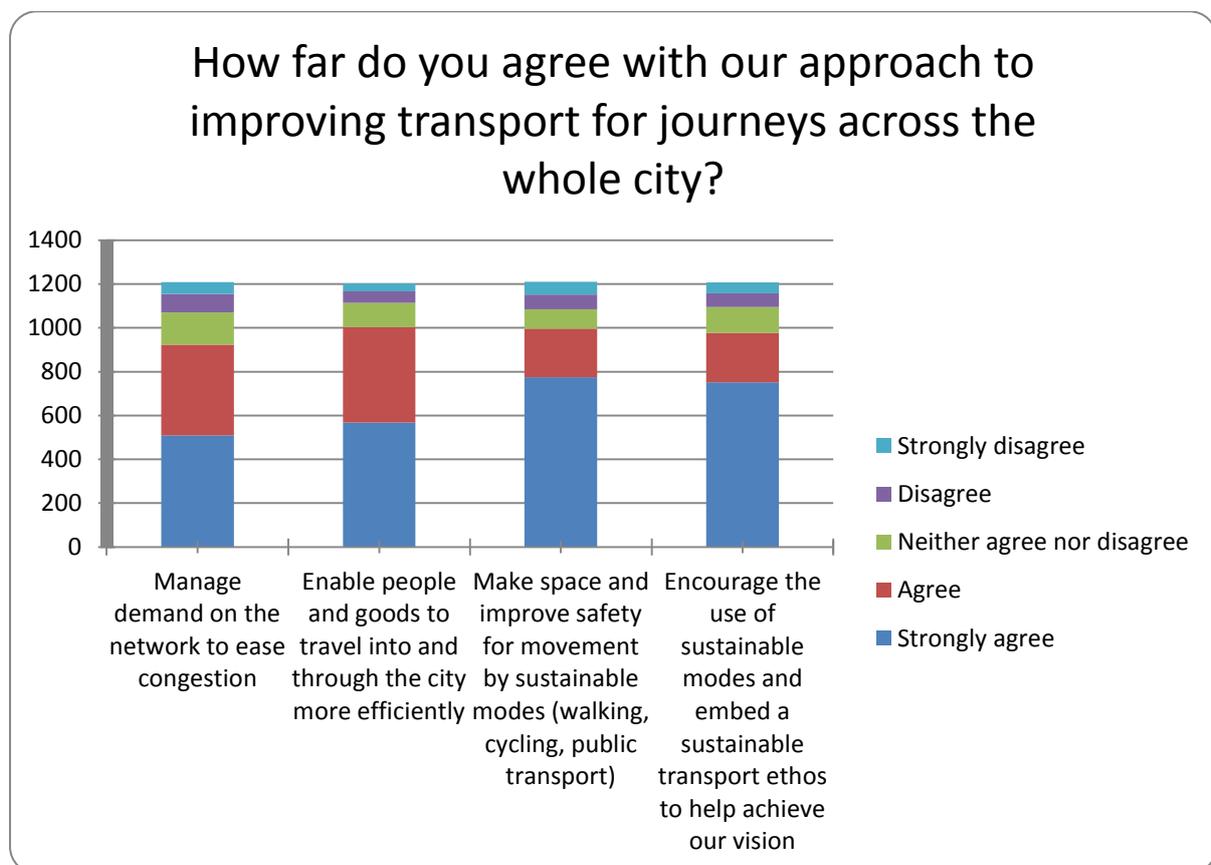
How far do you agree with our approach to improving transport for journeys across the whole city?

Table 3.1.2 shows the numbers of people who responded to each option and Figure 3.1.2 displays the responses in a chart.

Table 3.1.2 Questionnaire Question 2 responses

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Manage demand on the network to ease congestion	509	415	146	85	54
Enable people and goods to travel into and through the city more efficiently	568	436	110	52	37
Make space and improve safety for movement by sustainable modes	775	221	89	67	59
Encourage the use of sustainable modes and embed a sustainable transport ethos	752	225	118	63	50

Figure 3.1.2 Questionnaire Question 2 responses



Questions 3, 4, 5 and 6 of the questionnaire presented the approaches for movement in various parts of the city in the Bristol Transport Strategy and asked:

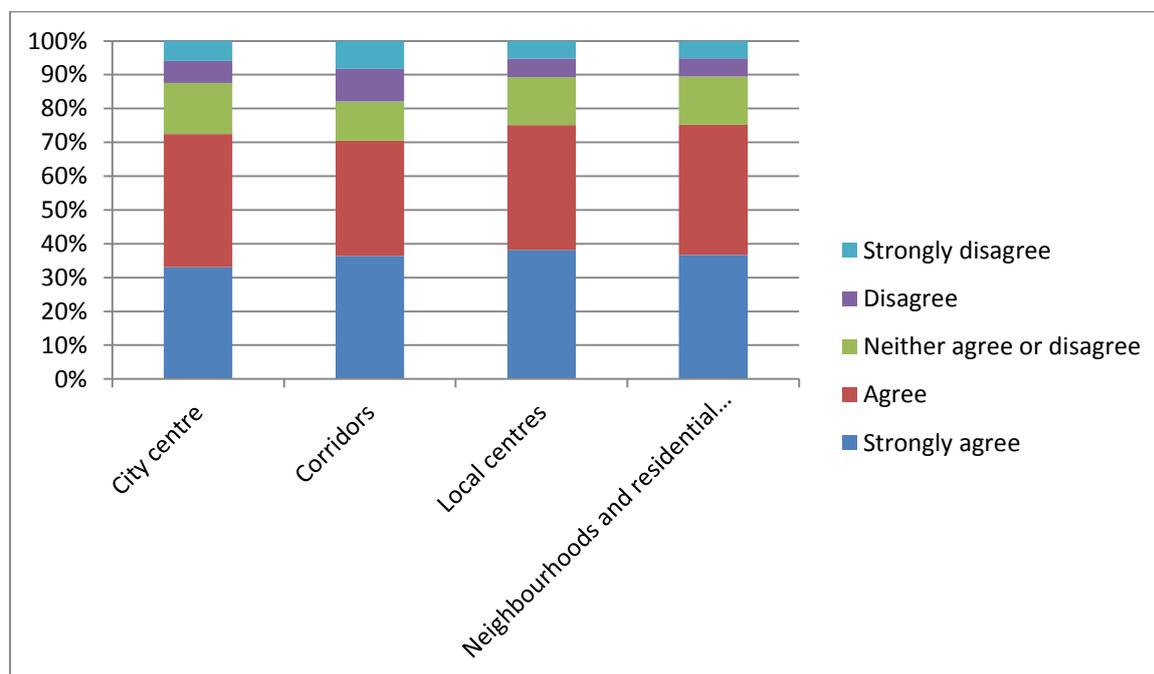
How far do you agree with our approach to improving transport for the city centre, corridors, local centres and neighbourhoods?

Table 3.1.3 shows the numbers of people who responded to each option and Figure 3.1.3 displays the responses in a chart.

Table 3.1.3 Questionnaire Questions 3, 4, 5 and 6 responses

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
City centre	393	468	179	78	70
Corridors	440	412	141	116	100
Local centres	477	433	166	64	61
Neighbourhoods and residential streets	441	465	171	65	62

Figure 3.1.3 Questionnaire Questions 3, 4, 5 and 6 responses



Question 7 of the questionnaire presented the approaches for funding measures in the Bristol Transport Strategy and asked:

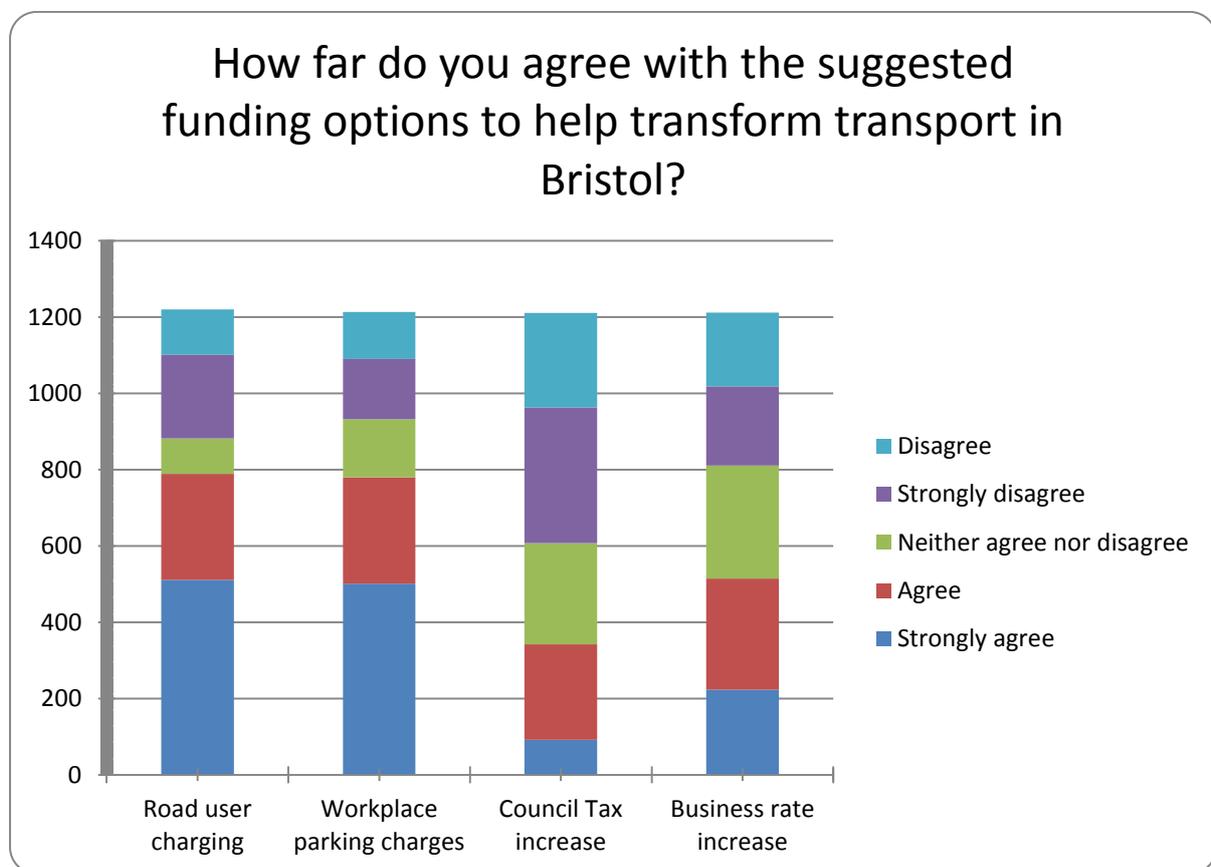
How far do you agree with the suggested funding options to help transform transport in Bristol?

Table 3.1.4 shows the numbers of people who responded to each option and Figure 3.1.4 displays the responses in a chart.

Table 3.1.4 Questionnaire Question 7 responses

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Road user charging	511	278	93	119	219
Workplace parking levy	501	279	152	123	158
Council tax increase	92	250	265	248	356
Business rate increase	233	291	297	194	207

Figure 3.1.4 Questionnaire Question 7 responses



### 3.2 Quantitative responses- Citizens Panel

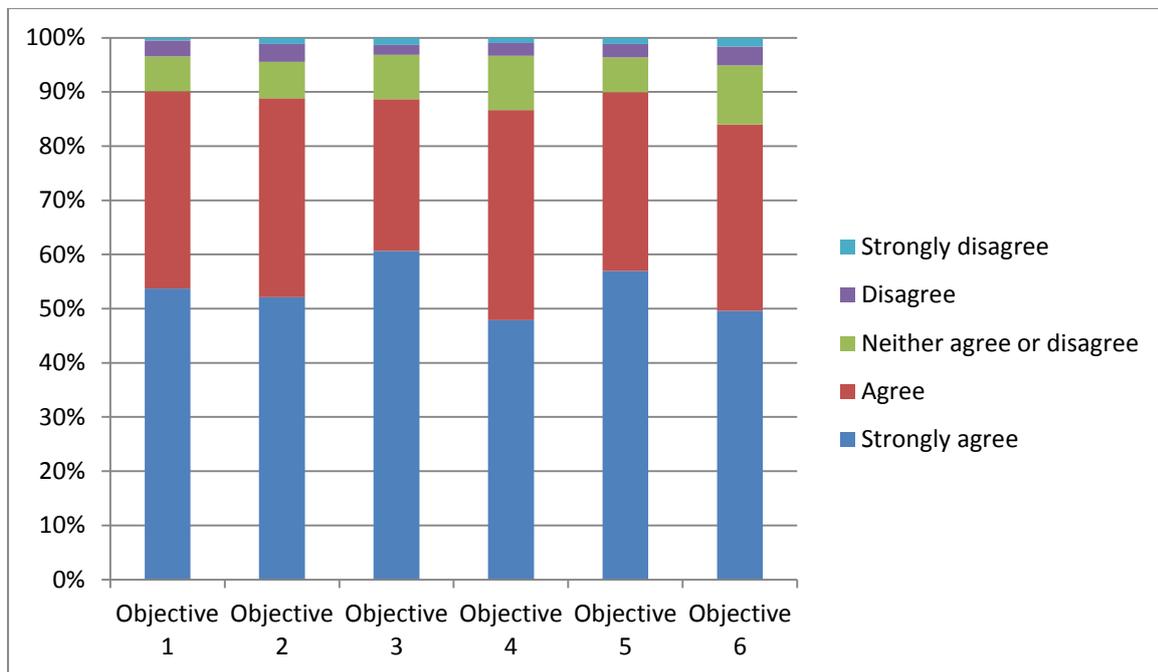
As mentioned above, the same questions were asked in the Citizens Panel as the questionnaire, although not all questions were asked.

The responses to the 'objectives' question in the Citizens Panel are shown in Table 3.2.1 and Figure 3.2.1.

Table 3.2.1 Citizens Panel Objectives question

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Objective 1	327	222	39	18	3
Objective 2	317	223	41	20	7
Objective 3	369	170	50	11	8
Objective 4	290	235	61	14	6
Objective 5	345	200	39	15	7
Objective 6	301	209	66	21	10

Figure 3.2.1 Citizens Panel Objectives question

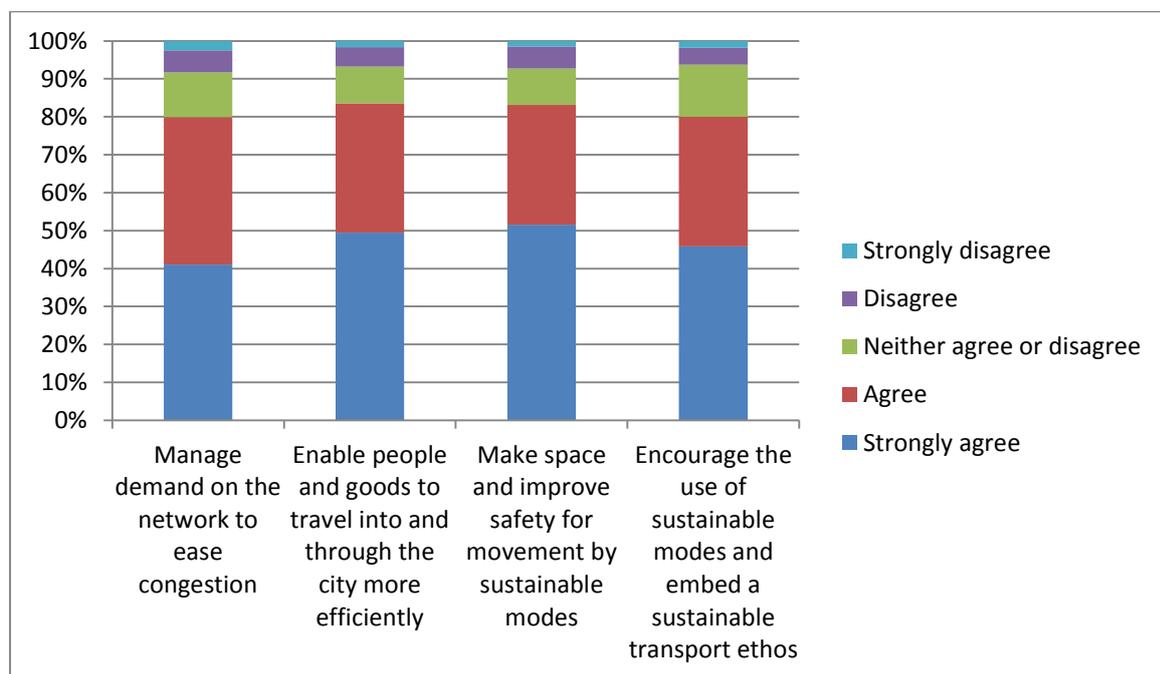


The responses to the 'approach to city wide movement' question in the Citizens Panel are shown in Table 3.2.2 and Figure 3.2.2.

Table 3.2.2 Citizens Panel City Wide approach question

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
Manage demand on the network to ease congestion	248	235	71	35	15
Enable people and goods to travel into and through the city more efficiently	298	208	58	31	10
Make space and improve safety for movement by sustainable modes	312	191	58	35	9
Encourage the use of sustainable modes and embed a sustainable transport ethos	278	207	83	27	11

Figure 3.2.2 Citizens Panel City Wide approach question

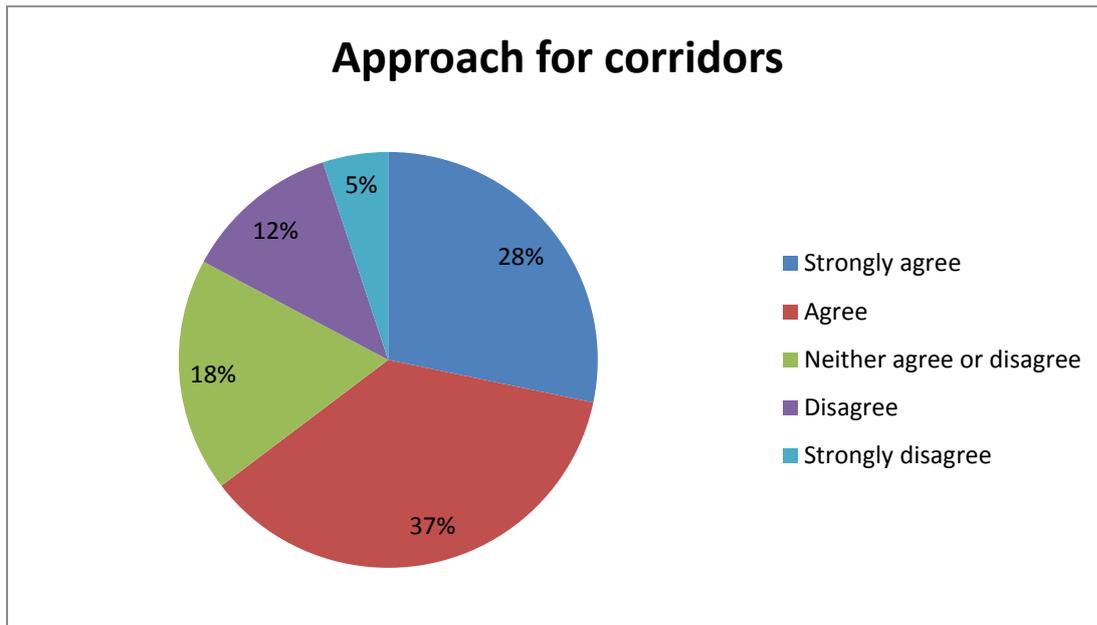


The responses to the 'approach to corridors' question in the Citizens Panel are shown in Table 3.2.3 and Figure 3.2.3.

Table 3.2.3 Citizens Panel corridors approach question

Strongly agree	169
Agree	220
Neither agree or disagree	111
Disagree	71
Strongly disagree	33

Figure 3.2.3 Citizens Panel corridors approach question



### 3.3 Quantitative responses- Simulator

As mentioned above, respondents to the simulator were able to allocate points to the transport measures they would like to prioritise in the city, up to a maximum of 5 points for each measure.

Tables 3.3.1 and 3.3.2 ranks the average points allocated to each measure and each funding measure from most popular to least popular and Figure 3.3.1 displays this in a chart.

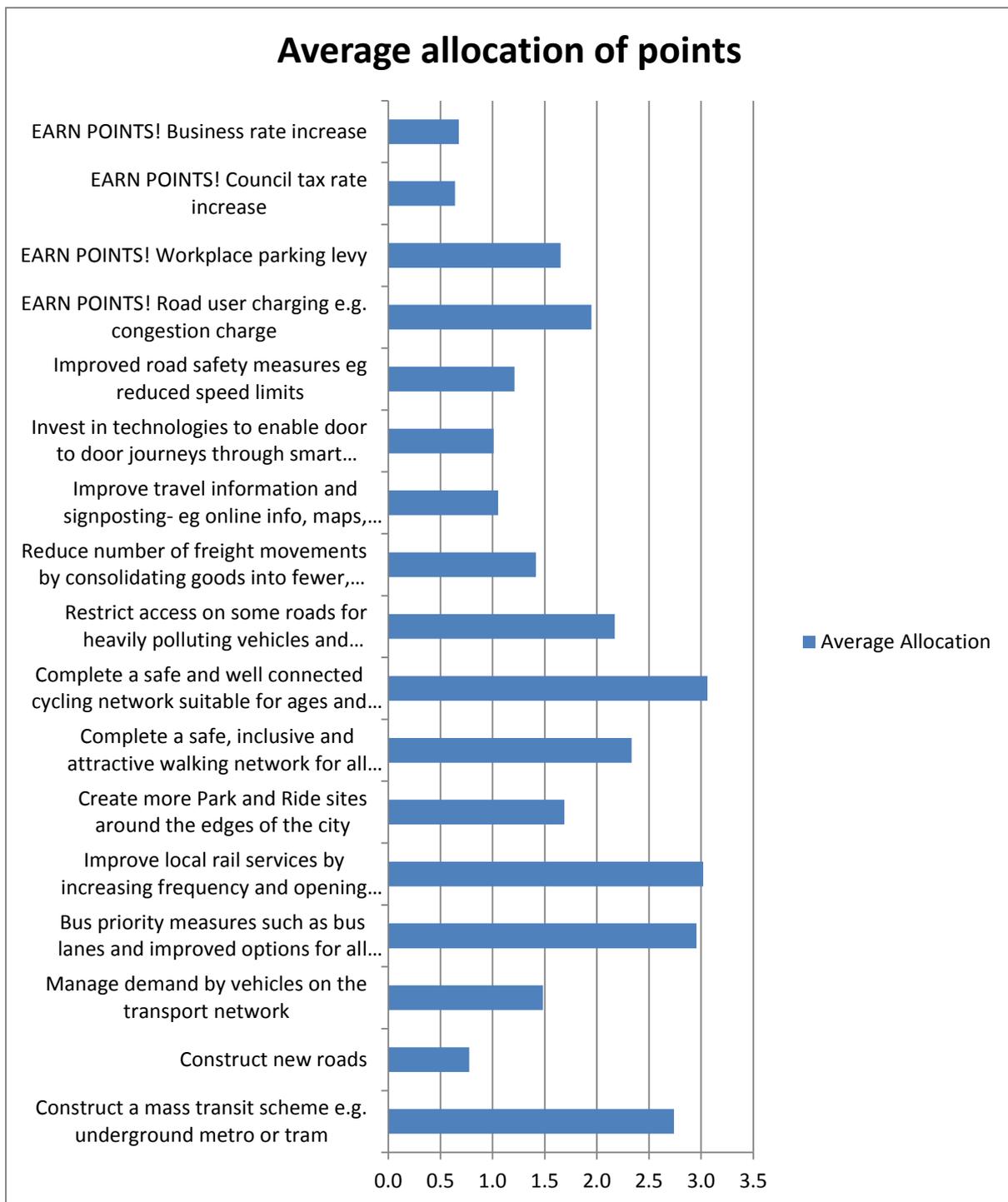
Table 3.3.1 Simulator responses- average point allocation for transport measures

Measure (allocating points)	Average allocation of points (most popular to least popular)
Cycling improvements	3.1
Bus improvements	3.0
Rail improvements	3.0
Mass transit (e.g. underground or tram)	2.7
Walking improvements	2.3
Restrict polluting vehicles	2.2
Create more Park and Ride sites	1.7
Manage demand by vehicles	1.5
Efficient freight movement	1.4
Road safety improvements	1.2
Improve travel information	1.1
Invest in technology	1.0
Construct new roads	0.8

Table 3.3.2 Simulator responses- average point allocation for funding measures

Measure (earning points)	Average allocation of points (most popular to least popular)
Road user charging	1.9
Workplace parking levy	1.7
Business rate increase	0.7
Council tax increase	0.6

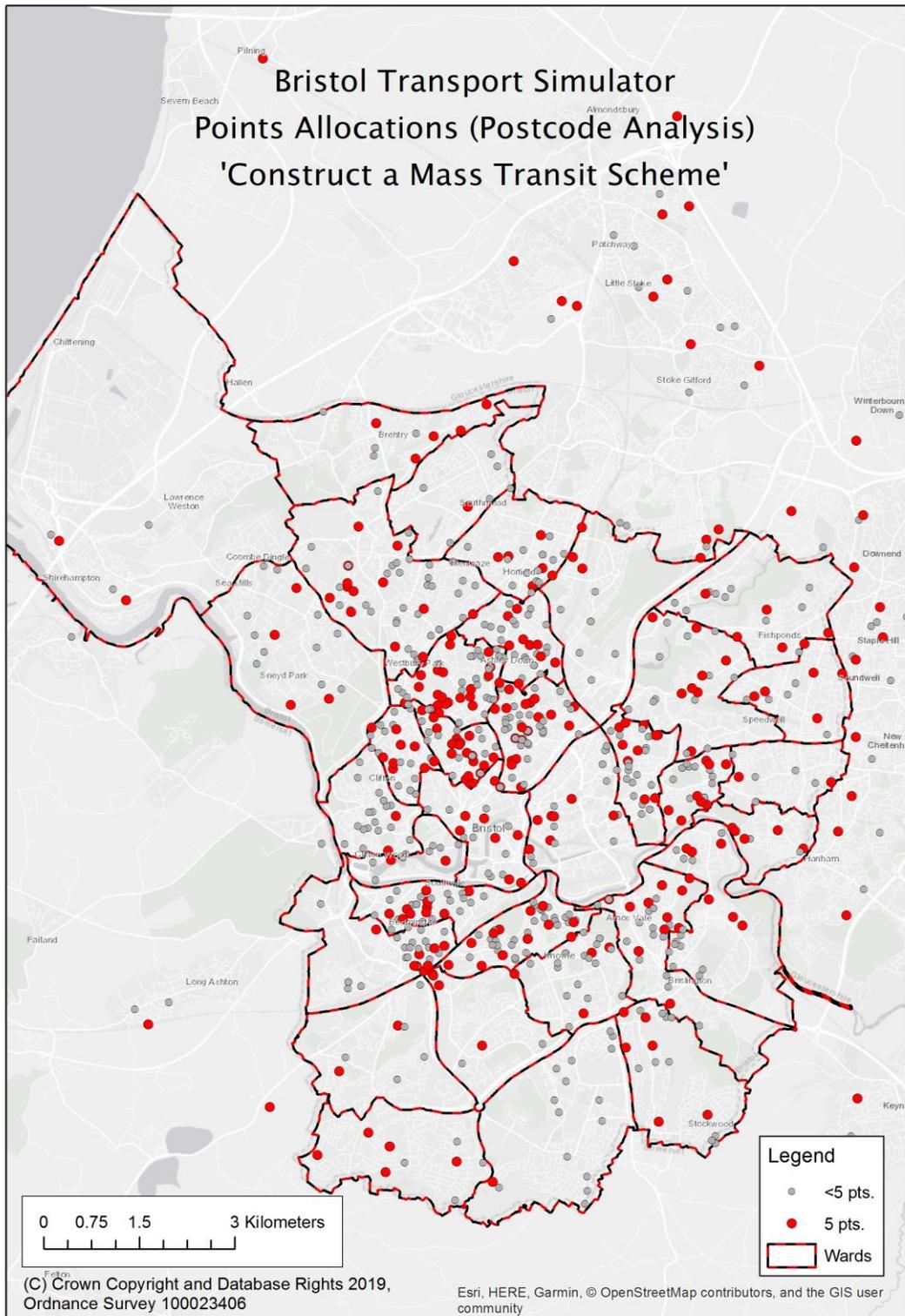
Figure 3.3.1 Simulator responses- average point allocation for transport and funding measures



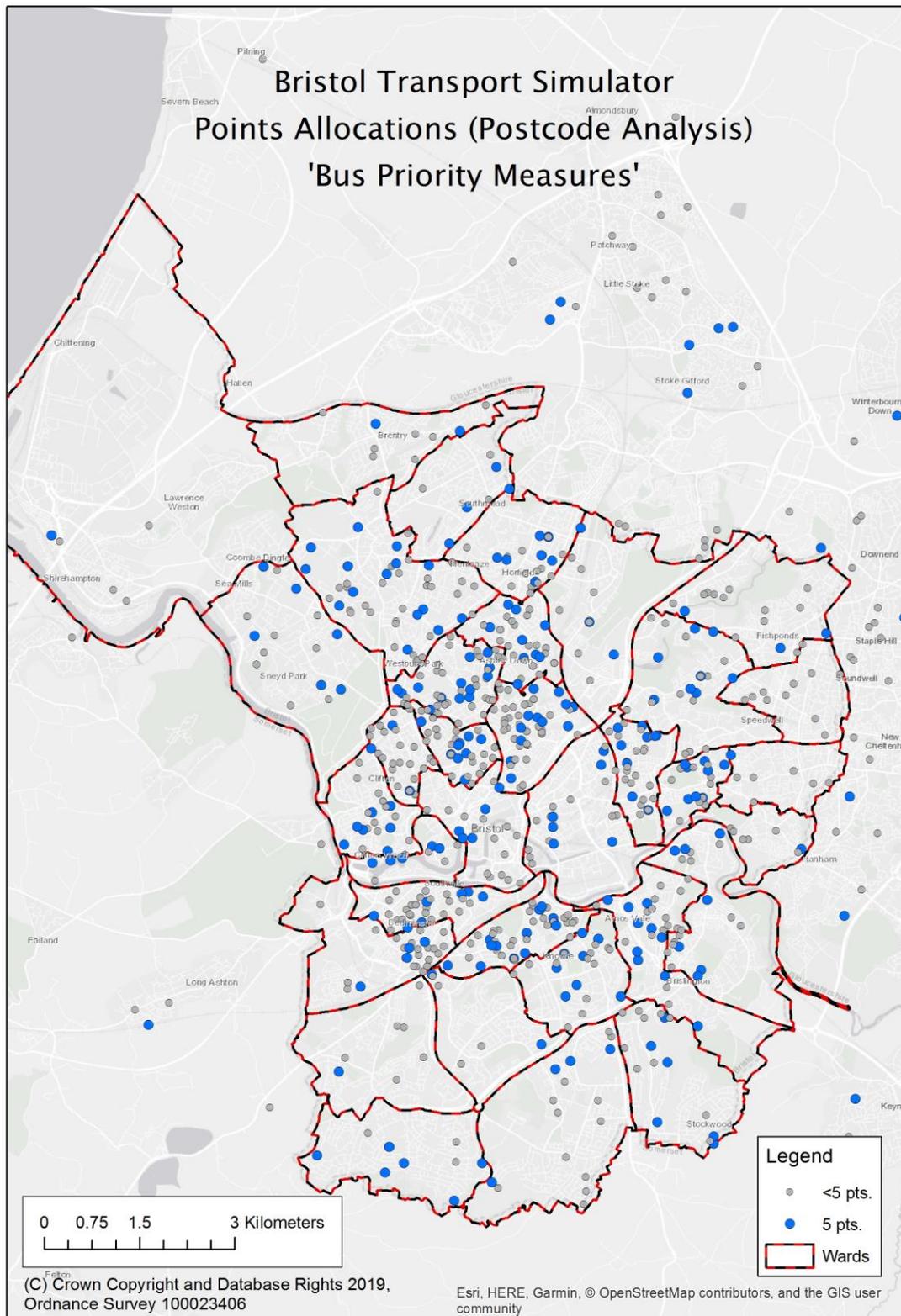
### 3.4 Quantitative responses- Simulator responses maps

In order to give an understanding of the types of measures respondents prioritise across the city, we mapped where people live in relation to the measures prioritised. Maps 3.4.1 to 3.4.7 show each of the modes in the transport measures category of the simulator that received 5 points, and where the respondents live.

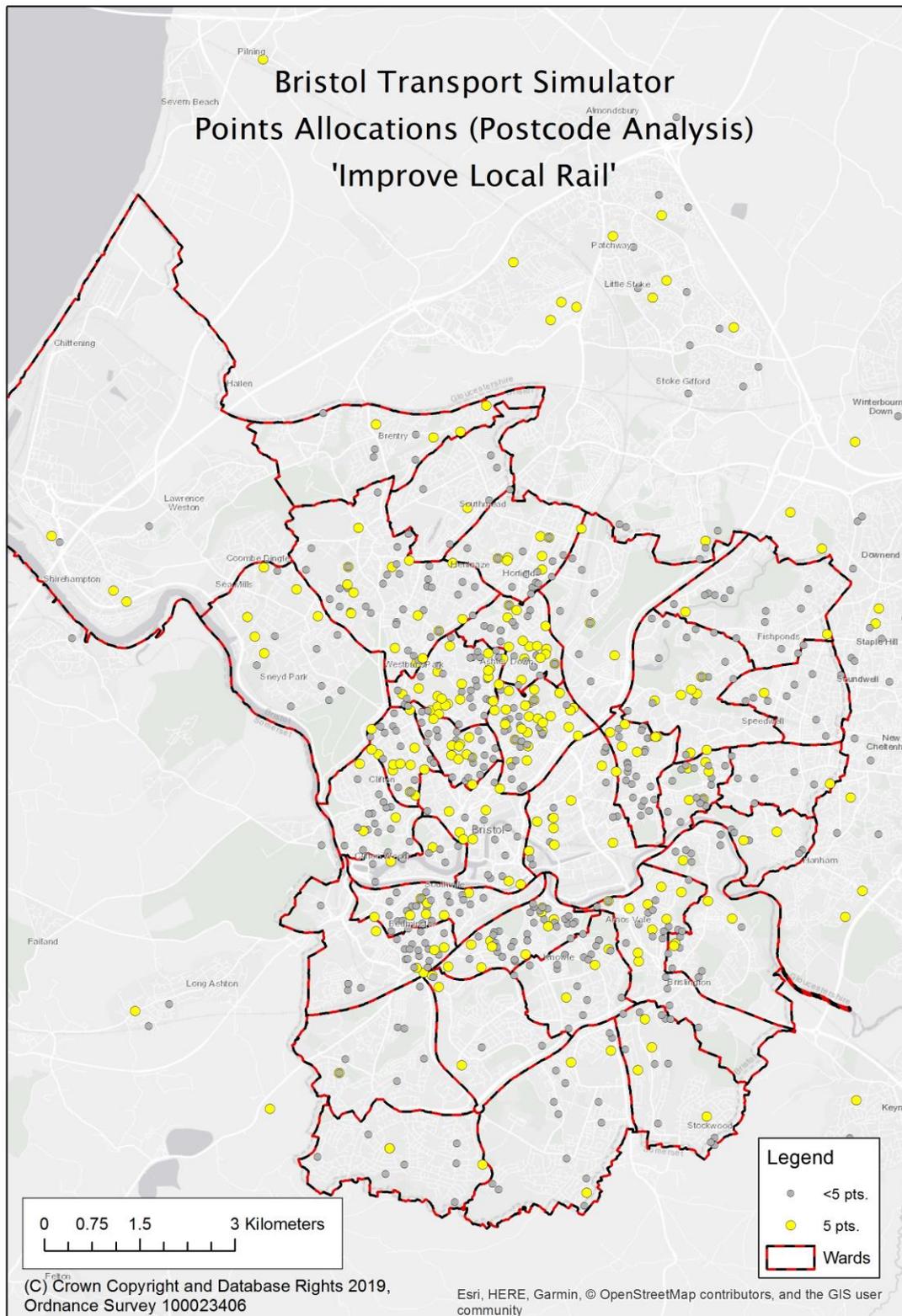
Map 3.4.1 Simulator five point allocations for mass transit



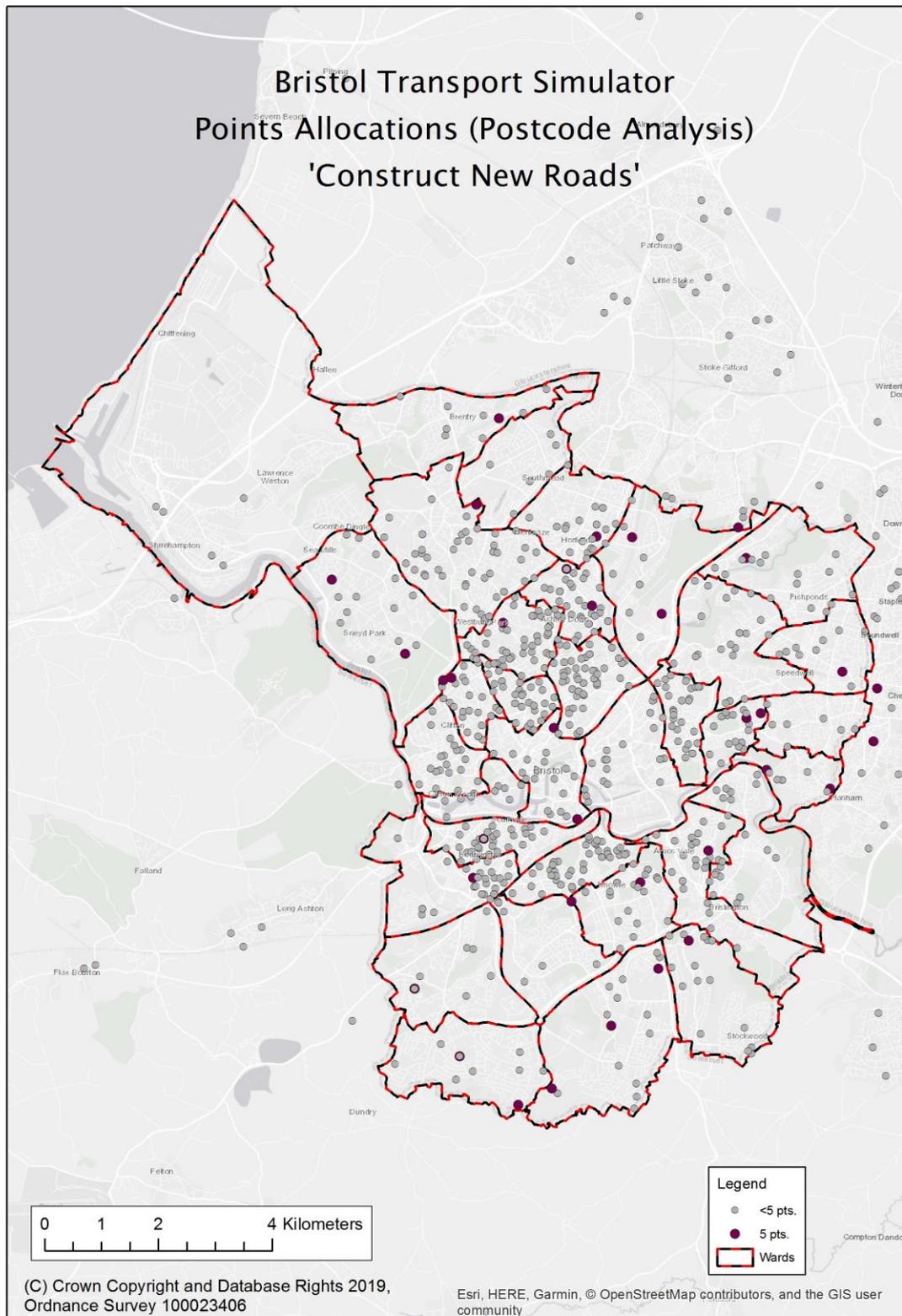
Map 3.4.2 Simulator five point allocations for bus priority



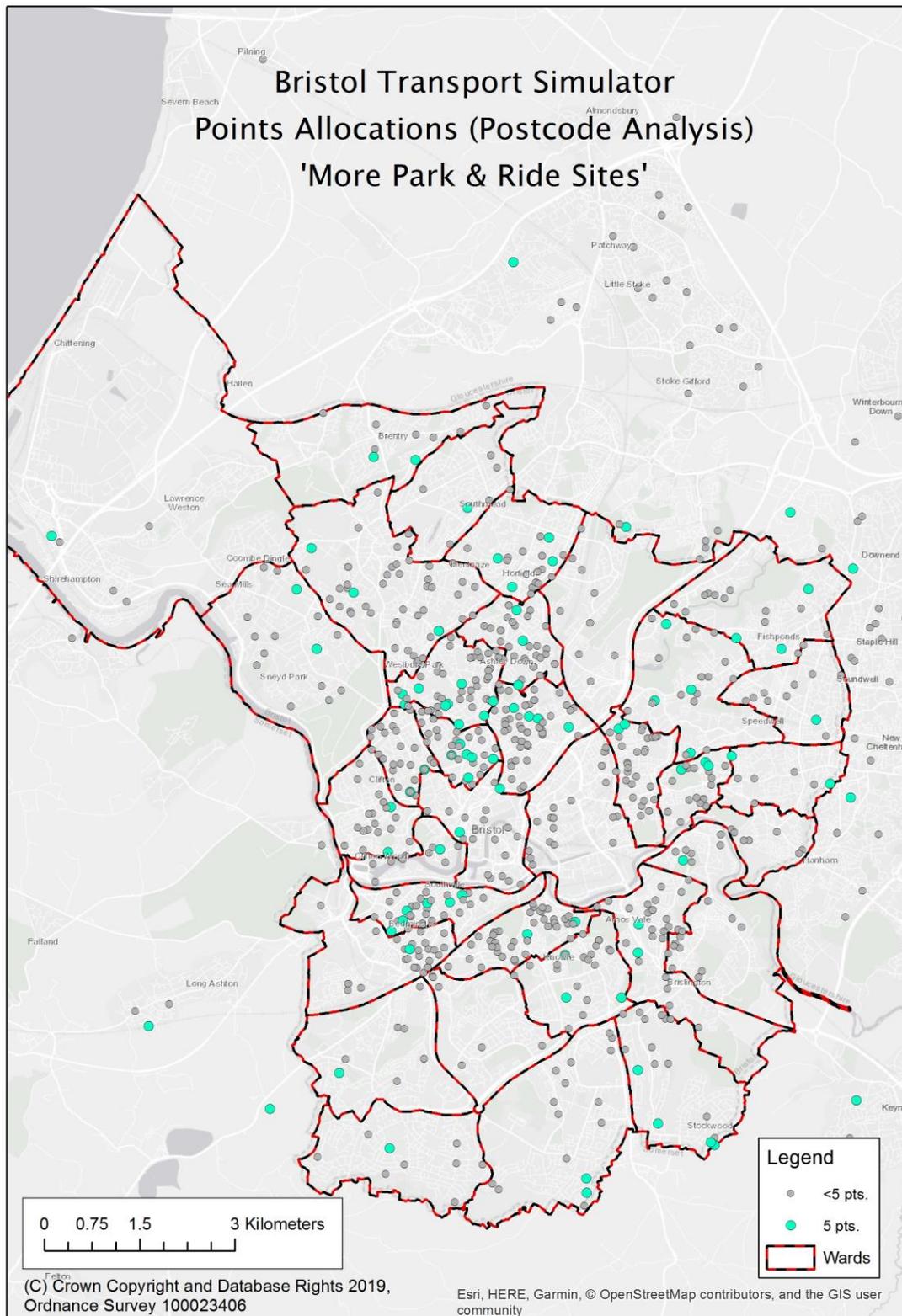
Map 3.4.3 Simulator five point allocations for rail investment



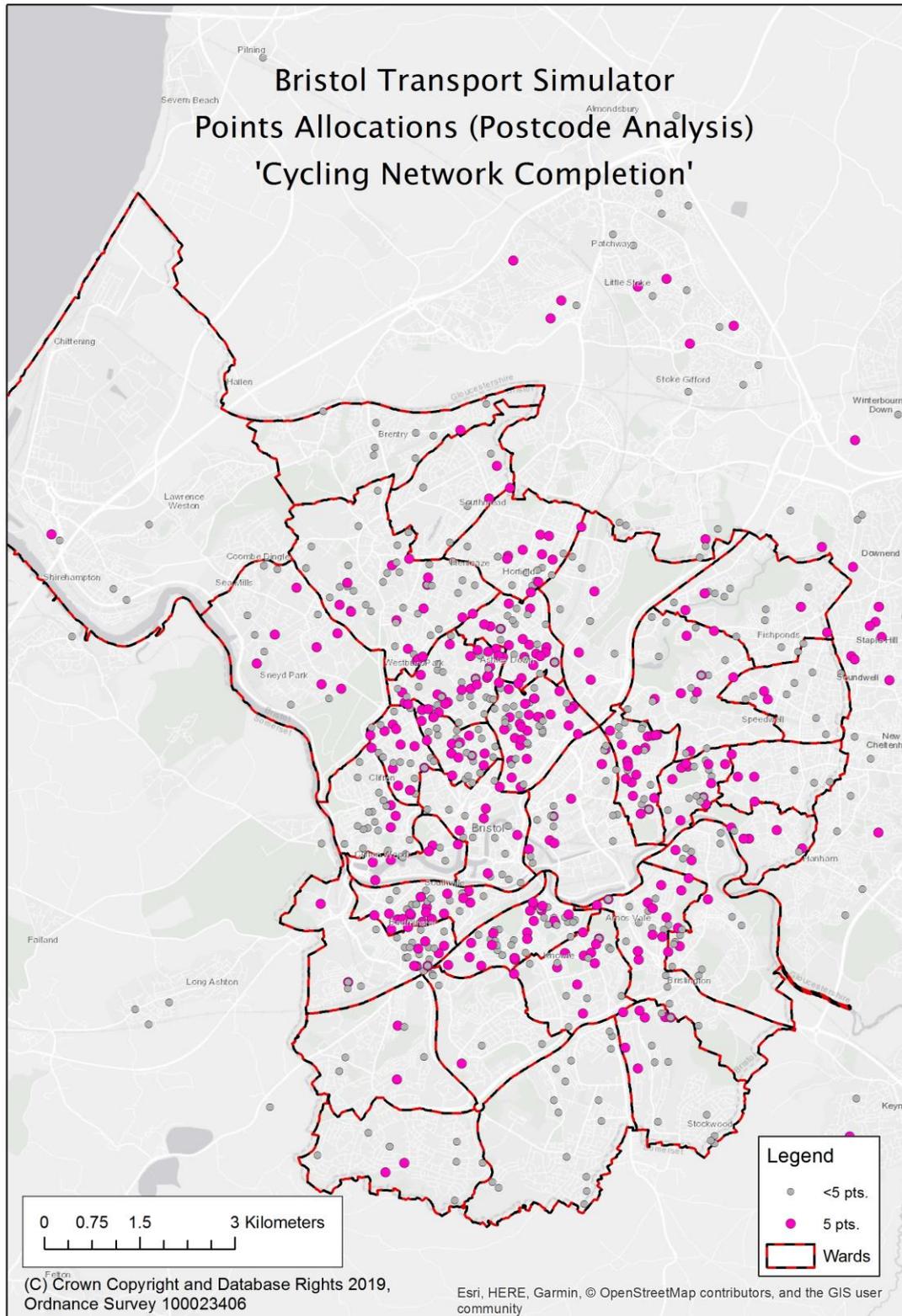
Map 3.4.4 Simulator five point allocations for new roads



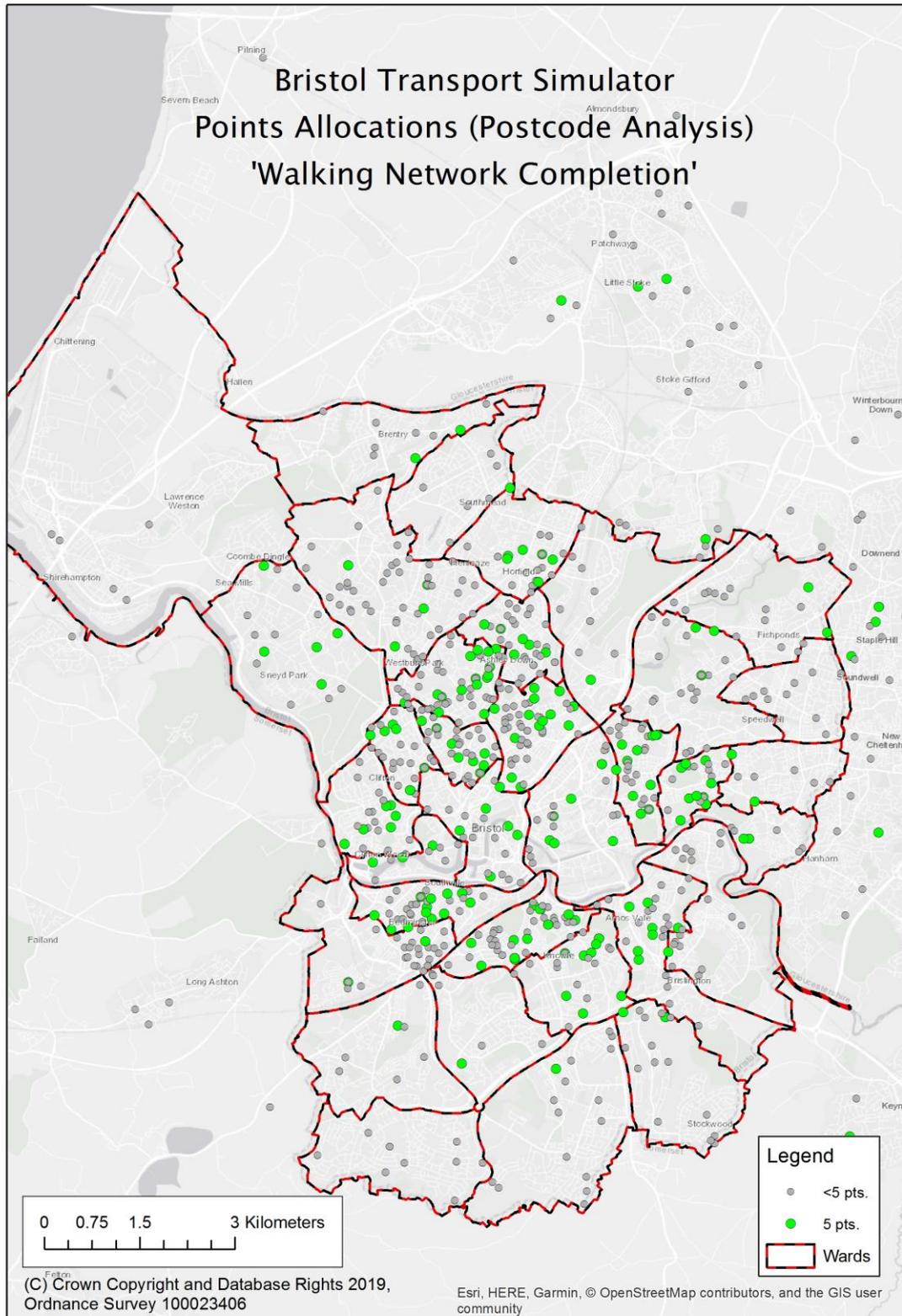
Map 3.4.5 Simulator five point allocations for Park and Ride investment



Map 3.4.6 Simulator five point allocations for cycling investment



Map 3.4.7 Simulator five point allocations for walking investment



### 3.5 Quantitative responses- Community and stakeholder engagement sticky dots exercise

As mentioned above, we attended a number of community groups and stakeholder events where we carried out an exercise where people could allocated sticky dots to their priorities, similar to the online simulator tool. Table 3.5.1 shows the events at which this exercise was carried out and Table 3.5.2 shows the combined number of dots collected from the events against the transport measures prioritised.

Table 3.5.1 Events for sticky dot exercise

GROUP, DATE and APPROX No OF PEOPLE
Redcatch Art Club, Knowle 24/09/18 20 people
Launch Event, City Hall 26/09/18 65 people
Skittles, Staple Hill (adults with learning difficulties) 27/09/18 30 people
Baby Bounce, Redland (parents with babies) 02/10/18 8 people
Evergreen Club, Easton (over 50s BME group) 03/10/19 20 people
Snooker for adults with learning difficulties, Colston St 05/10/18 20 people
Happy days memory café (adults with dementia), Westbury on Trym 05/10/18 20 people
FME Support group, Lawrence Weston, 10/10/18

Table 3.5.2 Allocations of sticky dots from combined events

Measure (from simulator)	Sticky dots allocation (most popular to least popular)
Bus improvements	155
Cycling improvements	63
Rail improvements	47
Walking improvements	37
Mass transit (e.g. underground or tram)	35
Restrict polluting vehicles	27
Create more Park and Ride sites	25
Efficient freight movement	22
Manage demand by vehicles	19
Road safety improvements	14
Invest in technology	6
Improve travel information	4
Construct new roads	4

### 3.6 Qualitative responses- all platforms

Respondents were able to record qualitative comments in a number of ways:

- A free text question as part of the questionnaire

- A 'final comments' box at the end of the simulator
- Free text comment boxes for each measure on the simulator
- Sending in responses by email
- Engaging with officers at community and stakeholder events

This generated the following number of qualitative comments:

- Questionnaire: 831 comments
- Simulator final comments: 190 comments
- Simulator individual measure comments 3,938 comments
- Email responses: 93 submissions, each with a number of comments
- Community and stakeholder events: numerous comments

Therefore a combined total of around 5,100 comments were recorded, analysed and coded into themes.

This exercise began starting with the individual measure comments of the simulator. We created separate category sections for each measure and then sub-categorised each measure based on the content of each comment. Many of the same themes appeared and therefore categorised together but when a new topic was mentioned, a new sub-category was created, to ensure we captured every comment. For instance, we created a category for mass transit and then sub-categorised mass transit into sub-categories such as 'support mass transit', 'mass transit is too expensive', 'underground would not be possible due to geology' etc.

Table 3.6.1 shows the number of comments received for each transport measure in the simulator.

Table 3.6.1 Number of comments in simulator

<b>Measure</b>	<b>Number of free text comments</b>
Mass transit	417
New roads	273
Manage demand	194
Bus improvements	340
Rail improvements	295
Create park and ride sites	231
Walking improvements	243
Cycling improvements	314
Restrict polluting vehicles	240
Efficient freight movement	181
Travel information improvements	164
Invest in technology	138
Road safety improvements	178
Road user charging	214
Workplace parking levy	189
Council tax increase	172
Business rate increase	155

Comments from the final comments section of the simulator were recorded into these categories and sub-categories where appropriate, or new categories were set up for any new themes that were appearing.

Comments from the questionnaire were based more on the content of the actual strategy, therefore new categories were set up for each of the sections of the strategy, including recommendations for changes to the text. Any comments relating to specific transport measures were recorded in the corresponding measures from the simulator analysis.

Comments from emails were recorded on the same spreadsheet with the same categories and sub-categories as appropriate and new categories set up for any new themes.

Table 3.6.2 shows the overall themes and the number of combined comments from all platforms.

Table 3.6.2 Qualitative themes and number of comments

<b>Comment themes</b>	<b>No. of comments</b>
Dissatisfaction with buses	454
Need more commitment/priority for cycling	411
Suggestions for new rail stations/improved rail services	401
Need segregation for people who cycle	320
Not supportive of underground plans	316
Not supportive of new roads to be built	293
Support congestion charge	277
Supportive of demand management for vehicles	273
Transport modes need to be better integrated	215
Need stronger commitment for safer crossings and safer pedestrian environment	210
Support reducing access for polluting vehicles	205
Need reduced/subsidised bus fares	191
Support investment in buses	190
Current safety issues for cycling	180
Trams would be preferred to underground	171
Support investment in walking	167
Support workplace parking levy	160
Need more bus lanes	133
Mass transit in general is a good idea	128
Need alternatives in place before a congestion charge will work	128
Need more orbital bus routes	127
Supportive of park and ride investment	125
Support freight consolidation	125
Need to focus on reducing speed	124
Better management of parking required	108
Supportive of underground	105
Need more usable mobile real time information/ better real time information for buses	105
Support investment in rail	102
Need cleaner buses	100
Supportive of new roads to increase resilience	98
Not supportive of demand management for vehicles	98
Pedestrianise more streets/more priority for pedestrians	89

Not supportive of council tax increase	86
Suggestions for new park and ride sites	85
Increasing business rates to fund transport measures should depend on the size of the business	84
Need to reduce street clutter/obstructions	76
Dissatisfaction with rail services	74
Support council tax increase to fund measures	74
Need more promotion of cycling and partnership working for cycling	72
Need to charge the vehicles that pollute the most	70
Instead of mass transit, need to focus on delivering less high cost measures/scepticism for delivery of mass transit	69
Not supportive of congestion charge	62
Not supportive of business rate increase to fund transport measures	62
Need alternatives in place for workplace parking levy to work	60
Need to expand EV charging network	55
Need higher frequencies and more reliable services on P&R	52
Freight consolidation needs sign up by retailers/operators	51
Need to improve bus stop infrastructure/waiting areas	50
In favour of having a transport strategy for Bristol	49
Cycling infrastructure required to link schools to homes	49
Wording should be strengthened around road reallocation to sustainable modes	48
Need to schedule freight movement better	43
Rail fares should be more affordable	42
Support the need for an integrated transport authority across the West of England	42
Need better commitment to cycle parking	41
Need to move more freight by rail	39
Need to improve existing roads before building new ones	38
Need to build ring roads	38
Not supportive of workplace parking levy	37
Support the technology measures in the strategy	36
Need a plan to deliver transport improvements in the city, not just a strategy	36
Suggestion of cable cars or monorail for mass transit	35
In favour of residents parking schemes	34
Replace city centre car parks with multi-modal hubs/reallocate space to sustainable modes	33
Ban polluting vehicles in peak hours	32
Should leave advances in technology in transport to the private sector	32
Not supportive of cycling investment	29
Need to improve alternatives before demand management measures introduced	28
Investment in cycling only benefits minority	28
Suggested cycling infrastructure locations	26
Better cycling legibility required	25
Not supportive of investment in technology	25
Target HGVs to reduce pollution	24
Not sure what demand management means	24
Not supportive of investment in buses	24
P&R still encourages car use	24
Public transport services / infrastructure needs to improve before information	24
Support business rate increase to fund transport measures	24
Support use of e-bikes, particularly for last mile freight	23

Not supportive of P&R investment	22
Need to reduce fares for P&R	22
Council tax increase to pay for new transport measures is unfair to those who currently travel by sustainable modes	21
Need strong political will to take forward ambitions	21
Less traffic calming required and higher speed limits on roads	21
Bus lanes take space away for general traffic	20
Support for improving travel information approach in strategy	20
Need training so all road users can experience other road users' needs	20
Need to consider impact of demand management on all road users	17
Need better accessibility for disabled pedestrians	17
The role of motorcycles in achieving the objectives needs to be referenced more	17
Support the need to register and insure cyclists	16
Not supportive of investment in rail	16
Need better lighting/security for pedestrians	15
Promote car sharing	14
More road safety education required for children	14
Need more commitment to cycle training	14
Need for open data / allow commercial provision for travel information	14
Road works need to be more efficient	13
Need to improve traffic signals	13
Ferries / water transport should be referenced more	13
Walking should be included in the corridors section of the strategy	12
Need employers to promote flexible working to help employees avoid peak times/work from home	12
Need showers/facilities at workplaces to encourage cycling	12
Make parking cheaper	12
Increase cost of city centre parking	11
Not everyone has access to smart phone therefore investing in technology is not worthwhile	11
Against electric vehicle growth as it contributes to congestion	11
Accessibility at rail stations needs to improve	11
Support for connected and autonomous vehicles	11
Not supportive of investment in walking	11
Not in favour of restricting polluting vehicles	10
Document lacks ambition	10

There were a number of other comments that received fewer than 10 comments. All of these were read, analysed and incorporated in to the edited strategy where appropriate, although given the scale of comments received, responses to the comments were only provided to themes that received 10 or more similar comments.

Responses to the themes that gained fewer than 10 comments can be provided on request. The next sections set out how we will use these responses to shape the final draft of the Bristol Transport Strategy.

#### **4. Reflection on consultation responses**

Taking the quantitative and qualitative responses into account, there is strong support for the measures contained in the draft Bristol Transport Strategy.

The vast majority of respondents strongly agreed or agreed with the objectives and the approaches of the draft strategy, therefore these will stay in the final draft.

The draft Bristol Transport Strategy sets out approaches that seek to invest in sustainable transport modes and includes transformative measures such as mass transit and the consultation has shown that this approach is widely supported by the public.

The support for each measure varies depending on where respondents live in the city, with more support for walking and cycling in the more central neighbourhoods and support for park and ride measures more prevalent on the outer neighbourhoods. There appears to be general support for all type of public transport, including bus, rail and mass transit, across the city. The draft Bristol Transport Strategy does not seek to construct new roads to increase capacity for general traffic, as this leads to increasing congestion in the city and it is encouraging to see that constructing new roads is least popular as a measure amongst the public.

Where approaches are strongly supported by the public, the draft Bristol Transport Strategy will be edited to include the results of the consultation to acknowledge the level of public support. There are many comments that require some approaches to be strengthened or clarified and these will be taken on board in the edits.

We wanted to explore the public's view on how we seek to fund the measures set out in the draft Bristol Transport Strategy and there appears to be support for road user charging and workplace parking levy, subject to the details of such schemes, which would need to be identified in future studies. Increasing council tax or business rates to fund transport schemes are not well supported.

#### **5. Detailed edits to be made to the Bristol Transport Strategy**

This section sets out the detailed edits that will be made to the draft Bristol Transport Strategy as a result of the responses outlined in this report.

##### *How Bristol works:*

- Strengthen the need to work together and highlight public support for an integrated transport authority (42 comments).
- High levels of movement from Bristol to South Glos needs to be highlighted.
- Foreword and setting the scene sections need to refer to walking and use statistics from Who Walks To Work report.
- Liveable cities: Acknowledge level of support for strong political will (21 comments).

##### *Policy context:*

- Strengthen wording to make it clear that a detailed plan for the entire city is not feasible and would quickly date, hence this is an overall strategy and detailed area specific plans will come forward as and when funding and development opportunities arise.

### *Challenges:*

- P21 and 30- The description of the “Better places” challenge could be improved. The wording is technical and refers to “functions”, whereas it could be more visionary, using words and phrases like “place-making”, “places to stop and linger”, “quiet”, “clean air”, “human-scale”, “easy to walk”. TfL’s work on Healthy Streets, and the UWE research cited on page 50 of the BTS should inspire this.
- Where the strategy refers to reducing traffic, we need to say ‘motorised traffic’, as cycling is traffic.
- Look at where 'traffic' and 'transport' is used as they mean different things.
- P21 need to state number of new jobs- 82,500.
- P21 under sustainable growth add zero carbon by 2050 target plus the need to develop a resilient network which addresses the impacts of climate change (especially extreme weather events).
- P22: Kingswood needs to be shown spanning two areas.
- Need to strengthen text on the scale of movement between Bristol and South Glos.
- P26 Importance of walking for deprived areas needs to be highlighted in the text.
- P34 Add text/para on climate adaptation – use text from JLTP – pages 49-51.
- Mention UoB project is referenced in the implementation section that outlines the measures of the strategy that need to be prioritised to meet the 2030 carbon neutrality target.

### *Objectives and outcomes:*

- Reiterate the need to work together and highlight public support for and integrated transport authority (42 comments).

### *City wide:*

#### *Overview:*

- Note the number of responses that do not support the construction of new roads, recognising that it will increase congestion (293 comments), which supports the strategy approach.
- Strengthen wording on needing to build in resilience on our network, but need to reallocate road space to the most efficient movement and note the support for this (48 comments).
- Ensure wording is strong with regards to road space being used in the most efficient way to carry the largest number of people.
- Acknowledge the number of responses supporting new roads for resilience and to support housing (98 comments).
- Clarify what is meant by demand management and make clear demand management needs to consider all users.
- Acknowledge public support for (273 comments) and against (98 comments) demand management.
- Acknowledge public support to improve alternatives (28 comments) before introducing demand management.
- Acknowledge public suggestion to improve existing roads (38 comments).

*Outcome 1: Efficient movement of traffic around the city with increased resilience of the network and minimised impacts of congestion and air pollution.*

- Change wording of outcome to see 'efficient movement of traffic' replaced with 'efficient movement of people and goods'.
- With regards to resilience- need to mention role of the strategic road network and its impact on the city when there is incidents. Need to mention sub national transport body, key route network and major road network and the impact on the city.
- Under improvements to network management – add text on appraisal of vulnerability of the road network to extreme weather events, employing innovative tools as necessary.
- Strengthen wording around improving signals.
- Impact of works- Strengthen wording around no idle road works.
- Clean air zone: Acknowledge support for reducing polluting vehicles (205 comments) and to ban polluting vehicles in the peak times (32 comments) and to focus on HGV movements (24 comments).
- Wording for support should say around 20 times more responses supported investment in restricting polluting vehicles than those who did commented that they do not support.
- Wording for clean air zones to be updated following recent work.
- Need to say how CAZ is different to congestion charging.
- Low emission strategy- Acknowledge support for increasing EV charge points (55 comments).
- Wording for EV strategy to be updated following recent work. As part of altered wording around EV strategy, need to be clear of vision for EVs and that sustainable modes that are more space efficient will be prioritised. Also that EV charging should not impinge on pedestrian or cycling movements.
- Mention UoB project is referenced in the implementation section that outlines the measures of the strategy that need to be prioritised to meet the 2030 carbon neutrality target.
- Although mentioned in outcome 8, insert an action to promote car sharing as a measure to reduce impact on the network, and acknowledge support (14 comments).
- Insert an action to enable safe and efficient movement by motorbike, ensuring high quality parking facilities, access in bus lanes, maintain and upgrade road network for safe surfaces, ensure quality facilities are in place at the beginning and end of each journey including well signed secure parking, promote advanced motorcycle training, improve motorcycle awareness among other road users, work closely with organisations that represent motorcycling, recognising the role motorcycling plays in reducing congestion.

*Outcome 2: On and off street parking managed efficiently to encourage use of sustainable transport and tackle congestion, while providing options that support the city's 24 hour economy.*

- Acknowledge support that better management of parking required (108 comments).
- Acknowledge support of Residents Parking Schemes (34 comments).
- Insert suggestion and support to replace city centre car parks with multi-modal hubs/reallocate parking space to sustainable modes (33 comments).
- Make a point about how parking charges can be used to manage demand and the balance of support here (taken from demand management section).

- Need to refer to pavement parking in enforcement section.

*Outcome 3: Reduce excess lorry and van travel in the city (especially during peak hours), working with industry to find cleaner alternatives for the movement of goods.*

- Acknowledge support for freight consolidation and to reduce through movement by freight in the city centre (125 comments).
- Need to mention cycle logistics.
- Word 'excess' is unclear- change to more efficient movement of goods
- Acknowledge support to schedule deliveries better (43 comments).
- Acknowledge recognition that operators and retailers need to sign up to freight consolidation, which will be (51 comments).
- Acknowledge support for movement by rail and smaller cleaner vehicles (39 comments).

*Outcome 4: Public transport to be visibly integrated, convenient and reliable to enable people to move around the city in a more efficient way.*

- Acknowledge public dissatisfaction with buses and request for public ownership/more competition and more training to improve service (454 comments).
- Acknowledge public support for bus investment (190 comments). Wording for support should say around 7 times more responses supported investment in buses than those who did commented that they do not support.
- Acknowledge public support for bus lanes (133 comments).
- Acknowledge public support for cleaner buses (100 comments).
- Show the level of support for orbital routes and that we will work with operators to identify services but make clear that this is not in the Council's control (127 comments).
- Give separate and more room for rail proposals, including reference to map on following pages. Need to include Ashely Down station in the text.
- Acknowledge support for rail investment (102 comments). Wording for support should say around 6 times more responses supported investment in rail than those who did commented that they do not support.
- Acknowledge public dissatisfaction with rail and request for public ownership (74 comments).
- Acknowledge support for P&R investment (125 comments). Wording for support should say around 6 times more responses supported investment in P&R than those who did commented that they do not support.
- Make clear the function of the ring of park and rides to intercept traffic on major corridors. Acknowledge the limitations of P&R for Bristol residents.
- Insert action about enabling integration and promotion of movement by ferry.
- Show the level of support for increased frequencies and operating hours but make clear that this is largely out of the Council's control (52 comments).
- Acknowledge public support for integration with other modes including rail, P&R and cycling and ticketing. Also include walking and how wayfinding and waiting areas need to be better integrated. Make a bigger item of integration (215 comments).
- Insert case study of best practice of developing the concept of multi-modal mobility stations.

- Acknowledge support for better real time information in public transport section and refer back to it in transport information section (105 comments). Acknowledge that some want to see infrastructure improved first.
- Show the level of support for cheaper fares but make clear that this is not in the Council's control (265 comments).
- Acknowledge public support for safer and accessible waiting areas (61 comments).
- P48 map: there is an issue with showing the A4018 P&R on third party land- need to amend this.

*Outcome 5: Walking to be safe, pleasant, accessible and the first choice for local journeys and combined with public transport for longer journeys.*

- Emphasise role of Local Cycling and Walking Infrastructure Plan (LCWIP) and forthcoming walking strategy and refer to core walking zones. Also emphasise role of walking and when it is not practical.
- Acknowledge level of support for walking investment (167 comments). Wording for support should say around 15 times more responses supported investment in P&R than those who did commented that they do not support.
- Acknowledge level of support for pedestrianised areas (89 comments).
- Acknowledge level of support for reduced street clutter (76 comments).
- Acknowledge level of support for better accessibility for disabled pedestrians (17 comments).
- Acknowledge level of support for better security in pedestrian areas (15 comments).
- Insert an action to work with organisations that promote walking.
- Add a point about including shading during hot weather.

*Outcome 6: Cycling to be safe, simple, accessible and convenient, either as an option for the whole journey or as part of a journey combined with public transport.*

- Change wording of outcome: Outcome #6 | Cycling to be safe, segregated from other modes wherever possible, simple, accessible and convenient, either as an option for the whole journey or as part of a journey combined with public transport.
- Change wording: Connect the city for cycling and make cycling simpler and safer- include Ensure cycle routes are safe and segregated from motors including buses.
- Make clear the purpose of LCWIP and the iterative process of it.
- Acknowledge cycling is not practical for all trips.
- Add an action to segregate wherever possible- and explain what segregation is: Build inclusive cycle routes; i.e. free from motor traffic, including buses, and, in the main, pedestrians.
- Add wording: Build accessible cycle routes without barriers which impede cargo bikes, trailers, disabled adapted machines etc.
- Add wording: Adopt design standards for cycling infrastructure Ensure that these standards are inclusive, accessible and safe.

- Acknowledge support for more cycling investment (411 comments). Wording for support should say around 14 times more responses supported investment in cycling than those who did commented that they do not support.
- Acknowledge level of reported safety issues and therefore the need to make cycling safer (180 comments).
- Acknowledge support for more promotion and engagement (72 comments).
- Insert wording to show infrastructure to link to various destinations including schools.
- Acknowledge support for more cycling parking (41 comments).
- Acknowledge support for better legibility (25 comments).
- Make clear that last mile logistics would include e bikes and acknowledge the level of support for this (23 comments).
- Acknowledge suggestion of insuring and registering all cyclists and level of support (16 comments).
- Acknowledge level of support for cycle training (14 comments).
- State workplace facilities such as showers and acknowledge support for more facilities (12 comments).

*Outcome 7: A resilient, safe and well-maintained network to enable continuous movement of people and goods, using smart technologies.*

- Acknowledge support for reducing speed (124 comments). Wording for support should say around 6 times more responses supported investment in road safety than those who did commented that they do not support.
- Road safety training and education supported (34 comments).
- Under transport asset plan – add text on ensuring that road specification takes into account climate change impacts e.g. flood and heatwave risks.
- Under explore opportunities for ‘mutually beneficial...’ – add text on development of monitoring networks which provide information on the state of the urban environment e.g. temperature.
- New text – deliver and enable energy infrastructure networks through collaboration with infrastructure providers where it supports the zero carbon by 2050 target.
- Under co-benefits – add text on improving wildlife resilience and contributing to urban cooling (through vegetation and street trees).

*Outcome 8: More people making sustainable and healthy transport choices by improving engagement with communities, schools and businesses.*

- Acknowledge support for technology measures (36 comments). Acknowledge that this is not priority for some (36 comments).
- Acknowledge that public think technology improvements should be led by private sector and make clear need to work in partnership with private sector on this.
- Refer back to support for better real time information in public transport section.
- Acknowledge support for improved travel information (20 comments).
- Acknowledge support for open data (14 comments).
- Acknowledge support for flexible working (12 comments).

- Acknowledge support for connected and automated vehicles (11 comments).

*Outcome 9: New developments to be innovative in their approach to prioritise sustainable transport options and address the impact on the existing network.*

- P56: Need to say that Transport Development Management Guide will apply to council schemes too.
- Masterplanning wording should include working with neighbouring authorities.
- New development densities need to be designed with consideration for surrounding infrastructure.

*Outcome 10: A city centre that is accessible by active and sustainable transport and attractive to live, work and visit, enhancing its status as the foremost shopping and cultural centre in the South West.*

- Acknowledge the support to pedestrianise the centre (79 comments).

*Outcome 11: More efficient transport corridors to move the largest number of people in the space available.*

- Suggested changes to wording to include Hotwells Rd to A369, West Street, Southmead Road, A38 to Thornbury, new crossing of Avon, Wells Road.
- Note the support of mass transit and underground in the strategy (125+105 comments) plus simulator responses.
- State that trams will be assessed as part of the mass transit study.
- Acknowledge public suggestions of alternative mass transit options and provide same response as to trams.
- Acknowledge consultation response that public would prefer to see alternatives improved first than mass transit (69 comments).
- Note the number of responses not supporting mass transit and reasons including too expensive, disruptive, unrealistic, not possible due to geology, take too long to build (316 comments) but state that we need feasibility to see if these things are the case.
- Acknowledge suggestion to trial removing motor traffic on corridors (25 comments).
- Include an action on recognising role of walking on our corridors and refer to LCWIP.
- Ensure rail is noted as a way of alleviating pressure on corridors.

*Outcome 12: Supported and enhanced local centres and high streets, recognising that they provide key services and facilities, and can also be transport corridors and destination points for visitors.*

*Outcome 13: Reduced impact of motorised traffic on local centres creating better public spaces that are more accessible by walking, cycling and reliable public transport.*

- Make the definitions of supported and enhanced clearer.
- Mention in text that there are other local centres in the city- some are already mentioned in here, but need to make this clear.
- Need to strengthen wording around local centres being walkable and need to connect to hubs.
- Need to refer to local centres as places where people work.

*Outcome 14: Key facilities and services increasingly accessible to all citizens without the need to rely on a car.*

*Outcome 15: Safer places to live by working with citizens to design and deliver measures to improve movement and liveability in our neighbourhoods.*

- Acknowledge support for and explain low traffic neighbourhoods (25 comments).
- Refer back to LCWIP and need to improve environment for walking to school.
- Change wording- P67 deliver and enable improvements to footways and road crossings to improve pedestrian safety and enable residents of all ages and abilities to access their neighbourhood, including safe routes to school.

*Implementation:*

- Community involvement needs to be included early on in the process chart for implementation. Suggest at step 3.
- Recognise that some schemes can be delivered quicker than others (22 comments).
- Insert evidence from UoB project that refers to prioritised measures to achieve the 2030 carbon neutrality target.
- Reiterate wording from policy context section on the fact that this is a strategy and more detailed plans will follow.

*Funding:*

- Acknowledge level of support for congestion charging (277 comments) and acknowledge level of non support too as a comparison (62 comments).
- Acknowledge level of support for charging polluting vehicles (70 comments+32 for banning in the peak).
- Acknowledge level of support of workplace parking levy (160 comments) and acknowledge level of non support too as a comparison (37 comments).
- Council tax increase: Acknowledge level of support (74 comments) and acknowledge level of non support as a comparison (86 comments) and reasons why this could be as most people responded live in Bristol and do not want to be charged overall.
- Acknowledge comments that raising council tax could be unfair to those currently travelling by sustainable modes (21 comments).
- Business rate increase: Acknowledge level of support (24 comments) and acknowledge level of non support as a comparison (62 comments).
- Acknowledge that alternatives are needed before implementation of charging schemes and that work is required to see if it would work and extent of impact on individuals and businesses (272 comments).
- Remove CAZ references from this section. This confuses the purpose of a CAZ.

*Implementation plan:*

- Amend timeline to show outcomes 14 and 15.
- Indicators: transport and housing should include % of S106 invested in sustainable transport.
- Inclusive transport indicator: include measures of use.

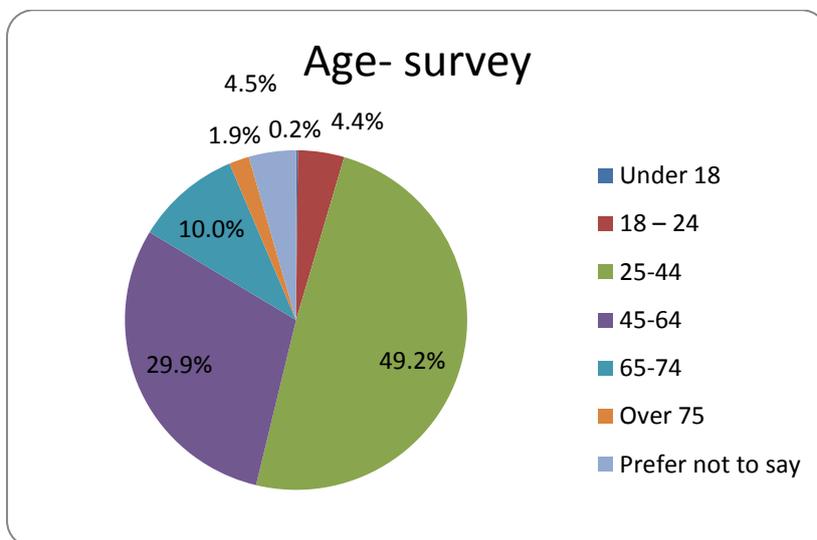
- AQ- include measure for spatial inequality, better places- measure of point to point options, reliable journeys- measure for walking and cycling, sustainable growth- measure of CO2 emissions and measure of EV powered by sustainable sources.
- P74 Change Walking Alliance to Bristol Walking Alliance.
- P78 Promote equality- each neighbourhood provide walking infrastructure to employment, services and school.
- P78 create healthy places add % of children travelling to school by active modes.
- P78 create healthy places data source neighbourhood walkability question in QoL survey.
- Explicit measures of improved AQ along transport corridors and near schools should be included.
- Partnerships for delivery of outcomes 3, 4, 10 and 11 need to include train operators.
- Change list of contributors from RAC from Steve Gooding to Rod Dennis and Pete Williams.
- p78 clarify that sustainable modes will be measured and reported separately.
- p80 make it clear who 'we' are.

**Appendix 1: Demographics (both simulator and questionnaire)**

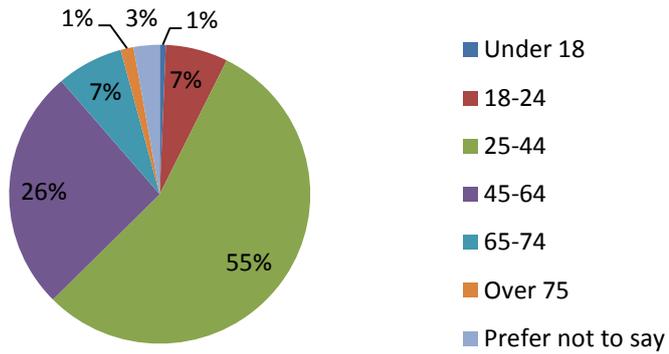
This final section shows the demographics of the respondents of both the questionnaire and simulator. Having assessed this data against data for the city as a whole, it would appear those that responded are a representative sample from the population of the city.

For both the questionnaire and survey, the majority of respondents were:

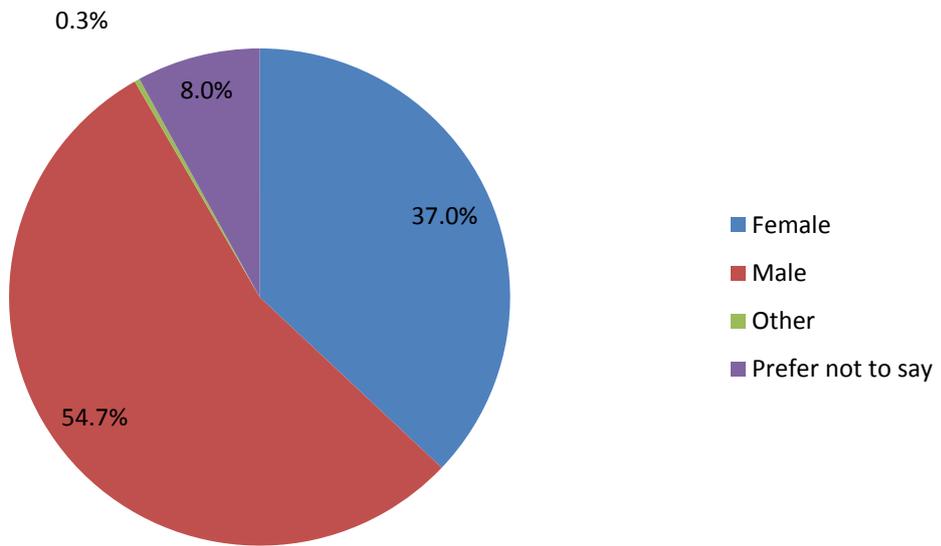
- Age 25-44
- Male
- Not transgender
- White British
- Not disabled
- Have no religion
- Heterosexual



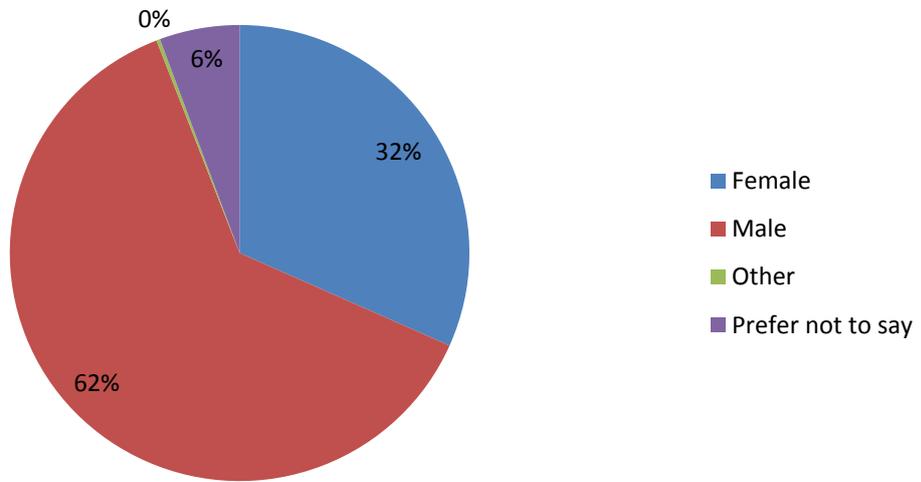
### Age- simulator



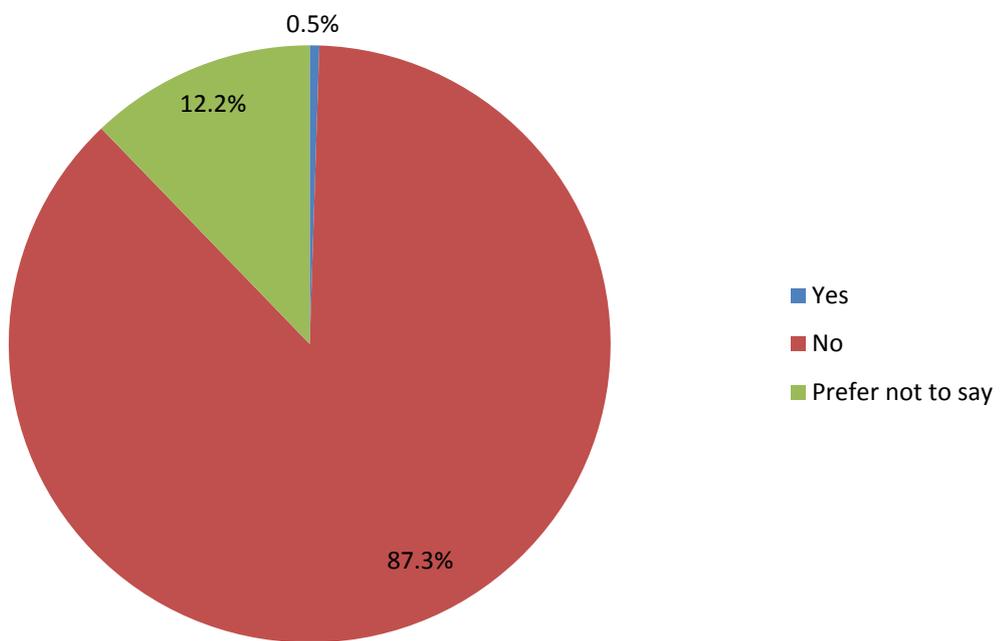
### Gender- survey



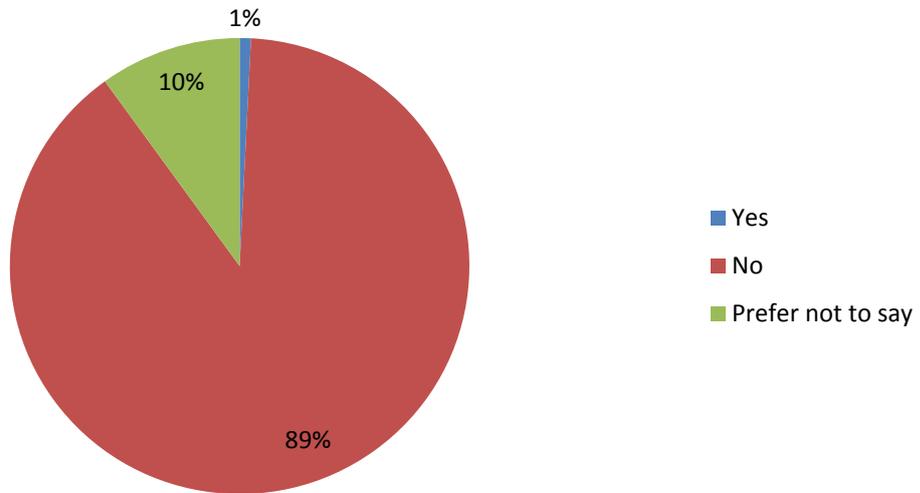
### Gender- simulator



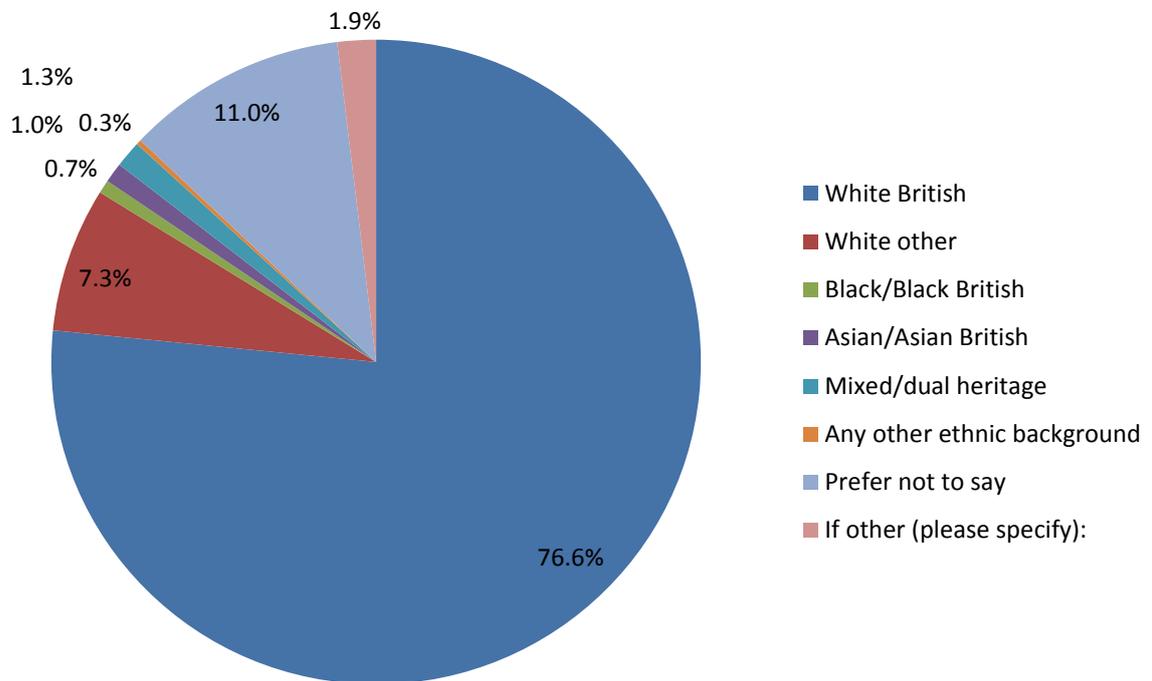
### Transgender- survey



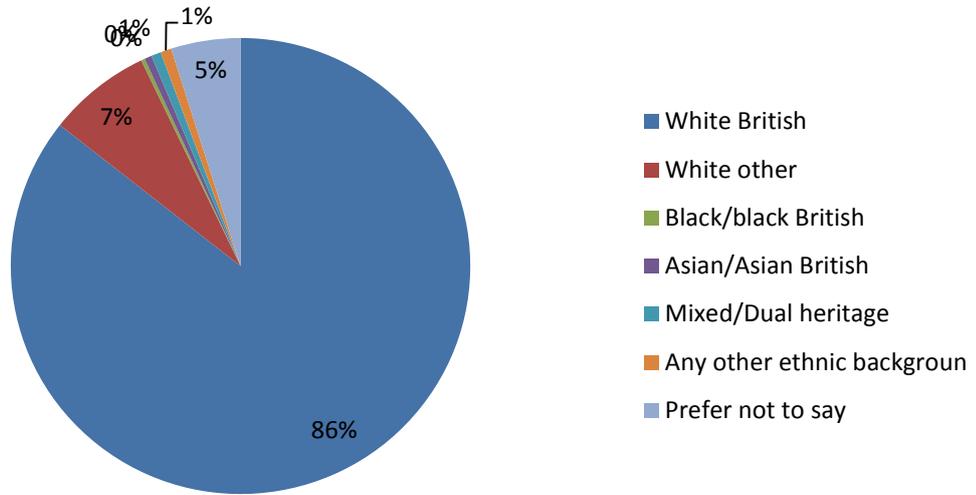
### Transgender- simulator



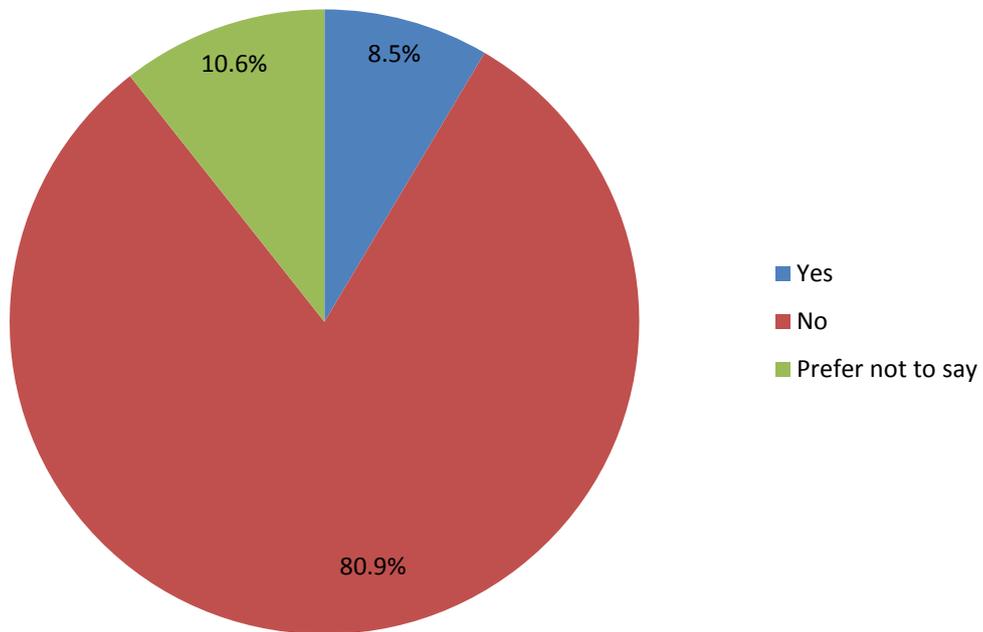
### Ethnicity- survey



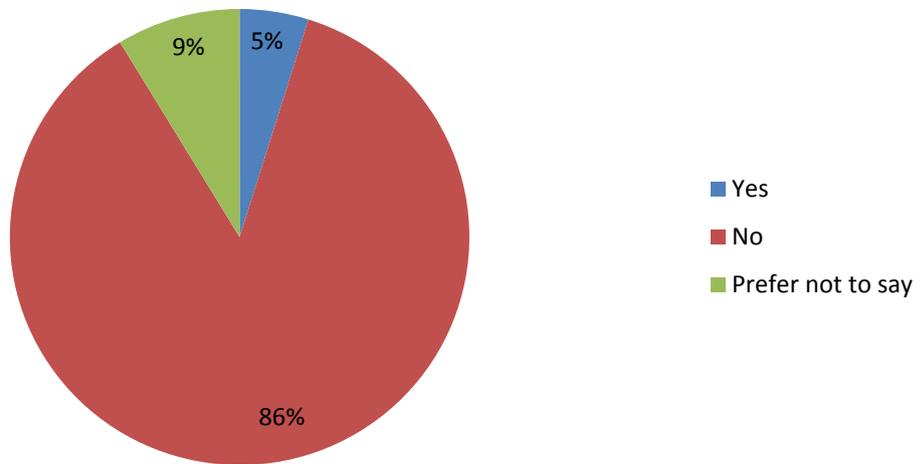
### Ethnicity- simulator



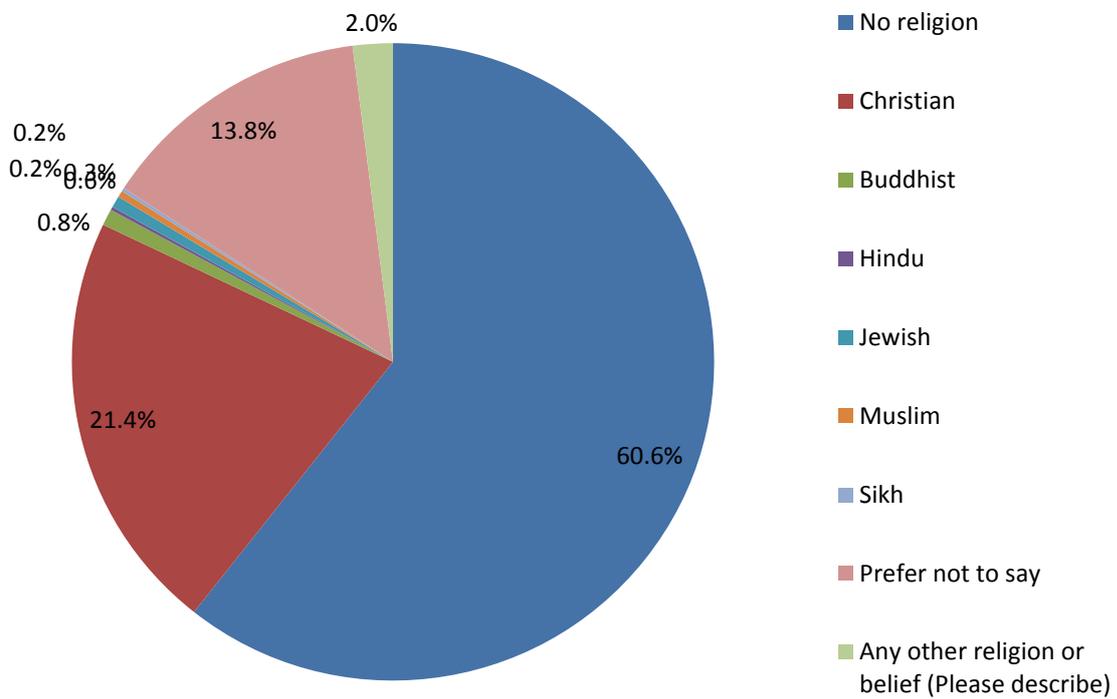
### Disabled- survey

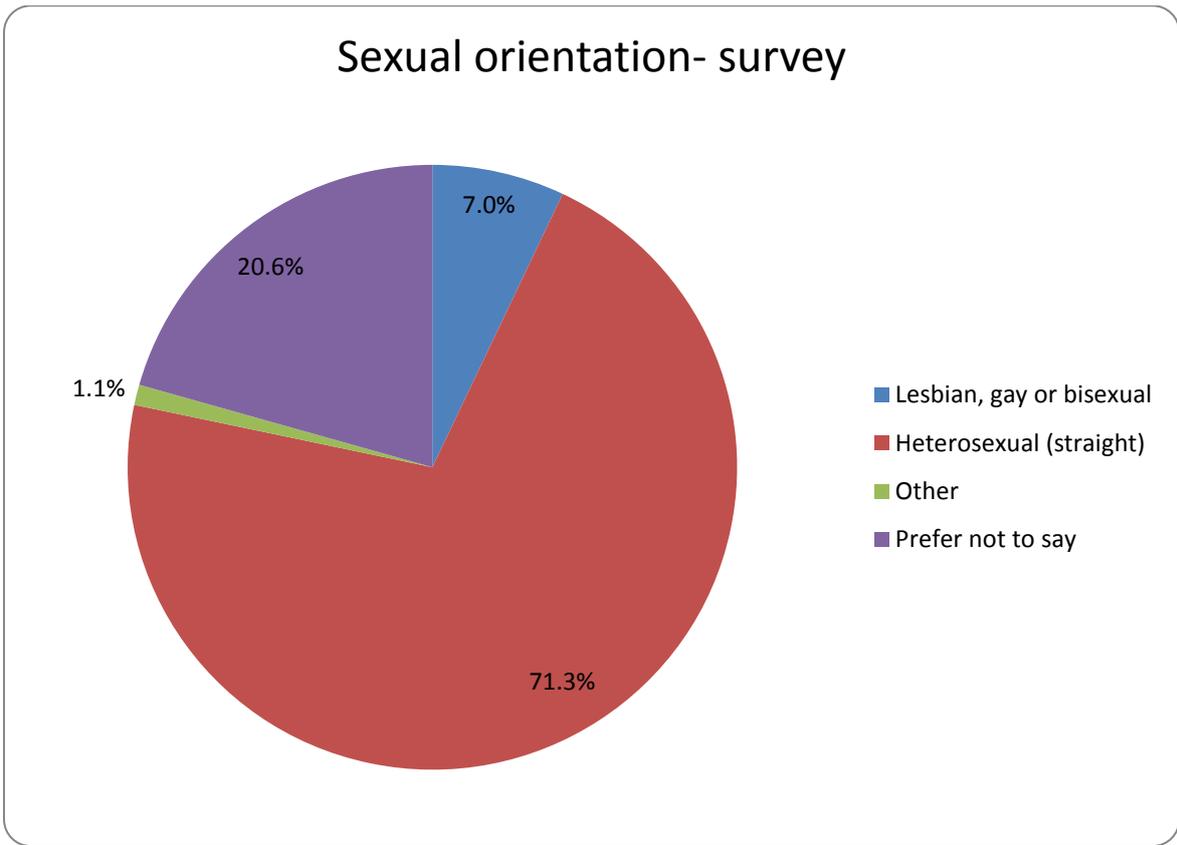
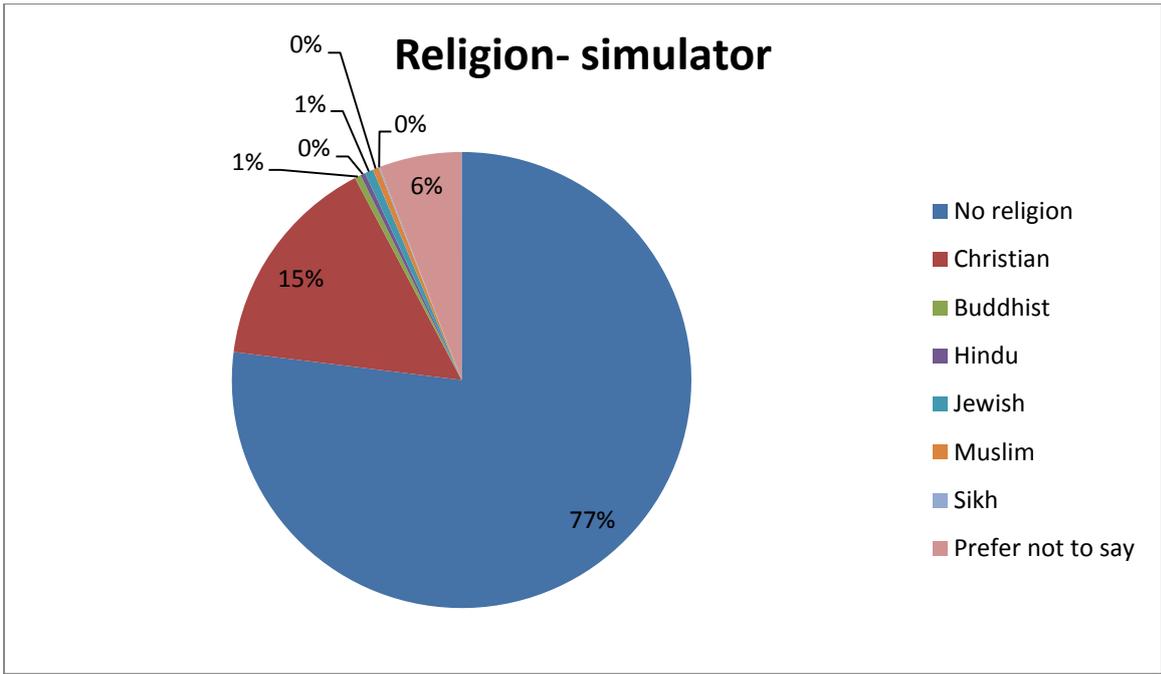


### Disabled- simulator

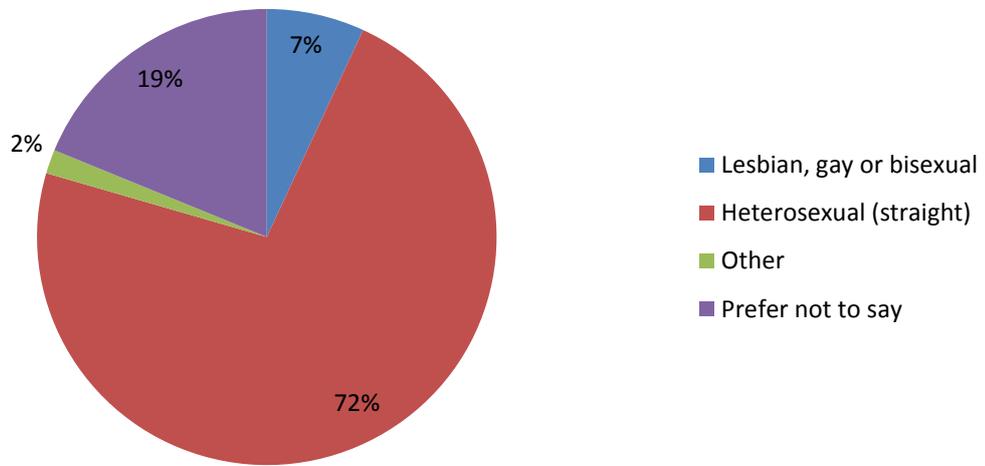


### Religion- survey





## Sexual orientation



# Bristol Transport Strategy Risk Register

## Negative Risks that offer a threat to the Bristol Transport Strategy and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
1	If Cabinet do not adopt the Strategy, a gap will remain in transport policy	Cabinet may not agree with the edits suggested from public consultation	A gap will remain in transport policy	Open	Adoption of Strategy		Jodi Savickas	Ensure Cabinet Member for Transport and Mayor's Office are supportive of edits at early stage		1	3	3	0	1	3	3	Mar-19
2	If funding mechanisms not identified and actioned, transport schemes within the Strategy can not be delivered	Cabinet may not agree with the proposed funding mechanisms proposed in the Strategy	Some of the transformative measures may not be delivered	Open	Funding		Jodi Savickas	Ensure Cabinet Member for Transport and Mayor's Office are supportive of edits at early stage		3	3	9	Not yet clear as schemes are not yet costed	3	3	9	Mar-19
3	Cabinet may not agree to the suggested edits as a result of public consultation	Cabinet may not agree with the proposed edits	Edits are not made and the results of the public consultation not actioned	Open	Edits to document		Jodi Savickas	Ensure Cabinet Member for Transport and Mayor's Office are supportive of edits at early stage		1	3	3		1	3	3	18/03/19
												0				0	
												0				0	

## Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Bristol Transport Strategy consultation
Directorate and Service Area	Growth and Regeneration, Transport
Name of Lead Officer	Jodi Savickas

### Step 1: What is the proposal?

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

#### 1.1 What is the proposal?

The Bristol Transport Strategy (BTS) has been written in collaboration with the Mayor's Congestion Task Group, and provides a vision for transport and sets out outcomes and actions to meet the vision across Bristol in the next 20 years. The draft BTS was taken out to public consultation in September 2018 and is now going to Cabinet for adoption in July 2019. Transport is a key part of everyday lives for all our citizens. We have listened to the views of our citizens on our vision, objectives and outcomes to ensure that the strategy addresses as many challenges as possible that citizens face when travelling in the city, and that we can enable an inclusive transport network to provide access to all.

### Step 2: What information do we have?

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

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

Transport affects all of our citizens. The BTS provides detailed evidence for our approaches to ensure that the transport network and services enable access for all citizens. The detailed evidence is referenced throughout the document from a range of sources and methods. We know, through census data, the breakdown of people who travel to work in terms of gender, age, education levels, job type, and origin point of journey.

We also have data on breakdown of those who cycle through more in depth data collected through the Bike Life report, which gives data on age and gender of those who cycle as well as more qualitative data on barriers to cycling from those who currently do not. For instance, we know that women and over 65s are under-represented when it comes to riding a bike, therefore we wanted to make sure that through the public consultation we heard from all underrepresented groups in the city. We have similar information for all modes of travel (too much to summarise in this document), therefore we were keen to understand why people use the modes they do, whether we can improve it and address any barriers to using sustainable modes.

Through the public consultation we were able to gain valuable information from our citizens to help edit the strategy so that the measures within it allow all our citizens to access transport options. Details of the methods of engagement to reach underrepresented groups are in the following sections. Respondents of the questionnaire and simulator tool for the public consultation were a fairly representative sample of the population of Bristol. The most common age group of respondents was 25-44, which is the most common age group for citizens across the city, although under 18's were not as representative of the population of the city, and is something that must be addressed in future consultations. There were more male respondents (58%) than female (34%) - the remaining respondents selected 'prefer to not say', which again must be addressed in future consultations. In terms of ethnicity, White British respondents made up the largest group with 81%, which compares with 78% White British in the population of Bristol as a whole. The percentage of respondents to the questionnaire and the simulator who stated that they have a disability was 6.5%, compared with 8% of Bristol citizens who said their day to day activities were limited a lot by a health problem or disability in the 2011 Census. However, some of our community engagement sessions were held in groups for disabled people and allowed us to talk through barriers and issues for transport in a qualitative way, which was also recorded as consultation responses to influence the final plan.

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

The census data focuses on trips to work, however we are fully aware that this only forms a part of why people travel. Indeed, there are many who do not work and travel for other purposes. As such, the strategy identifies common challenges that we face as a city and the responses from the public consultation has shown that the vast majority of respondents strongly agree or agree with the challenges identified. As mentioned above, very few young people responded to the consultation, therefore we need to identify ways in

which to better engage young people in future consultations. We met with the Youth Council to gain advice on how to engage young people and the 'gamified' approach of the simulator tool was welcomed. In hindsight, however, more work could have been carried out to fully advertise the simulator tool through channels that young people engage with frequently and this will be taken on board for future consultations.

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

The public consultation for the draft Bristol Transport Strategy was extensive, having worked with the Equalities team to identify ways in which to involve under-represented groups. Below is an outline of the methods we used:

#### Gamification

Following examples used by other European cities, we researched 'gamification' for consultation, which is to apply typical elements of game playing (e.g. point scoring, competition with others) to other areas of activity, in this case to encourage engagement in the consultation. We met with experts from the University of the West of England's Game Technology department to share ideas on how we could do this and the elements of game play that would be most engaging but useful to us to gather consultation responses.

#### Simulator tool

We were aware of a previous consultation carried out in Bristol City Council on the corporate budget that used gamified elements and decided to use a similar model. The budget consultation included a simulator that allowed citizens to 'play' with allocating the budget to various services and learning the consequences of the actions. This was adapted for the BTS consultation to allow citizens to have a 'budget' of 15 points and allocate up to five points to a transport measure featured in the BTS to identify what measures they would like to see prioritised. More points could be 'earned' by selecting any of the proposed funding measures that feature in the BTS, which can then be allocated to more transport measures. Through this gameplay, citizens were given an idea of the challenges of implementing transport improvements in the city, in that we have limited budgets in order to prioritise schemes, but if we want to implement more, we would have to identify new ways to fund them. The simulator was used to gather responses on the types of measures that our citizens want to see prioritised, as well as capturing free text comments on each measure.

### Questionnaire

Accompanying the simulator, we were interested in capturing views on the proposed objectives and approaches as set out in the draft BTS. As such, a questionnaire was created, asking how strongly citizens agreed with the approaches as set out in the draft BTS and for any comments in a free text section.

### Video

In order to fully explain what the BTS is and how citizens can get involved in the consultation process, we had a video made. Two versions of the video were made- one lasting 2 minutes giving full explanation of the strategy and consultation, and the second was a very short 10 second video encouraging people to get online and involved in the consultation. The short version was designed to embed on social media platforms.

### Social media toolkit

A series of social media messages were arranged by the PR and comms team, each focussing on a different aspect of the draft BTS and containing the short version of the video. The toolkit of key messages was made available to Members and stakeholders to post through their own social media channels to help spread the word about the consultation.

### Citizens Panel

The Citizens Panel is a questionnaire that periodically goes out to a group of citizens from across the city covering a wide range of demographics in order to be as representative of the city's population as possible. The BTS consultation questionnaire was included as part of the Citizens Panel mail out.

### Materials

Posters, postcards and hard copies of the draft BTS and the questionnaire were sent to all libraries and customer service points around the city. The posters and postcards contained the web address, encouraging people to complete the consultation online. The posters and postcards also contained the text 'If you would like this information in a different language, please email...' which was translated to Polish and Somali, the two most widely spoken languages after English in Bristol. The paper copies of the questionnaire were made available for anyone for whom accessing online information is difficult.

### Easy-Read and audio versions

Throughout the consultation process we engaged very closely with equalities

groups and we were asked by the Bristol Disability Equalities Forum for the document and questionnaire to be converted into Easy-Read and audio versions. These were made available on our website, with hard copies available on request. A summary version of the draft BTS was also created and made available online and hard copy by request.

### Equalities and community engagement

Through previous work with public health colleagues, we were aware of the Bristol Well Aware website, which lists community groups the meet across the city aimed at various user's needs. We researched groups to go along to, with the aim of covering all parts of the city and all demographics. We wanted to ensure we were engaging with as many of our citizens as possible, and hearing views from people of all protected characteristics and therefore targeted groups where this could be achieved in all parts of the city. We contacted organisers of the groups and visited the following groups across the city:

- Parent and baby groups
- Elderly people lunch clubs
- BME groups
- Sports groups for adults with disabilities

We were able to have informal discussions with members of these groups to give us their thoughts on transport in the city. We also carried out an exercise that replicated the online simulator tool, where we gave members of the groups sticky dots to allocate to the transport measures they would like to see prioritised in the city.

Working closely with our equalities colleagues, we became aware of the Voice and Influence Partnership, which is a new umbrella organisation that ties together various equalities groups across the city. Through the V&I Partnership, we were invited to present the draft BTS and have a discussion at the following events:

- Voice and Influence Partnership Launch
- Bristol Multi Faith Forum
- Bristol Older People Forum

### Focus Group

The V&I partnership helped us to bring together members from each of the organisations they represent to hold a focus group to discuss the approaches

in the draft BTS. This took place at City Hall during the consultation period and ran for 2 hours. We discussed issues that people face when travelling around the city and how we can address them in the BTS.

#### Other events

To launch the consultation period, we held a consultation launch event in the Conference Hall at City Hall. This was attended by around 80 stakeholders from a range of organisations. The event included the same 'sticky dot' exercise that was carried out at the community engagement groups, as well as workshop sessions where stakeholders could feedback on the sections of the strategy.

We were invited to present at the following groups:

- Sustainable Travel Network meeting
- Business West breakfast event
- Youth Council meeting

Attendees were able to ask questions and make comments on the strategy.

#### Emails to Councillors and Stakeholders

Emails were sent out to all Members and stakeholders that we are currently working with to encourage them to share the consultation through their networks.

### **Step 3: Who might the proposal impact?**

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

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

We do not think that the Bristol Transport Strategy will have an adverse impact on people with protected characteristics. One of the objectives of the strategy is to make the transport network and services inclusive and accessible to all. It is our duty to ensure all citizens can access services and every day facilities and the strategy seeks to make this easier for all.

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

Feedback through the consultation showed that the vast majority of our citizens agreed with our approach to transport in the Strategy. The

consultation allowed us to talk to citizens all across the city, each with different needs for travelling around Bristol and these detailed conversations helped us to assess whether we had included the needs of all in the Strategy. For the conversations we had and having analysed the responses to the consultation, the general approach of the Strategy does not require many further edits. The consultation report sets out the qualitative responses and our actions following the responses on each topic.

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

As mentioned, the Bristol Transport Strategy seeks to enable the development of an inclusive and accessible transport network that allows all citizens to get where they need to be easily, which will benefit many citizens including protected characteristics.

3.4 Can they be maximised? If so, how?

Feedback through the consultation has identified areas of the strategy that will be emphasised to demonstrate the benefits to citizens of Bristol. The edits can be found in the consultation report.

#### **Step 4: So what?**

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

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

Given that one of the main objectives of the Bristol Transport Strategy is to enable an inclusive and accessible transport network and services, the impact of the strategy on people with protected characteristics has been considered throughout the writing of the document and the methods of the consultation. Meeting with many of our citizens throughout the public consultation process has given affirmation that our approaches in the Bristol Transport Strategy will enable better movement for all around the city and this is supported by a vast majority of the respondents.

4.2 What actions have been identified going forward?

Following the consultation, there is strong support for the measures contained in the draft Bristol Transport Strategy. The vast majority of respondents strongly agreed or agreed with the objectives and the approaches of the draft

strategy, therefore these will stay in the final draft. The draft Bristol Transport Strategy sets out approaches that seek to invest in sustainable transport modes and includes transformative measures such as mass transit and the consultation has shown that this approach is widely supported by the public. The support for each measure varies depending on where respondents live in the city, with more support for walking and cycling in the more central neighbourhoods and support for park and ride measures more prevalent on the outer neighbourhoods. There appears to be general support for all type of public transport, including bus, rail and mass transit, across the city. The draft Bristol Transport Strategy does not seek to construct new roads to increase capacity for general traffic, as this leads to increasing congestion in the city and it is encouraging to see that constructing new roads is least popular as a measure amongst the public.

Where approaches are strongly supported by the public, the draft Bristol Transport Strategy will be edited to include the results of the consultation to acknowledge the level of public support. There are many comments that require some approaches to be strengthened or clarified and these will be taken on board in the edits.

We wanted to explore the public’s view on how we seek to fund the measures set out in the draft Bristol Transport Strategy and there appears to be support for road user charging and workplace parking levy, subject to the details of such schemes, which would need to be identified in future studies. Increasing council tax or business rates to fund transport schemes are not well supported and these views will be included in the final edit.

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

The strategy itself sets out how we will measure whether our transport network is inclusive and accessible, including proximity of transport infrastructure that provides alternatives to the car and awareness and satisfaction of transport options.

Service Director Sign-Off: 	Equalities Officer Sign Off: 
Nuala Gallagher	Duncan Fleming
Date: 20/05/19	Date: 25/3/2019

## Eco Impact Checklist

<b>Title of report: Bristol Transport Strategy</b>				
<b>Report author: Jodi Savickas</b>				
<b>Anticipated date of key decision: 2 July 2019</b>				
<b>Summary of proposals:</b> Inform Cabinet to enable the adoption of the Bristol Transport Strategy.				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ive	<p>Aims set out items such as:</p> <ul style="list-style-type: none"> <li>- Encouraging sustainable transport</li> <li>- Community engagement around sustainable travel choices including car sharing, walking and cycling</li> <li>- Public transport to be convenient, reliable and encouraged</li> <li>- Cycling to be accessible and convenient</li> <li>- To reduce carbon emissions associated with transport</li> <li>- Work with west of England partners to deliver 0 carbon vehicle strategy encouraging EV charging infrastructure.</li> <li>- Encourage cleaner buses</li> </ul>	
Bristol's resilience to the effects of climate change?	Yes	+ive	<b>Explore</b> opportunities for <b>mutually beneficial flood risk management, environmental and transport schemes,</b>	

			including implementing flood schemes that improve the urban realm and deliver walking and cycling infrastructure. <b>Deliver</b> key transport routes that are <b>sequentially located to avoid high flood risk areas</b> and ensure flood risk and subsequent diversionary routes are duly considered from the outset of a project.	
Consumption of non-renewable resources?	Yes	-ive	Some negative where infrastructure works take place as a result of the aims of this plan	Likely to go through another cabinet process and Eco IA, will also be subject to planning policy and sustainable guidelines.
Production, recycling or disposal of waste	Yes	-ive	See above under consumption of renewable resources.	
The appearance of the city?	Yes	+ive/-ive	Infrastructure works may take place a result of this plan	Works will be assessed through planning process. Aims for improved wayfinding and improved walking and cycle infrastructure likely to have positive impact.
Pollution to land, water, or air?	Yes	+ive	Aims set out such as – Place measures to ensure efficient movement of traffic around the city to reduce congestion - Reduce excess van movement in and out of the city	
Wildlife and habitats?	Yes	+ive	Aims to: - Improve wildlife resilience and contributing to urban cooling (through vegetation and street trees).	

<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
<p>The significant impacts of this proposal are... a focus on improving the reliability of sustainable transport and community engagement around public transport, focus on alleviating congestion and reducing freight movement in and out of the city, improved sustainable transport infrastructure including pedestrian areas.</p> <p>Impacts linked to the Metro West rail project have been assessed in a separate Eco IA.</p> <p>The proposals include the following measures to mitigate the impacts - any infrastructure works that take part as part of this plan will go through the planning process.</p> <p>The net effects of the proposals are positive</p>				
<b>Checklist completed by:</b>				
Name:		Nicola Hares		
Dept.:		Bristol City Council Energy Service		
Extension:				
Date:		26/03/2019		
Verified by Environmental Performance Team		Nicola Hares – Environmental Project Manager		

# Decision Pathway – Report Template

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>Resourcing Plan for SEND Function</b>		
<b>Ward(s)</b>	All		
<b>Author:</b> Ian Clarke	<b>Job title:</b> SEND Consultant		
<b>Cabinet lead:</b> Cllr Anna Keen	<b>Executive Director lead:</b> Jacqui Jensen		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. To inform Cabinet of the risk of the Council’s non-compliance with its statutory duties to children and young people with Special Educational Needs and Disability (“SEND”).</li> <li>2. To inform cabinet of the steps already taken to improve performance and achieve full compliance.</li> <li>3. To seek approval to increase capacity in the Council’s SEND and Educational Psychology services in order to address serious areas of weakness in the service.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. Statutory responsibilities for Special Education Needs and Disabilities (“SEND”) were reformed by the Children and Families Act 2014 which placed more onerous duties on councils. Only minimal grants were made available to Local Authorities (“LAs”) to support the implementation of these reforms, and this funding has now ended. The statutory duties relevant to this report can be summarised as follows:             <ol style="list-style-type: none"> <li>a. The majority of children and young people with SEND are supported within their school through the use of delegated funding of up to £6000 per pupil per academic year. Where this resource is exhausted in respect of an individual child, the educational setting may liaise with the local authority to secure additional high needs funding; in Bristol this takes the form of ‘Top Up’ Funding. There is also a statutory right for institutions, parents or young people to request an Educational Health Care (“EHC”) assessment to coincide with the request for funding.</li> <li>b. Statutory assessments of a child or young person’s education, health and care are subject to strict timescales. It must take no longer than 20 weeks from receipt of a request for assessment to the issue of final Education and Health Care Plan (“EHCP”). The assessment process must include seeking information from an Educational Psychologist.</li> <li>c. The local authority must review the EHCP at least every 12-months through an Annual Review, and should do so more frequently for under-fives. Notification of any intention to make changes following a review must be made within four weeks of the review.</li> </ol> </li> <li>2. The quality of Bristol’s delivery of SEND functions has been reviewed through the following mechanisms:             <ol style="list-style-type: none"> <li>a. Local Government Association Peer Review, January 2018 (“LGA18”)</li> <li>b. Internal thinking from new leadership effective from November 2018</li> <li>c. The Local Area SEND Strategic Partnership Group (“the Partnership Group”);</li> </ol> <p>The reviews found that appropriate documentation was either not in place, clear or accessible (e.g. a strategy and Local Offer) and that the lines of accountability and governance weren’t clear. More detail of the findings of these reviews is set out at Appendix A1.</p> </li> </ol>			

3. There has been a significant increase in the number of requests for statutory assessment over the last three years. The Council's capacity to deliver these has not kept pace with demand, with a resultant impact in failure to meet statutory timescales. As delays in assessments (and reviews) has increased, so have the number of complaints and appeals to the SEND Tribunal. Key data:
  - a. Requests for assessment increased from 247 in 2017 to 547 in 2018 – an increase of 81%. Around 800 requests are expected in 2019. The percentage of assessments which result in an EHCP has risen from 47% in 2016 to 75% in 2018. This is in part due to improvements in the Council's approach to statutory decision-making (the bar set by the statutory test is very low, so the majority of requests for assessment should be successful).
  - b. The percentage of assessments completed in 20 weeks has declined from over 89% in 2016 to below 24% in 2019 (the national average is 60%). There are 400 statutory assessments ongoing, of which 110 have not been assigned to an Educational Psychologist due to capacity not keeping pace with demand.
  - c. There are 2900 annual reviews overdue which date back to 2017, all with no notice given within 4 weeks of the review meeting. The percentage of Annual Review notices issued on time is 0%.
  - d. The rates of Absence, Exclusion and "not in education, employment or training" ("NEET") are high. There are increasingly high rates of persistent absence for children with EHCPs (34%) which is well above other national comparators (the percentage for England is 25%). There are high SEN absence rates overall (11.5%) (the percentage for England is 8.5%).
4. The increase in the number of statutory assessments, ECHPs and Annual Reviews has had the most notable impact on the SEND Casework Team and the Educational Psychology Team. In addition the withdrawal of the SEND Reform Grant has had an additional financial impact. Whilst Ofsted inspections have shown that many LAs are in a similar position to Bristol, the area's performance has moved well below those benchmarks. Delays have a direct negative impact on children and young people with SEND and their parents and carers. (Additional background detail around the delivery of Bristol's SEND function is set out at Appendix A2.)
5. New Leadership has led to improvements in the Council's SEND services, been demonstrated in the last nine months with consultant work commissioned and extra capacity in place from March 2019. Governance has been improved with the Health and Wellbeing Board now linked directly to the strategic and substantive work of the Partnership Group. Reviewing documentation and completing the Joint Strategic Needs Assessment SEND Chapter ("Needs Assessment") (describing the SEND cohort of Bristol) and Self Evaluation (describing the area's understanding of its own services) has enabled development of an informed SEND Strategy. The Partnership Group is leading on work to finalise these documents and build an action plan to drive a whole system improvement programme.
6. Substantive actions have been taken in advance of this report coming to Cabinet to address the issues outlined at paragraphs 3 and 4. Additional SEND caseworkers have been appointed on a fixed term basis, interim plan writers engaged and recruitment for additional Educational Psychologists has begun. This report exceptionally comes to Cabinet after work has commenced to address the issues identified as more recent analysis has shown that recovery can only be achieved by means of permanent recruitment and a larger spend in some areas of the business.
7. Current analysis of the outstanding numbers of statutory assessments, ECHPs and Annual Review, and the officer time required to complete these, together with the anticipated demand for the coming year has identified that in order for the Council to deal with the backlog and return to a baseline of full statutory compliance the following additional posts/funding is required:
  - a. SEND Casework Team – 6 additional officers (already recruited, fixed term for 12 months)
  - b. Interim plan writers – 2 additional officers (already recruited, fixed term for 6 months)
  - c. Educational Psychology – 5 Educational Psychologists (permanent)
  - d. NEET Staffing – 2 additional officer (fixed term)
  - e. Local Offer post - 1 officer (fixed term)
  - f. SEND Consultant – 1 post (already recruited, 12 months from March 2019)
  - g. Consultant Tribunal Manager – 1 post (fixed term for 6 months from May 2019)

- h. Dedicated Finance Business Partner Resource – additional finance resource above business as usual to develop funding models, business cases and financial tracking mechanisms for the remainder of the financial year 2019-20.
- i. Children’s Social Care – there is a need to replace the lost SEND Reform Grant funding which funded the work carried out by social care professionals in the Families in Focus team in responding to all children previous unknown to services and to enable them to meet demand for those children where a social work service is in place or required.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Note the actions being proposed to enable compliance with statutory duties to children and young people with Special Educational Needs and Disability (“SEND”).
2. Approve the increase in capacity in SEND and Educational Psychology services as outlined in this report to address the critical failures of statutory compliance at a cost of £1.575m over two years.
3. Agree to repurpose the earmarked reserves (set out in the “Source of Revenue Funding” section) to support the Local Authority in meeting its SEND duties

**Corporate Strategy alignment:** This work aligns with the key Corporate Strategy commitment to be Fair and Inclusive: to improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and a transparent admissions process.

**City Benefits:** These proposals benefit the city by enabling the Council to meet its SEND responsibilities. They are designed to promote the best possible outcomes for young people in terms of learning, social and emotional development, and wellbeing, and enable their inclusion within their community.

**Consultation Details:** There has been engagement with staff and stakeholders across and beyond the organisation in the development of these proposals. The proposals have been discussed externally with both the Chair of the parent carer forum, and at the parent carer conference on 6 June 2019.

**Background Documents:**

Part 3 of the Children and Families Act 2014 (“CFA14”)  
 Special Educational Needs and Disability Regulations 2014  
 SEND Code of Practice 2015

<b>Revenue Cost</b>	£0.989m 2019/20 £0.586m 2020/21 £1.575m Total	<b>Source of Revenue Funding</b>	There are four specific reserves which could be used to support some of this additional activity: <ul style="list-style-type: none"> <li>• Unspent SEN Reform Grant (£0.163m)</li> <li>• BX152 Litigation Reserve (£0.180m)</li> <li>• TWS Reserves transferred for School Improvement in 2017/18 (£1.100m)</li> <li>• TWS Insurance Reserves (£0.132m) to meet the balance.</li> </ul>
<b>Capital Cost</b>	N/A	<b>Source of Capital Funding</b>	N/A
One off cost <input checked="" 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:**

**Finance Advice:** This report identifies a package of measures to improve performance of Special Educational Needs provision in the Authority. It sets out a request for additional resources to assist in improving this situation. The table below identifies the overall additional resources sought: £1.575m of one-off initiatives over two financial years to address the most pressing issues.

Component	Extra cost 2019/20 £'000	Extra cost 2020/21 £'000	Total £'000
One-off costs	989	586	1,575

These one-off costs would be funded from specific reserves:

- **Unspent SEN Reform Grant (£0.163m)** This is the uncommitted element of this reserve from previous years and its proposed use is consistent with the purpose that the reserve was created for.
- **BX152 Litigation Reserve (£0.100m).** This reserve exists to meet any financial obligations which might arise from any decisions of a court. In this case, the SEND Judicial Review in August 2018 is one of the reasons why spend is necessary in this service.
- **Trading with Schools (TWS) Reserves transferred for School Improvement in 2017/18 (£1.100m).** The Trading with Schools service has accumulated reserves for employee absence insurance in schools over many years. In 2017/18, it was determined that £1.1m of the reserve could be applied for school improvement initiatives, but the higher priority is SEND. There are no other commitments on this reserve at present and applying £1.1m to SEND would reduce it to nil.
- **TWS Insurance Reserves (£0.212m)** to meet the balance. The total funding sought will require a call on the employee insurance reserves. The insurance reserves cover risks associated with absence and maternity cover in schools (ie the risk that the calls on this insurance budget exceed the annual contributions). At the end of 2018/19 financial year, there was £0.759m held on the balance sheet; this would reduce to £0.547m if £0.212m is applied to SEND. While there remains a risk that insurance claims may rise, resulting in a draw-down from this reserve, the likelihood of all the available reserve being needed for this eventuality in this financial year is low.

Some of the proposed initiatives have already been put in place; the 6 SEND Case Workers, the SEND Consultant, the interim plan writers are all in post and the recruitment for Educational Psychologists has also begun. These decisions have been taken by officers, but the overall resources required exceed officer delegated authority. For completeness, the whole package of measures and the financial implications have been presented for endorsement. Any decision not to agree the overall package could involve curtailing some of the initiatives which have already started.

The request at this stage is for one-off resources only, but the proposal for the additional Educational Psychologists is to recruit them as permanent employees. This is a risk, in that, after two years, there would be insufficient funding to cover the on-going commitment and either the numbers of Educational Psychologists would have to revert to their previous levels, or compensating savings would have to be made elsewhere in the People Directorate.

The issues identified in this report suggest that more sustainable longer-term solutions may be necessary, once the actions to address performance issues are implemented. It is too early to identify what those solutions would be, how much they would cost and what benefits they might bring.

**Finance Business Partner:** David Tully, 24<sup>th</sup> June 2019

**2. Legal Advice:** On 1st September 2014 the Children and Families Act 2014 came into force supported by the Special Educational Needs and Disability Regulations 2014. The Act and the Regulations impose statutory duties on the local authority requiring it to comply with specified timescales in relation to the provision of Education Health and Care (EHC) needs assessments and EHC plans.

**Legal Team Leader:** Sarah Sharland Team Leader Litigation Regulatory and Community Team, 24<sup>th</sup> June 2019

**3. Implications on IT:** There are identifiable IT implications arising from this report in two ways. 1) Provision of

equipment for new staff members and 2) the reference to “Portal Software”. There is also the likelihood of requiring data to be passed to/from third parties. Given the complexity of this area, the data handled and the scale of proposed expenditure, the IT elements (at least) of this proposal will need to be implemented via a CLB approved change project, ensuring appropriate solution design and deployment.

**IT Team Leader:** Ian Gale, 27<sup>th</sup> May 2019

**4. HR Advice:** There is an urgent need for our SEND team to have the appropriate resources and skills invested into it to enable them to fulfil their statutory requirements in relation assessments across the city. The team has had very little investment into it over the past few years, and this has now come to a crisis situation with Bristol having the worst back-log of assessments waiting to be done across England.

The new and additional staffing requests are in place for a two year period to get us in a more secure position that we can then build on and ensure it is sustainable going forward. The current proposal is to allow us to deal with the back-log as efficiently and effectively as we can, and so we need to ensure we can procure the right skills mix which will allow us to do so. During this period of transition we need to ensure that we transfer some of the skills from the temporary staff to our permanent staff, so that when we are looking to the longer term and permanent appointments some of our current employees may have developed the skills required.

There will be further work done with this service to ensure that it is sustainable going forward, fit for purpose and has the right skills mix to ensure we can meet our statutory requirements. We will need to include the appropriate staffing and resources in the next budget setting exercise, to ensure we do not end up back in the same position.

**HR Partner:** Lorna Laing, 10<sup>th</sup> June 2019

<b>EDM Sign-off</b>	Jacqui Jensen	29 <sup>th</sup> May 2019
<b>Cabinet Member sign-off</b>	Cllr Anna Keen	10 <sup>th</sup> June 2019
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s Office	3 <sup>rd</sup> June 2019

<b>Appendix A – Further essential background / detail on the proposal</b> A1 -Findings of the SEND function Review/Local area assessment A2 – Background analysis to the proposals A3 - Education Psychology service model A4 – Proposed SEND Staffing Model and Cost	<b>YES</b>
<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</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 – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

## **Appendix A1 - Findings of the SEND function Review & Local area assessment**

The local area has had the benefit of a Local Government Peer Review (January 2018) (“LGA18”) and an internal review in January 2019; these show considerable crossover in their themes and recommendations, with many of the proposed preliminary tasks (for example: writing a strategy, strengthening leadership, joined up approach to improvement work) now established or in progress through the Local Area SEND Strategic Partnership Group.

The Partnership Group is currently in the process of finalising the Joint Strategic Needs Assessment SEND chapter (“JSNAS”) and Self-Evaluation (“SEF”) which add depth and detail to areas of weakness highlighted in the LGA report, as well as identifying other areas for attention; however, a relevant summary is included below. The recommendations of the JSNAS correlate to those of LGA18 and internal thinking.

The LGA18 noted that “it was difficult to see where the lines of accountability for SEND are to the Health and Wellbeing Board and ... that a SEN Chapter of the Joint Strategic Needs Assessment is in production but this is yet to be finalised.” It goes on to state that “the local area leadership needs to be ambitious for children in Bristol by focussing on outcomes and increasing the pace of change – the values underpinning the SEND reforms are vital in translating the SEND vision into action with the needs of the child at the centre of everything” and that “in order to achieve the cultural change needed across all partners in the local area the values underpinning the SEND reforms need to be fully understood and embedded in practice.”

On issues outside of the authority, the LGA18 found that “schools reported that there was a lack of challenge around poor inclusion practice between schools themselves and from the local authority [and that] expectations of best practice and the application of the Graduated Response needs to be clearer. LGA18 found “a great deal of evidence pointed to the fact that schools and services were focused [and that] there is a mixed understanding of graduated response and how Top-up Funding should be used by schools and settings”, also noting “there are concerns that there is a lack of effective identification of SEN in Bristol at an early stage. This means that not all children with SEN are receiving timely support especially those with less ‘visible’ needs.” The team were told that ‘top ups are depriving pupils of their statutory right to a plan, they aren’t working.’ This is particularly the case around SEN Support.” Internally it was noted that “the volume of requests for assessments and then the high ratio of assessments becoming plans is putting an unsustainable pressure on the team dedicated to processing these.”

The SEF finds that in 2018 0.7% of children in primary schools had an EHCP (or SEN Statement previously), a figure which has reduced significantly over the last 9 years and is half the England and SN average of 1.4%. Across all phases the percentage of all pupils with EHCPs in 2018 has decreased and was 2.4% in 2018. This is against a national increase in the numbers of pupils with EHCPs and is below the SN and England average of 2.9% pupils with EHCPs. However, the percentage of all pupils with SEN support is above the England average and in line with SN average. The percentage of requests to assess, which were agreed, increased by 10 % in 2017 and 19% 2019. The number of assessments resulting in an EHC plan rose from 46% in 2016 to 75% in 2018. Across a similar timeframe, the JSNAS records that 19% of children and young people with SEND do not feel listened to at school, suggesting a link with the 15% who also report they do not intend to stay in full time education.

There are concerns about the identification of SEN through to placement in independent settings identifying a clear nexus between practice, inclusion and placement and advises that the authority should “consider how further investment or a realignment of resources could be made to enable the Educational Psychology Team to take more of a formal lead on a SEN Advisory and Improvement

function with schools. This would increase the skills base of schools in respect of SEND, supporting the drive to make them more inclusive, increasing parental / pupil confidence in the mainstream, and reducing the need in some cases for more formal assessment. In turn, this will start to reduce the pressure on special school resources by educating more pupils with lower level needs in mainstream schools, leaving special schools to focus more on those with more complex needs. This will then leave placing a pupil in the independent sector as an exception.”

The LGA18 reports notes a highly mixed picture in the quality of education, health and care plans and suggests the review process should be utilised to capture the quality of EHC plans and make improvements to them, and “continue to improve the quality of the EHC assessment process and [EHC] plans, in particular health and social care input which needs to be stronger, timely and more visible.”

## Appendix A2 - Background analysis to the proposals

The proposals in this paper seek to reverse the decline in the delivery of day to day business and ensure that there is sufficient resource available during and beyond this recovery period to sustainably embed the area's strategic business in order to achieve the cultural change the LGA18 notes is needed and summarises as "Move away from 'what are we doing?' to 'what difference are we making and how do we know?'" The outcomes required to deliver this cultural change, with the attendant resourcing implications, can be identified under the following headings:

- a. Delivery of statutory assessment and review under sections 36 and 44 of CFA14 –the SEND Improvement programme - will address the much needed changes to the arrangements for High Needs funding, requesting and making assessments, issuing and reviewing plans and supporting schools to deliver a coherent and inclusive graduated response to SEND. Without the need for these changes there is insufficient capacity within the authority to bring needs assessment, and EHC reviews within statutory timescales and deliver an outcome focussed person centred service. This paper proposes increases in staffing in the SEND Assessment Team, and Educational Psychology (for both assessment and preventative work).
- b. Management of disputes, mediations and appeals under sections 51 to 59 - probable changes to the way in which the authority delivers services and provision to SEND are likely to generate increased challenge from parents and carers. Properly managed this is an opportunity for the area to showcase a cultural shift in its understanding of the SEND Reforms and its approach to interactions with services users. It is recommended that the area dedicate resource to the management and avoidance of formal challenge and appeals the SEND Tribunal. This paper recommends an 'early intervention' officer who will liaise with parent carers on complex matters with an emphasis on dispute avoidance, and reducing pressure on senior officers in the SEND assessment team.
- c. Good management and reporting of the local authority's resources - changes to the way in which the authority delivers its statutory duties, both to individuals (ie increased use of Personal Budgets, the use of High Needs funds without an EHC plan, and creation of bespoke placements) and strategically (ie pooling budgets, fully joint commissioning and service level reviews) will impact upon both day to day financial management and longer term financial planning. This report recommends additional resource for the SEND Business Unit and Financial Team.
- d. Capacity and knowledge to deliver the SEND Improvement Programme - the area's capacity to deliver assessment, planning and change at the pace required - is limited. The authority has appointed a SEND Consultant to lead the SEND Improvement Programme and significant progress has been made against the recommendations of the LGA18, in addition to further assessment and preparation for planning. This report recommends that the authority identifies resource for this role to continue for at least an additional 12 months.
- e. Prevention, planning and graduated response support for schools - school-wide understanding and application of the graduated response and very broad provision of high needs funding without an EHC plan will continue to impact upon the quality of requests for assessment, provision and outcomes for children and young people with SEND and inclusion (among many other things) for some time to come. Returning to a position which sees Education Psychologists support schools to plan for the SEND cohort both on an individual and whole school basis will begin to ameliorate this. Training and coaching for and by the SEND and disability teams will ensure that changes are embed and suitably communicated to parents and carers.

- f. Support for young people who are SEND and NEET – resource has lately been made available for the creation of a Preparation for Adulthood Team which will ensure that children and young people are properly supported as they transition to adult services. This report recommends that additional resource is also made available to the existing NEET team, to ensure that those young people currently on an uncertain pathway, who are unknown or NEET and have SEND are properly supported into employment, education or training.
- g. Improving user experience and placing co-production at the centre of the area’s SEND function - this area, which cuts across the majority of the duties highlighted at the beginning of this report cannot be addressed in isolation as it represents both the impact sought from the SEND Improvement Programme which is now beginning its action planning and seeks to secure the culture shift towards the person centred approach envisaged by the SEND Reforms. Nonetheless, many of the resources identified in this list will have impacts on this front. Additionally it is recommended that the area looks into e-portals (there are several available) which begin to automate the process of statutory assessment and review, making it more accessible to service users and reducing the degree of administrative work in these processes.
- h. Facilitating the use of Personal Budgets under section 49 CFA14 - in addition to the direct impact upon financial management noted above, in the short to medium term enhancing the promotion and uptake of Personal Budgets represents a significant draw on resources as professionals across the area come to terms with the provision and commission of services to meet the needs of individual children and young people. Monitoring the efficacy and outcomes of provision commissioned in this way will require additional resource within the SEND Assessment Team and SEND Business Unit.
- i. The Local Offer at section 40 (5) and (6) CFA14 - the local offer was previously maintained by a grant funded post which has now ended. This report recommends that resource is identified to ensure that keeping the local offer under review (and publishing comments and responses) falls within the portfolio of a role dedicated to communicating with and promoting both specialist and universal services inside and outside of the area.

### Appendix A3 - Education Psychology service model

Function	Duration	Days	Number of activities	Total days needed	Rate per day	Total Cost
Assessment advice	2.5 days per assessment	2.5	800	2,000.00	£500	£1,000,000
Draft EHCP meeting	0.5 days per plan	0.5	50	25.00	£500	£12,500
Critical Incidents	2 days per incident	2	11	22.00	£500	£11,000
Annual review	1 days	1	125	125.00	£500	£62,500
Mediations	2 days per case	2	5	10.00	£500	£5,000
Tribunals	5 days per case	5	25	125.00	£500	£62,500
Top up admin	Variable		n/a	65	£500	£32,500
Panel 1 attendance	1 day per panel	1	25	25.00	£500	£12,500
Panel 2 attendance	1 day per panel	1	25	25.00	£500	£12,500
Multi agency liaison			n/a	16	£500	£8,000
Complex Care Work			n/a	30	£500	£15,000
Training			n/a	21	£500	£10,500
School SEND planning	1 day per school	1	80	80.00	£500	£40,000
PEP Role						£91,260
<b>Total</b>						<b>£1,375,760</b>
<b>Current Commission</b>						<b>£917,160</b>
<b>Additional Resources necessary in a full year</b>						<b>£458,600</b>

## Appendix A4 – Proposed SEND Staffing Model and Cost

Resource	Start Date	Expected cost in 2019-20 £'000	Expected cost in 2020-21 £'000	Total £'000
SEND Caseworker s	April 2019	206	19	225
Interim plan writers	June 2019	48	0	48
Educational Psychologists	August 2019	305	458	763
NEET Staffing	August 2019	45	0	45
Local Offer post	August 2019	9	0	9
SEND Consultant	Mar 2019	95	0	95
Consultant Tribunal Manager	May 2019	108	0	108
Dedicated Finance Business Partner resource	July 2019	100	0	100
Children's Social Care	August 2019	73	109	182
	<b>TOTAL</b>	<b>989</b>	<b>586</b>	<b>1,575</b>

- a. The SEND Casework Team – **six additional officers for the SEND team (already recruited, fixed term)**. To support recovery six casework officers have been employed on fixed term 12 month contracts (both plan writers and officers from May 2019). This level of resource enables the SEND team to realise a recovery plan which sees reviews and updated EHC plans being delivered on time from late 2019 onwards. External plan writers will deliver five to six amended plans per day (50-60 per week for two plan writers), while in-house officers delivering more complex amendments in liaison with other partners will deliver two to three amended plans per day (60-90 per week in total). After timescales have been corrected, resource will be diverted to enhancing the quality of plans (through reviews) and attending to a larger cohort and additional requests for assessment. Total cost over two years £0.225m.
- b. Interim EHC Plan Writers – **two plan writers (already recruited, fixed term)**. To support recovery and make an immediate impact on the pace and quality of EHCP production. Experienced in similar LA roles, they are able to write quick, coherent and accurate accounts of professional advice in order to aid our timeliness in finalising plans; they also provide models of good practice for newly appointed colleagues. This temporary measure will impact on performance without having a long term financial effect. Total cost of £48k.
- c. Educational Psychology – **five full time Educational Psychologists (permanent)**. The amended Educational Psychology (“EP”) Service Model at Appendix A3 recommends itemised resource to meet the expected level of statutory assessment in the current year. Resource is also added for Educational Psychology involvement in statutory decision making which is standard across local authorities, and annual planning conversations with schools which serve as a preventative measure. These recommendations anticipate the EP team being able to respond to requests for assessment in timely manner within 20 weeks of recruitment completing in August 2019 (so by January 2020). Total cost in the current year, £0.302m. Permanent recruitment is required in this area as securing suitable Educational Psychologists on fixed term contracts is known to be very difficult and costly. Total cost over two years £0.763m.

- d. **NEET Staffing - two additional officers (fixed term).** A significant area of weakness for the Council, this remedial work will ultimately be resolved by the preventative and preparatory activity anticipated by the SEND Reforms through a variety of improvement strands, including high quality reviews, and support from the newly created PFA (Preparation for Adulthood) team. Recommendations to staffing for the support of young people with SEND at risk of becoming NEET, or who are NEET have been developed with the Head of Employment and Skills: one Participation Tracking Support Workers (virtual tracking) to make contact with individuals and families, total cost £0.0025m p.a. One Participation Support Worker (face to face) to make physical contact with individuals and families, total cost £0.045m.
- e. **Local Offer post – one dedicated officer (fixed term)** This post ended with the SEND Reform grant. The Local Offer website is not currently managed and kept up to date in accordance with requirements for the authority to do this. The local offer website is currently underdeveloped but should be the area's 'shop window' for resources and support to children and young people with SEND and their parents and carers. This report recommends the appointment of an officer to manage the local offer website and support improvement work which should be funded jointly by Education, Health and Care. A cost of £9k.
- f. **SEND Consultant – support for 12 months to March 2020.** A SEND Consultant is currently contracted until September 2019. This consultant is supporting the preparation for the forthcoming Local Area SEND Inspection, and driving the SEND Improvement Programme which is managed through the Partnership Group. This report recommends that this additional capacity will be required until March 2020, at a minimum, to manage the outcome of the SEND Inspection and move the SEND Improvement Programme on, a total of £0.092m over 12 months.
- g. **Consultant Tribunal Manager** A Consultant Tribunal Consultant has been engaged for six months from May 2019. With an emphasis on early resolution through mediation, this report recommends that the role continue for a further six months from September 2019 at a total costs of £0.108m to ensure consistency of approach and sufficient time for planning for this area of work in the longer term.
- h. **Dedicated Finance Business Partner Resource** The work to improve the SEND arrangements within Bristol City Council is set in a context of related initiatives, which are at various stages of development. The aim is for an overarching Education Transformation Strategy to be the umbrella overseeing this work, that of the High Needs Transformation Programme and the SEND Capital Strategy, with links to the review of Trading with Schools activity within the Commercialisation and Citizen Division. This will require senior finance involvement in the development of funding models, business cases and financial tracking mechanisms for most of the rest of this financial year. While the details for the Education Transformation Strategy are yet to be completed, it is expected that the finance input beyond business-as-usual activities will amount to up to £0.100m.
- i. **Children's Social care – funding to replace the SEND Reform Grant.** In order to comply with the requirements of the SEND Code of Practice and respond within timescale to request for assessment and contribution to EHCP, Children and Families Services carries an additional pressure of £0.109m that had been met through SEND Reform Grant in 2018/19. This funding is required to provide social care professionals in Families in Focus to respond to all children previously unknown to services and to enable children's social care to meet demand for those children where a social work service is in place or required. Total cost over two years £0.182m.

# Decision Pathway – Report Template

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>Education Capital Programme – SEND Capital Proposals</b>		
<b>Ward(s)</b>	All		
<b>Author:</b> James Anderson		<b>Job title:</b> Programme Manager	
<b>Cabinet lead:</b> Cllr Keen		<b>Executive Director lead:</b> Jacqui Jenson/Colin Molton	
<b>Proposal origin:</b> <i>Councillor</i>			
<b>Decision maker:</b> Mayor			
<b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b> Report for information and to approve next steps in education capital programme.			
<b>Evidence Base:</b>			
<p><b>SEND Sufficiency</b> –Population increases and increasing complexity of need mean that special schools are approaching capacity. Once full the council will rely on Independent Non Maintained (INM) settings to deliver its statutory duty, INM settings are not regulated by the Authority and at higher cost than locally provided services. A compounding issue is some key SEND school buildings are falling into disrepair and becoming at risk to failure and possible future unavailability without significant investment. Consequences of both these issues include the impact on the pupil’s quality of experience, pupils travelling greater distances and increased commissioning costs as more out of city places are purchased.</p> <p>Appendix A1 – SEND Capacity and projection data demonstrate that the need for places is in excess of current capacity  Appendix A2 – SEND Strategic Approach to provision  Appendix A3 – Condition Review of key SEND Buildings</p> <p>The Council has</p> <ul style="list-style-type: none"> <li>• £11,415m unallocated basic need grant funding available.</li> <li>• £1,406m SEND grant funding for Elmfield &amp; Claremont Schools</li> <li>• £2,057m Education Condition Grant (to be added to the education capital programme)</li> </ul> <p><b>Projects to mitigate the issues</b> - A number of key projects have been identified and prioritised based on delivering the required additional places, and protecting existing capacity from unavailability. Projects 1 &amp; 2 are deliverable within the capital grant funding total we have available. Project 3 is not fully funded but requires significant feasibility study work in order to identify project details. A proposal will be developed to be seen by Cabinet in 2020. Additional grant funding from the Department for Education and possible capital receipt will be considered to bridge the funding gap.</p> <ol style="list-style-type: none"> <li>1. Kingsweston Special School – The KEEP</li> <li>2. KnowleDGE Sixth Form and 11-16 expansion</li> <li>3. Claremont and Elmfield – Address Condition Issues</li> </ol> <p>Appendix A4 – Priority projects, outlines the proposed allocation of capital to best ensure adequate and sustainable new places for children with SEND are provided. It also identifies potential future projects.</p>			

Complexity in how the SEND environment and Council policy develops means that regular reviews on need must be undertaken. Factors such as reducing the number of young people with EHCP's in Alternative Learning Provision and ensuring they have appropriate places means that continued partnership working with key stakeholders around projections and place planning is essential. More work is required to model the potential changes needed over the next 10 years. A review of these projections and recommendations and an updated strategic capital approach will be developed. It is anticipated that specific cabinet reports considering Alternative Learning Provision and Special School Capacity will be placed on the forward plan in 2019.

**Cabinet Member / Officer Recommendations:**

That Cabinet approve the allocation of:

1. £2,057,009 condition grant funding to education capital budget. This is recent grant funding ring fenced to management of building condition in the education estate
2. £3,822,386 (basic need grant funding) Kingsweston Special School – The KEEP. To make permanent critical complex special needs provision in order to prevent high cost independent non-maintained placements for the most vulnerable young people in the city.
3. £7,179,121 (basic need grant funding) KnowlDGE 6<sup>th</sup> Form. To develop a 6<sup>th</sup> form block allowing decant of post 16 pupils and an increase of 40 pupils in the 11-16 age group for those with SEMH and ASD.
4. £200,000 (SEND grant funding) Claremont and Elmfield, to develop and consult on more detailed options for managing the buildings deteriorating condition. This will allow a return to cabinet once detailed proposals and funding has been identified.
5. Delegate authority to the Service Director, Education, Learning & Skills in consultation with the Cabinet Member for Education to take all necessary steps to procure and award the contracts for 2 and 3 above
6. Cabinet notes the possibility that a future solution for the condition issues at Elmfield and Claremont may require a contribution from capital receipts, beyond the available capital grant funding.
7. Cabinet notes review of SEND projections and strategic capital recommendations will be included on the forward plan in 2019/2020.

**Corporate Strategy alignment:** Corporate Strategy 2018-2023 Theme 2 - Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and a transparent admissions process.

**City Benefits:**

Statutory – The proposals will help ensure the council fulfils its statutory obligations to ensure enough places are available

Equalities – Additional places for special schools ensures that admissions equality and parental choice will improve

Sustainability – Creation of the correct school provision in the SEN sector will help provide a more sustainable commissioning environment and protect against inflated out of county placements. All projects will comply with council sustainability policy and core strategy requirements.

**Consultation Details:** Bristol Integrated Education Capital Strategy was consulted on and went through scrutiny. These proposals are designed to deliver the strategic objectives identified in that document as well as the current corporate strategy 2018-23 and business plan 18/19

<b>Revenue Cost</b>	<b>£0</b>	<b>Source of Revenue Funding</b>	N/A
<b>Capital Cost</b>	<b>£11,201,507</b>	<b>Source of Capital Funding</b>	Basic Need & SEND Grant Funding
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** The recommendations identify four priorities and projects for immediate use of Education Capital resources, set out in the table below.

Priority / Project	Planned Spend 2019/20 £m	Planned Spend 2020/21 £m	Planned Spend 2021/22 £m	Total £m
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Priority school condition issues				£2.057m
Kingsweston School – The KEEP				£3.822m
KnowleDGE 6 <sup>th</sup> Form				£7.179m
Enabling works Claremont and Elmfield				£1.406m
<b>TOTAL BUDGET</b>				<b>£14.464m</b>
Funded from				
Basic Need Grant				£11.415m
SEND Capital Grant				£1.406m
Education Condition Grant				£2.057m
<b>TOTAL FUNDING</b>				<b>£14.878m</b>
Total unallocated				£0.414m

The background to the projects at KnowleDGE, Kingsweston and Claremont& Elmfield are set out in Appendix A4.

**Finance Business Partner:** David Tulley - Interim Finance Business Partner, comment provided on 30<sup>th</sup> May 2019.

**2. Legal Advice:** The recommendations seek approval to spend significant sums, above the key decision threshold, on a variety of projects relating to special needs provision. At this time in respect of Recommendation 1 there is no specific project identified and authority is sought for the Executive Director to use this funding on condition/maintenance works as the need arises. This could involve individual spends in excess of the key decision threshold without further reference to cabinet, but with the involvement of the cabinet member as per recommendation 7. All procurements will need to comply with the Procurement Regulations and the Councils own procurement rules.

**Legal Team Leader:** Eric Andrews, Team Leader, Legal Services, comment provided on 30<sup>th</sup> May 2019.

**3. Implications on ICT:** There are no directly identifiable IT Implications arising from this report; however, some of the initiatives it contains may require IT provision. These will need to be addressed and incorporated within CLB prioritisation at the appropriate time

**ICT Team Leader:** Ian Gale - Head of ICT, comment provided on 30<sup>th</sup> May 2019.

**4. HR Advice:** The report is regarding the expenditure of capital in relation to the SEND educational priorities and as such does not have any HR implications.

**HR Partner:** Lorna Laing, People & Culture HR Business Partner – Adults, Children & Education, comment provided on 24<sup>th</sup> May 2019.

<b>EDM Sign-off</b>	Jacqui Jenson	29/05/19
<b>Cabinet Member sign-off</b>	Cllr Keen	04/06/19
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	03/019

<b>Appendix A – Further essential background / detail on the proposal</b> Appendix A1 – SEND Capacity and projection data demonstrate that the need for places is in excess of current capacity Appendix A2 – SEND Strategic Approach to provision Appendix A3 – Condition Review of key SEND Buildings Appendix A4 – Priority projects outlines the proposed allocation of capital to best ensure adequate and sustainable new places for children with SEND are provided.	<b>YES</b>
<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>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</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> <i>Children’s and Families Act 2014</i> <a href="http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted">http://www.legislation.gov.uk/ukpga/2014/6/contents/enacted</a>  <i>SEND Code of Practice 2015 (Stat Guidance)</i> <a href="https://www.gov.uk/government/publications/send-code-of-practice-0-to-25">https://www.gov.uk/government/publications/send-code-of-practice-0-to-25</a>  <i>Equalities Act</i> <a href="https://www.legislation.gov.uk/ukpga/2010/15/contents">https://www.legislation.gov.uk/ukpga/2010/15/contents</a>	
<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>

# Review of SEND Capacity and Projection Data

## Current Capacity:

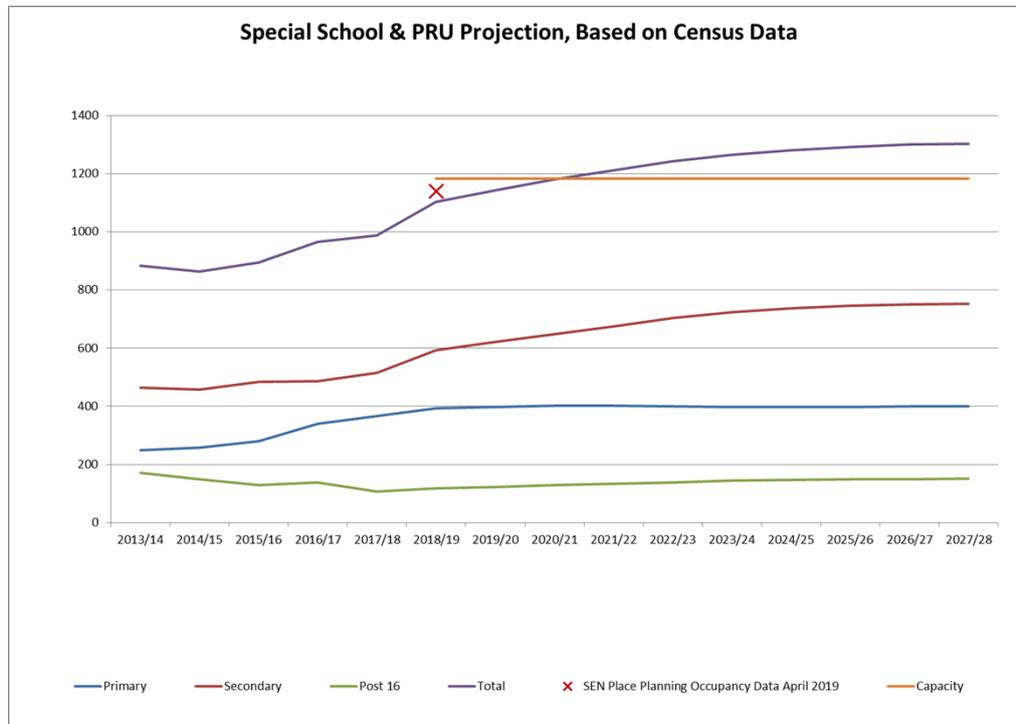
Feedback from Special schools and data from the Council Place Planning Team demonstrates that many of our settings are reaching capacity. Increasingly providers and the Council have to work together in innovative ways to ensure there are enough funded places within the city to cater for the young people that need them.

### *Funded places vrs the area guidelines for special schools (BB104)*

Funded places are in effect what the SEND estate feels it is able to offer. The Council often supports schools with capital to utilise space more efficiently in order 'find' additional capacity. The area guidelines for special schools are different in that it looks at the appropriate area for young people with special needs rather than how many can be squeezed into a building. Over the next 6 months the Council will review the area capacity of its SEND schools and review against DfE area guidelines. This will allow us to consider the space requirements for young people with needs and assess if we are providing appropriate spaces. This will define if schools are overfull or if we can use them more efficiently.

It is worth noting that schools ideally operate at 90% capacity to allow for parental choice and the ability to accommodate short notice high priority young people. Numbers in special schools can vary across the year as pupils are placed and move from mainstream schools or from ALP. How full the schools are depends when in the year you look at the numbers in some cases.

### *Occupancy/capacity*



- The orange line represents capacity based on funded places.
- The Blue line represents projected primary number. These have seen a small increase but will stay consistent.
- The Red line represents secondary capacity. This sees a significant increase through to 2027/28.
- The projections are based on census data collected in January 2019. The X signifies the real situation based on data collected in April 2019 and shows that current situation is ahead of projections.

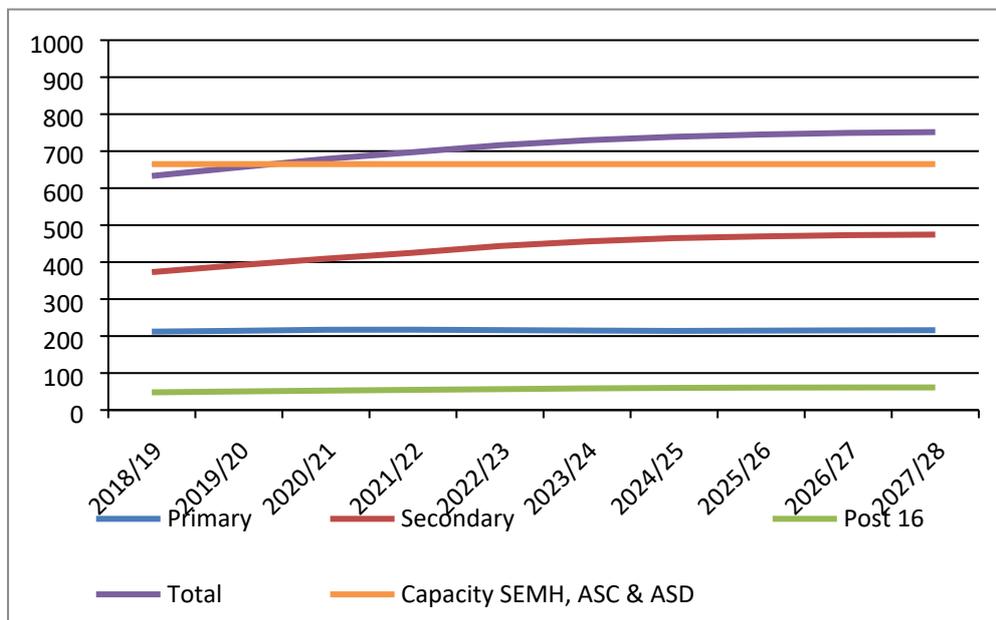
*Key Numbers and info:*

- Assuming diagnosis rates remain consistent we will reach capacity in 2020/21
- 120 additional places will be needed by 2027/28
- The majority of those places are in secondary and for the large growth need area of young people with autism needs (SEMH/SLCN/ASC/ASD)
- The next section will identify what need types are driving the need.

**Pressure by Need Types:**

The data shows that the largest need types are for children with autistic needs including SEMH, ASD and ASC. Many of the other types such as hearing impairment and PMLD have much smaller numbers and do not have the ‘critical mass’ to affect overall need significantly.

*Proportion SEMH, ASC & ASD*



This graph shows how SEMH, ASC and ASD need types specifically intersect with current capacity. As the main graph we see we reach full capacity in 2021/22.

The data indicates that assuming no changes in diagnosis rates then **87** new SEMH/ASD/ASC places will be required by 2027/28. With additional capacity needed from 2020.

## **Key Considerations:**

### *ALP strategy*

Due to a lack of SEMH/ASD and ASC places it is currently common for young people with those specific needs and often EHCP's to be sent to ALP provision. Alternative Learning Provision fulfils the role of Pupil Referral Units (PRU's) and should not be seen as a permanent solution. Council strategy is now based around reducing and eliminating the use of ALP where it is not the appropriate for the needs of the pupil (when a pupil has an EHCP). This will require permanent special school places to be made available.

These additional numbers are not quantified in the data within this report.

### *Free Schools*

The DfE are currently developing a new SEMH/ASD/ASC school to be run by the Learn@ Trust. This will be in South Gloc (the old Soundwell fire station site) and provide the opportunity of 80 places from 2021.

The DfE are also building an 80 place ALP provision in Sea Mills. This would be unsuitable for SEMH/ASC/ASD pupils who form the majority of our capacity challenge in the short to medium term.

### *Non registered settings*

The Council will not be utilising unregistered providers. This puts further pressure on currently stressed capacity.

### *Diagnosis rates and higher complexity of diagnosis*

SEND colleagues have articulated that there have been significant increases in diagnosis rates and levels of complex needs. Current projections make no assumptions about increases however any increase over the current trends will result in insufficient capacity and the need to purchase additional expensive Independent Non Maintained (INM) places.

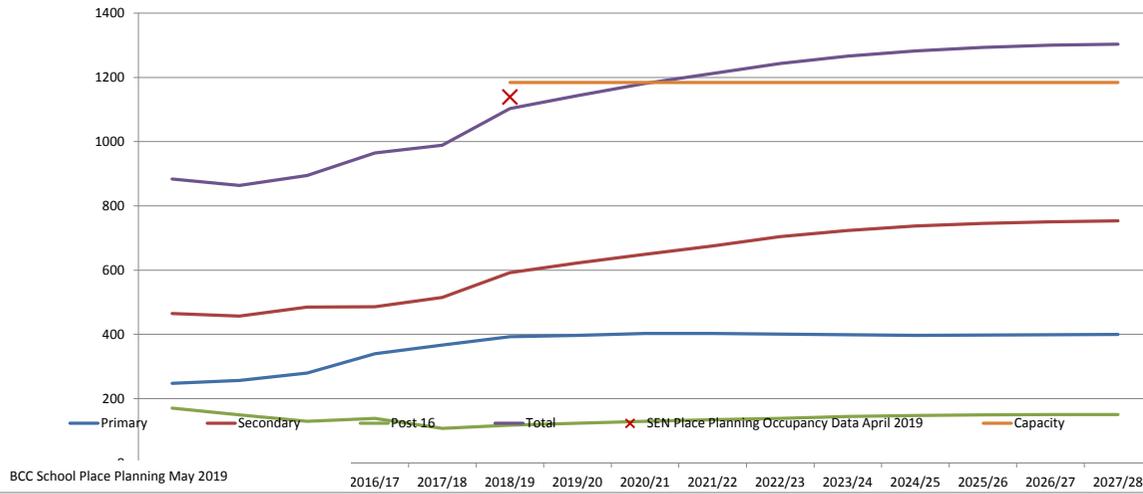
## **Anticipated Future Capacity Requirements**

To ensure to ensure medium term sufficiency two key projects that deliver 120 places are critical. These are:

1. Learn@ Soundwell – 80 SEMH/ASD/ASC places. To be constructed by DfE
2. KnowlEDGE Sixth Form – 40 additional 11-16 SEMH/ASD/ASC places to be constructed by BCC

Once complete yearly monitoring of actual data is required. Future projects could be initiated at Briarwood or other settings to ensure sufficiency of places and minimise INM placements.

### Special School & PRU Projection, Based on Census Data



	Primary	Secondary	Post 16	Total	SEN Place Planning Occupancy Data April 2019	Capacity
2013/14	248	465	171	884		
2014/15	257	457	150	864		
2015/16	280	485	130	895		
2016/17	340	486	139	965		
2017/18	367	515	107	989		
2018/19	393	592	118	1103	1139	1184
2019/20	397	622	124	1143		1184
2020/21	402	650	129	1181		1184
2021/22	403	675	134	1212		1184
2022/23	401	704	139	1244		1184
2023/24	398	724	144	1266		1184
2024/25	397	738	147	1282		1184
2025/26	398	745	149	1293		1184
2026/27	399	751	150	1300		1184
2027/28	400	753	150	1304		1184

120 places the difference

#### SEN Projection Calculation

##### Historical Census Data

A. Census data from January 2014 to January 2019, total children in Primary, Secondary and Post 16 Specialist provision.

##### SEN as a Proportion of Total Pupils

B. Based on the January 2019 Census data, the proportion of SEN children in specialist provision, compared to total school population for primary, secondary & Post 16 children is generated (1.1%, 3.1% & 4.5%, respectively).

##### Change in Demand for Specialist Provision

C. The Census data shows that the demand for Specialist provision has changed disproportionately compared to mainstream over time, year on year, increasing in primary and Secondary and falling in Post 16. Therefore a 5 year average percentage change in SEN is generated (Average 0.06%, 0.06% and -0.48% respectively).

##### Place Planning Model for Mainstream Education

D. The Bristol School Place Planning Model for mainstream education projects pupil numbers for the city, by year group, incorporating changing patterns in housing and births from 2019/2020 through to 2027/28

##### SEN Projection Formula

Formula for Projection  $(B * D) * (C + D)$

##### SEN Place Planning Capacity and Occupancy Data

##### Capacity

BCC SEN Place Planning indicates that the current total capacity for places in the city is 1184 (for all years and need types)

##### Occupancy

**Occupancy**

As of April 2019 BCC SEN data indicates total occupancy was greater than that from the January 2019 Census (1103 in January and 1139 in April )



## **Bristol City Council**

### **Strategic Case for SEND Capital Expenditure**

**Increasing and rationalising specialist  
provision in Bristol for children with special  
educational needs and disabilities**

## **SEND Case for strategic capital expenditure**

### **Rationalising specialist provision in Bristol for children with special educational needs and disabilities**

#### **Summary**

Increases in the city's population since 2004 have brought about an increase in need for more school places in primary, secondary and specialist settings. Primary and secondary place numbers have increased since, accordingly, through a significant programme of building. Specialist educational placements have *not* increased in order to meet the rising numbers of pupils – so far they have been reorganised across the city in order to reflect pupil numbers and to meet a new, wider duty to meet need for a new, older SEND population. But the specialist settings are now full, and the alternatives, usually identified as more expensive INM (Independent Non-Maintained) local specialist settings are also full.

#### **Introduction**

The BCC strategy to provide places for special needs, developed as part of citywide school planning co-ordinated strategy for 2015-2019 (Integrated Education Capital Strategy of 2015 IECS), actually furnished an increase in mainstream places while projects for specialist provision have remained unfunded.

But the IECS has brought very limited change to Bristol's special education where the population has also grown, as for mainstream, and the duty to provide has also increased. Clearly justified and specific proposals for projects to provide have been set out, but the need has not been met. These projects were intended to deliver the bulk of the number of places required and thus offset the additional cost which would be incurred through placement in INM settings.

The plan for specialist settings is to offer:

- Local Educational Settings (schools or Resource Bases) - local pathways of provision in the city where sufficient needs exists (e.g. SEMH, and ASC)
- Local School for Bristol - one setting where there is sufficient need across the city as a whole (e.g. PMLD/PD)
- An estate that is fit for purpose and which costs less to maintain - improved estate where pupils are currently being taught in sub-standard accommodation which is not suitable for purpose, and which costs excessive amounts of revenue to maintain.

The approach to increasing place numbers has been either to encourage Free School development with suitable providers, or otherwise to identify BCC capital grant where Free Schools have not proven to be viable.

The former approach has been successful so far, including a new Venturers Free School (90 place ASC) and a new Free School for the Learn@MAT (eg BCC special school formed into a MAT) to be opened in 2019/20 (80 BCC places for SEMH/SLCN). To date, *insufficient* BCC capital grant has been used to improve the specialist estate. The likely consequences will be additional significant costs arising which will have to be met from the revenue budget – the High Needs Block.

Analysis continues to identify the programmes below as required in order to meet rising need through population growth, combined with increased demand from statutory obligations.

Project	Project Description	Value	Budget
Kingsweston: Block C & The Keep	<ul style="list-style-type: none"> <li>• Refurb and extension to existing school to make the KEEP provision permanent.</li> <li>• Without this project the provision can't be maintained and will cease. This will mean all 8 children will be moved to INM out of city (see Appendix A2 for cost implications).</li> </ul>	£3.82m - Funded	Basic Need Grant Funding
KnowldeDGE Sixth Form	<ul style="list-style-type: none"> <li>• Construction of a new 6<sup>th</sup> form block adjoining KnowldeDGE.</li> <li>• Allows for decant of 6<sup>th</sup> form pupils and the creation of 40 SEMH/ASD/ASC places in the main school (see Appendix A2 for cost implications).</li> </ul>	£7.18m - Funded	Basic Need Grant Funding
Claremont & Elmfield – Reconfiguration of sites and rebuild	<ul style="list-style-type: none"> <li>• Proposal to continue feasibility work and develop project business case.</li> <li>• Take immediate action to ensure ongoing operation of facilities.</li> <li>• £4.5m maintenance regime required to keep buildings operational over next 10 years if no alternative is found (see appendix A4 for suvey data and lifecycle costing).</li> <li>• Project required due to risk of losing availability of buildings, no</li> </ul>	<p>Up to £1.4m – (funded) in development costs and enabling works</p> <p>£10-15m (currently unfunded) full project cost supported by business case to demonstrate viability. To be seen by Cabinet in 2020.</p>	<p>Basic Need SEND Grant Funding</p> <p>TBC</p>

	<p>proposal to expand capacity.</p> <ul style="list-style-type: none"> <li>• Profound physical disability and deafness need types</li> </ul>		
Learn@ Soundwell College Site	<ul style="list-style-type: none"> <li>• 80 Place SEMH/ASD/ASC</li> <li>• New build</li> <li>• New School</li> <li>• ESFA delivering</li> </ul>	£0	Free School Programme
Kingfisher Academy – Resource Base	<ul style="list-style-type: none"> <li>• Creation of additional ASC capacity in unused area at Kingfisher Primary Academy</li> <li>• Working with Venturers Trust to achieve this.</li> </ul>	£0	N/A
Briarwood Expansion to 242	<ul style="list-style-type: none"> <li>• Refurbishment and extension to existing site.</li> <li>• Additional xx places</li> </ul>	£1.5m (estimate, currently unfunded) Need for places to be reviewed in 2020	TBC
Rainbow Wave 3 - Ashley Down	<ul style="list-style-type: none"> <li>• Post 16</li> <li>• Semi independence training</li> <li>• Highly successful in Brislington</li> </ul>	TBC - Unfunded	TBC

### Strategic Need for Capital Expenditure

This report seeks support for a capital investment programme to deliver the specific SEND capital strategy objectives.

The overarching strategic objectives and benefits are summarised as follows:

- Meet the Council’s obligation to champion the rights of young people to access suitable education.
- Meet the growing and changing needs of SEND across Bristol
- Offer improved outcomes for pupils with high levels of SEND
- Deliver high quality provision for all pupils
- Offer inclusion and equity of access within the city
- Deliver sufficient, safe, suitable and flexible local provision for young people and their families
- Address the urgent need for key elements of the SEND provision across Bristol
- Deliver optimal SEND provision, transform the facilities available to Bristol children and transform the ability of the Council to commission places at good value to the City

This approach includes opportunities to minimise SEND transport costs and travel times. It will provide new fit for use accommodation locally, freeing up old deteriorating buildings for potential reallocation and or disposal, all providing contribution to a 'Spend to Save' methodology of supporting this request for capital investment.

## Benefits

Life outcomes for pupils with SEND will be supported through good provision. There would be reduced commissioning of out of Local authority specialist places along with a reduction in transportation costs to INM placements. Capital savings would be made through rationalisation of education estate, reduced operational and maintenance cost through increased efficiency. These costs are not only capital costs at this time, but also a cost to the HNB.

There are also opportunities to support the wider Bristol City Council's corporate objectives, such as improving social infrastructure through housing, health and community employment. The following list of benefits can be classified as "Strategic, Service and Financial".

- Maximising EFA/central government investment
- Reduced travel time for students
- Reduced travel costs
- Reduced Out of LA SEND places, costs and management
- Provides equity of access no matter where a pupil lives in the city
- Provide facilities which are fit for service, meeting the authority's statutory obligations for SEND
- 

For the education estate

- Potential to realise capital contributions through asset disposal
- Reduce maintenance and lifecycle costs associated with older buildings
- Reduce carbon footprint of education estate
- Provide sufficient places for future needs

## 2 Background and Business Drivers

Ongoing increases in the city's population since 2004 has brought about a requirement for increased numbers of places. In line with projections for the mainstream population, both the 2016-2019 projections and projections to 2026 show further substantial requirements in special educational needs provision,

including alternative learning provision (ALP) which could be considered as part of the SEMH estate.

Compounding issues to be taken into account include the geography of existing schools, the suitability and the condition of buildings and the changing legislative frameworks for pupils with SEND in terms of delivery to a wider age range.

Bristol City Council currently commissions places at 10 BCC or Academy/Trust maintained special schools and Free Schools along with 8 specialist resource bases, and 2 pupil referral units which form part of a MAT. These places are supplemented by individually commissioned places at local and 'out of area' independent special schools (ISP) and independent non-maintained settings (INM) for young people with highly specialist needs and also through alternative learning providers. There is one maintained school outside the City's boundary (Notton House) which caters for boys with Social, Emotional and Mental Health (SEMH) needs.

East and Central Bristol is inadequately provided with specialist teaching, and the pupils from this densely populated area mostly travel to the other parts of the city which impacts of the desire to offer equity of access.

Legislation aimed at raising the age of participation (16 to at least 18/19 years) is placing a strain on post-16 provision. Post-19 sufficiency is being considered alongside the Employment and Skills Strategy to develop new courses and pathways including supported internships and routes into employment. Meanwhile, post 16 pupils with SEND who are not yet ready for college based provision are placed in parts of schools which might be otherwise used for the increased population of pre 16 pupils. This, despite a huge increase in post 16 provision brought about through strategic partnership with City of Bristol College.

Some special schools operate from buildings that were not built for the purpose and, as a result, their condition and suitability are poor. There is an urgent need to rebuild, these schools to make them 'fit for purpose' and to help support parental decision to select the school for their child. Additionally, there is a need to support the creation of future additional places.

Key Messages, as identified in the Integrated Capital and Education Strategy 2015-2019, remain true for 2019-2026 and beyond, as follows:-

- Special schools where places are needed are already full early in the academic year, 2018. The population of the city continues to increase.
- The statutory requirement to provide educational places has changed from age range 2-16 years to range 2-25 years (for SEND), with no increase in funding.
- Areas of deprivation require higher numbers of places for SEND as these pupils tend to have to travel to their education setting. East/Central area is particularly poorly served.
- Significant parts of the Council's existing education estate is in a poor state and in many cases not purpose made or fit for its current use.

# Mode of Service Delivery and Analysis of Specialist Need

## Service Delivery

Specialist provision planning requires a partnership model with mainstream schools which provides flexibility and breadth of provision for all types of need. These influencing approaches are:

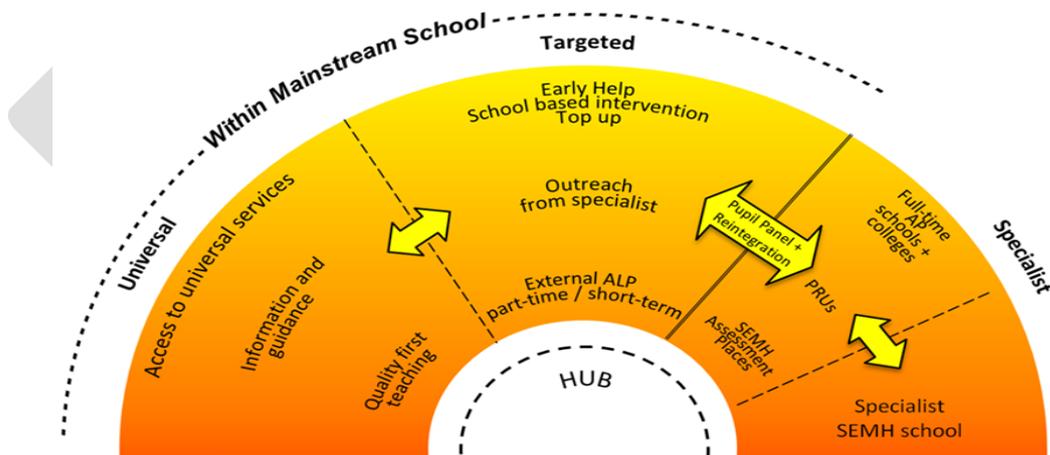
**Geographical:** Robust local services are enabled through geographical grouping of schools to local sufficiency of places and collaborative working.

**Systems Leadership:** Special schools extend their expertise and support to mainstream colleagues, to support inclusion.

**Whole System:** Special schools will be encouraged to operate a hub and spoke system of providing specialist settings as Resource Bases within mainstream settings as part of the special school roll.

**Pathways:** Pathways for provision are available for all need types, in all areas of the city. The whole system approach includes universal services, targeted and specialist provision which provide pathways to provision for all need types. This means that planning for a child with identified SEND can identify a suitable pathway to provision, regardless of the level of need.

The example below shows the models for Pupils who are described as having Social



Emotional and Mental Health needs (SEMH)

## Place Planning

Place planning for Specialist placements is less predictable than for mainstream settings. Councils remain responsible for admissions into special schools or to specialist provision. It is a system where the number of places required is affected by many outside factors not within the Council's control, and which are intrinsically unpredictable. These factors include the effect of having a renowned children's hospital nearby; changes in the practice of health diagnosis; changes in benefits;

inward migration led by national policy, inward migration because of the good existing special provision known to be made by the City and of available housing. Lastly, but not insignificantly, the city was the core part of the area of Avon which was split into 4 councils some years ago, but the city continues to provide places for local OLA pupils. This is unavoidable, but should also be viewed as helpful in that the OLA pupil funding supports Bristol's need to provide for its own children.

Mainstream schools are required to demonstrate ever higher levels of attainment and progress while also managing a population with increasing need in terms of social issues, mental health problems and identification of special educational need. Bristol City Council recognises the pressures on mainstream schools and will offer strategic support to meet needs.

As such, projections of increased need and demand in places for children and young people with SEN is necessarily based on developing trend data from existing sources and combining this with local knowledge, intelligence and experience. It is a complex process and is a 'best assessment of need approach' under the current framework of statutory obligations.

### **Pathways of Provision**

Special Schools have grown across the city to meet demand, the consequence of which is an imbalance, or lack of equity, of provision type and places across the three areas of the city.

In order to deliver sufficient Special places required by the City, the council has 5 key pathways which provide every young person with a local specialist school place for their specific needs across all key stages.

In identifying pathways it has become clear where gaps currently exist in the city across geographical area and key phase i.e. Early Years, Primary and Secondary, post 16. Some pathways are not available for certain types of SEN, and these are highlighted in "red" in the chart below. The orange sections indicate where education pathways are unsustainable or only partially adequate for the needs of the young people. So, red and orange sections indicate current need.

**Chart 3.3 – Pathways Map**

Key:	Very Good, good or adequate provision
	Not suitable or poor condition
	Pathway of provision does not exist
	Not required, strategically

Pathway for Cognition and Learning Offer = Resource Base route and/or Special School					
ASD/SLD/ PMLD	KS1	KS2	KS3	KS4	KS5
NORTH	RB-Oasis Long Cross	RB-Oasis Long Cross	Kingsweston	Kingsweston	KWS/CoBC
SOUTH	New Fosseyway	New Fosseyway	New Fosseyway	New Fosseyway	NFW/CoBC
EAST/CENT	RB-Barton Hill@Briarwood	RB-Barton Hill@Briarwood. More places needed in E/C	Briarwood	Briarwood	Briarwood

Pathway for Communication and Interaction. Offer = Resource Base route and/or Special school route					
ASC/SLCN/MLD	KS1	KS2	KS3	KS4	KS5
NORTH	RB-Shire@KWS	RB-Shire@KWS	RB-Oasis B'stowe@KWS	RB-Oasis B'stowe@KWS	
SOUTH	RB-Oasis New Oak	RB-Oasis New Oak	RB-Oasis BEC or Venturers FS	RB- Oasis BEC or Venturers FS	
EAST/CENT	<i>(New Learn@FS 2020 partial meeting of SLCN places, but not ASC)</i>	<i>(New Learn@FS 2020 partial meeting of SLCN places, but not ASC)</i>	City Academy <i>(New Learn@FS 2020 partial meeting of SLCN places, but not ASC)</i>	City Academy <i>(New Learn@FS 2020)</i>	<i>(New Learn@FS 2020)</i>
CITYWIDE	Very high need, complex ASC placements at 'The Keep', Kingweston.				

**Pathway for Social Emotional and Mental Health: Offer = Mainstream plus specialist support (EIB) or Special School or ALP**

<b>SEMH &amp;ALP</b>	<b>KS1</b>	<b>KS2</b>	<b>KS3</b>	<b>KS4</b>	<b>KS5</b>
NORTH(1)	M/s (+EIB)	M/s (+EIB)	Learn@ PRU	Learn@ PRU	FE
NORTH(2)	Woodstock	Woodstock	Bristol Gateway	Bristol Gateway	FE
SOUTH(1)	M/s (EIB Learn@)	M/s (EIB Learn@)	Learn@ Lansdown PRU	Learn@ Lansdown PRU	Learn@
SOUTH(2)	Learn@)KDGE	Learn@KDGE	Learn@KDGE	Learn@KDGE	Learn@KDGE
EAST/CENT	Learn(@) FS 2020	Learn(@)FS 2020	Learn(@)FS 2020	Learn(@)FS 2020	Learn(@)FS 2020

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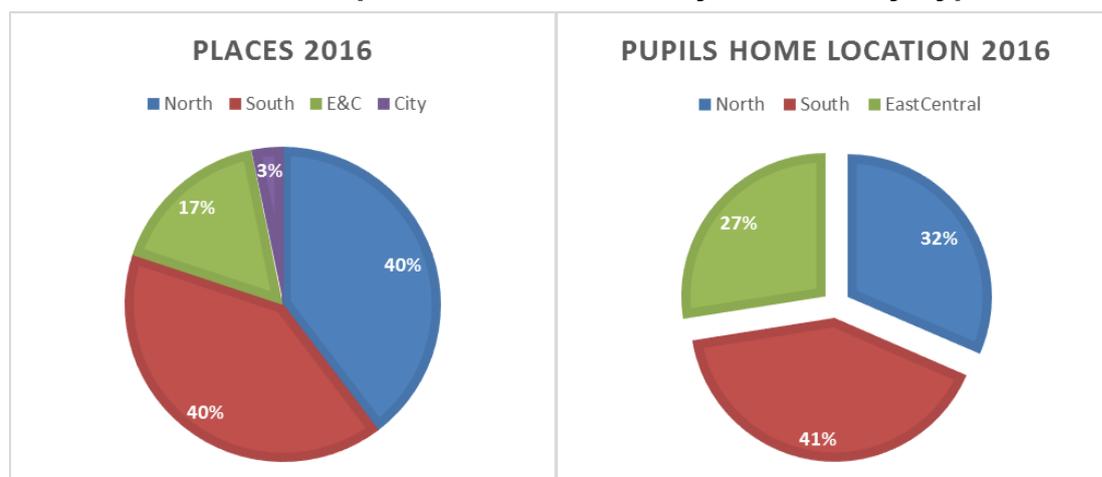
**Pathways for Sensory: Offer = Mainstream plus support, or Hearing Impairment Resource Base, or Special School offered**

<b>DHI</b>	<b>KS1</b>	<b>KS2</b>	<b>KS3</b>	<b>KS4</b>	<b>KS5</b>
CityWide	M/s +Sensory Support Service (SSS)	M/s +SSS	M/s +SSS	M/s +SSS	FE
CityWide	Elmfield or INM	Elmfield or INM	Elmfield or INM	Elmfield or INM	
NORTH	RB-(Henbury Crt)	RB-(Henbury Crt)	RB-Fairfield	RB-Fairfield	
EAST/CENT	(RB-Oasis New Oak South)	(RB-Oasis New Oak South)	RB-Fairfield	RB-Fairfield	
SOUTH	RB-Oasis New Oak	RB-Oasis New Oak	(RB-Fairfield)	(RB-Fairfield)	

Analysis of the incomplete “Pathways” has been used to define new provision required across all SEN types, areas and key stages. The selection of projects and building solutions in support of the strategy have been formed by these pathways, along with pupil projections arising from an increased population. These projects have been prioritised in the summary chart on page 2.

The analyses has also identified the need to address pressing issues of suitability, condition and sufficiency in a number of existing Special Schools which remain central to the delivery of strategic pathways. These are shown in “Amber” in the 2 previous charts.

### Imbalance of current Specialist Provision – by Area and by Type



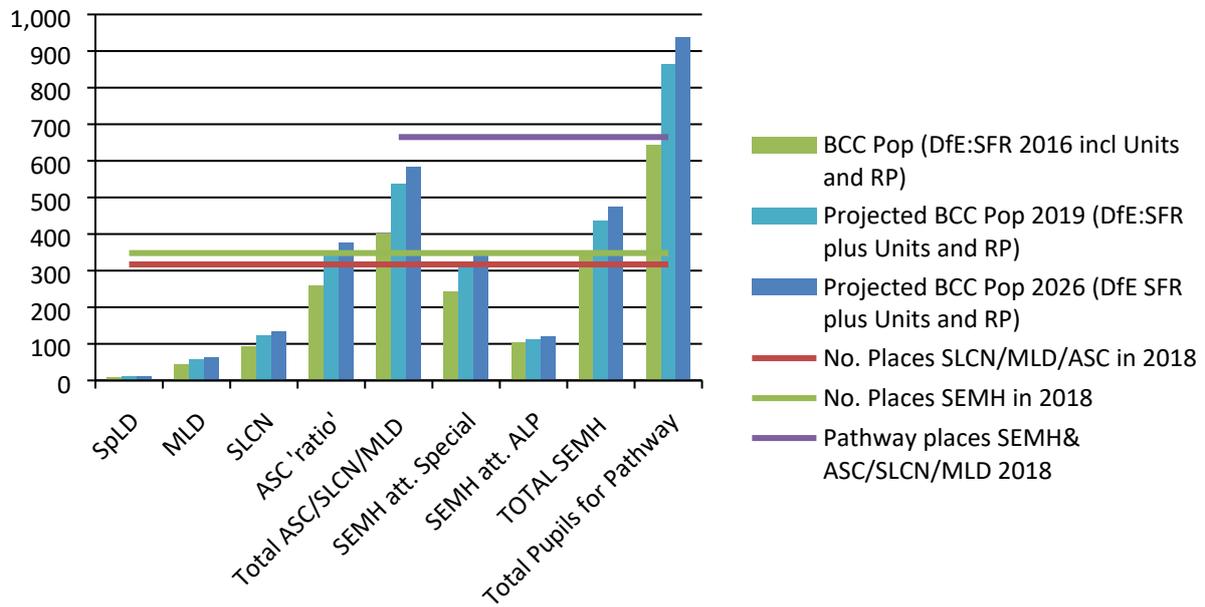
### Specialist Provision in the City of Bristol

#### Current Provision

This graph was produced in 2016, to show how many places were needed to meet projected demand in 2019 and 2026 (Key IECS data). Pathways have been identified in order to mix need types appropriately and thus to offer optimal provision.

Actual place numbers were updated in 2018. Projections for pupil numbers in 2019 have already been exceeded.

**Graph to show increased provision required to meet projected need for the ASC/SLCN/MLD and SEMH Pathway (ref: DfE Data census returns and ONS Population projections).**



This chart was developed as an easy-to-read option for understanding the need to provide additional places. Only some of the need types projected are included in this document, to show where there is most need.

Horizontal lines on the chart show how many places available in Bristol. Where the horizontal line crosses below the top of a bar, it shows there are insufficient places. Place numbers for the 2018 census, as published by the DfE show that BCC already has more places in use than projected for 2019. Practically, this is apparent to the SEN Team who are attempting to commission suitable places for pupils going through statutory assessment and who are finding that settings are full. There has also been a particular growth in numbers of children with SEMH, ASC, Speech, Language and Communication needs (SLCN), complex needs and Multi-Sensory Impairment (MSI).

## Commissioned Places

Bristol is fulfilling its statutory obligations to provide Specialist places, through the use of a substantial number of 'commissioned' places via independent, non-maintained special schools or Colleges. Due to distance many of these placements are necessarily residential. Some of this need has arisen through new requirements placed on Authorities to provide educational settings for young people with SEND from ages 16-25 yrs old, and to prepare for independent living.

The strategic intent has been to reduce the number of commissioned places in out of local authority special schools and to replace them with fit for use facilities currently maintained by the Authority or provided through the Department for Education, Free School route local to home address.

Analysis also identified other commissioned places which can be reduced by the other projects identified in this business case, specifically The Keep at Kings Weston Special School. These new facilities would replace the need for high cost commissioned places associated with a number of complex needs students currently placed in independent non-maintained special schools.

The following chart shows the reduction in commissioned places as the overall provision increases through the projects identified.

As the imbalance of provision is addressed, through provision being available more equitably across Bristol's three areas, it provides the opportunity for the review of existing school buildings and sites which will become no longer needed. This will give rise to building maintenance savings and potential disposal and or development opportunities providing capital receipts to the Authority.

This 'domino' effect will allow students to transition to new or remodelled facilities which meet their SEND needs, more local to their homes, reducing journey times and associated costs; it will provide sufficient places to meet statutory requirements and reduce costs against school and Corporate funding.



## PLANNED PREVENTATIVE MAINTENANCE REPORT



on the premises known as:

**Claremont Special School, Henleaze Park, Bristol, BS9 4LR**

prepared for and on behalf of:

**Claremont Special School**

**File Ref:** 3051095  
**Date:** 21st March 2017

**CS2 Limited**  
4<sup>th</sup> Floor, Spectrum Building  
Bond Street  
Bristol  
BS1 3LG

**T:** 0117 929 0692  
**E:** [rturton@cs2.co.uk](mailto:rturton@cs2.co.uk)

## CONTENTS

1.0 Introduction

2.0 Limitations

3.0 Summary Pages and PPM Schedules

4.0 Expenditure Summaries

## 1.0 Introduction

- 1.1 This report has been prepared following the receipt of instructions from Emma Cave on behalf of Claremont Special School.
- 1.2 This report is a Planned Preventative Maintenance Schedule designed to assist the school's asset management strategy. The purpose of this report is to provide a reasonable prediction of expenditure required over the next 10 years to put into repair and maintain the internal and external parts of the buildings within the school site. Works have been identified as required to ensure buildings and their components function adequately, preserve the value of the building and satisfy legal obligations.
- 1.3 In preparing this report we have reviewed the available information submitted to us, and carried out inspections of the building fabric and mechanical and electrical services during our visits to site.
- 1.5 It is intended that this schedule will be a live document, referred to, referenced, revised and updated. Therefore, it will prove a useful tool, providing accurate, up-to-date information, tuned by the knowledge and experience of the site staff using it.
- 1.6 The schedule should be reviewed annually in order to make an assessment whether all the planned maintenance issues need to be addressed as currently proposed. A review of current condition may identify certain items as now defunct, or assess current condition as requiring certain maintenance issues to be either moved forward or allowing other issues to be pushed back into later years. We can provide an electronic copy of the schedule upon request.
- 1.7 The findings of this report have been summarised on a building by building basis within the following pages. Each sheet sets out the principle maintenance issues and prioritises these using a 'traffic light' system
- Red: Urgent issues requiring immediate attention to avoid further significant deterioration or health and safety concerns.
- Amber: Issues of significance either in terms of their potential consequences if left unaddressed or the scale and scope of the works.
- Green: Maintenance issues with limited risk for significant deterioration if performed diligently and regularly.
- 1.8 The overall projected expenditure for the site has also been presented within this summary. This is in the form of a bar graph showing the anticipated expenditure each year and how this is broken down between the different buildings.
- 1.9 Reporting years are assumed to correspond to calendar years with year 1 (one) commencing January 2017.
-

## 2.0 Limitations

- 2.1 In preparing this report we have considered planned preventative maintenance items and not reactive maintenance (except for those remedial items required in year 1 to put into repair). We therefore recommend that separate sinking funds are considered for this work, which may be based on historic expenditure.
- 2.2 All costs within this report are based upon today's cost, and there is no allowance for inflation. The costs also exclude professional and statutory fees, and VAT. All costs are budget estimates only and have been prepared using a mix of published data, experience, assessments of likely time taken to undertake works and associated typical daily rates. The PPM schedule should be updated annually using actual costs to update accordingly, i.e. for routine or cyclical items.
- 2.3 Please note that an allowance for safe access has been included in respect for the recommendations for working at height.
- 2.4 The schedules include summary requirements for cyclical maintenance based on manufacturer's recommendations and good practice. However, this report should not be viewed as an alternative to thorough examination of the relevant Health and Safety files.

### 3.0 Summary Pages and PPM Schedules

# CLAREMONT SPECIAL SCHOOL PLANNED PREVENTATIVE MAINTENANCE

## SUMMARY: Claremont School, Block A



### PROPERTY DESCRIPTION

Property is a three storey structure with double pitched slate roof with period features including ashlar stone chimneys and decorative timber bargeboards and fascias.

External walls are random rubble stone walls with ashlar stone surrounds. Windows are timber sliding sashes.

Internal finishes to the majority comprise of a combination of decorative plasterwork, varnished timber paneling, decorative finishes to walls & joinery, varnished timber

**CONDITION: Poor**

### KEY MAINTENANCE ISSUES

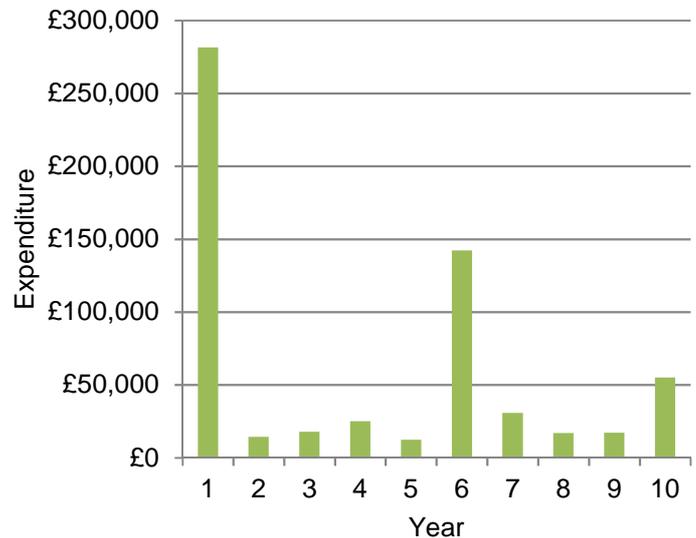
(Red = Urgent, Amber = Significant Issues, Green = Limited Risk)

- Maintenance to roof coverings and gutters
- Repairs and redecoration to external joinery and windows
- Repairs required to chimneys

- Cleaning and repairs to stonework

- Internal redecorations
- Phased floor covering replacement

### ANNUAL EXPENDITURE PROFILE



**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.		Block A										Survey Date 1st March 2017		
Job No.		3051095										Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Block A - (Period Building)</b>														
<b>Safe Access</b>	Scaffolding.		Provide safe high level access for all of the following works.	£50,000.00						£30,000.00				
<b>Roofs</b>	Ashlar stone chimney structures.	Ashlar stone is noted with varying degrees of decay with lichen and moss growth as well as weathering to face of ashlar stone and erosion of mortar pointing and cement flaunching.	Undertake series of repairs including cleaning, stonework repairs, repointing and relaunching where necessary.	£22,500.00						£10,000.00				
	Stone copings.	Coping stones heavily soiled with lichen and moss growth with light deterioration noted and open mortar joints in localised areas.	Undertake general cleaning maintenance and repointing as appropriate, ensuring coping stones are sufficiently bed and secure.	£2,000.00						£2,000.00				
	Fair-faced brickwork parapet walls.	Fair-faced brickwork is generally weathered and soiled with lichen.	Thoroughly clean down and undertake isolated repointing as necessary.	£1,500.00						£1,500.00				
	Decorative slate roof covering to main pitched roof coverings.	Soiled with lichen and moss growth, including numerous slipped slates and bird guano.	Undertake cleaning maintenance to remove all moss and lichen. Carry out isolated repairs.	£15,000.00						£7,500.00				
	Clay ridge and hip tiles.	Heavily soiled with moss and lichen growth with localised cracking and deterioration noted.	Thoroughly clean down all ridge and hip tiles, allowing for isolated replacement and repair.	£7,500.00						£5,000.00				
	Leadwork forming valley gutters.	Leadwork is heavily soiled with moss, silt and vegetation debris.	Thoroughly clean down all leadwork valley gutters and allowance for isolated repair.	£3,000.00						£2,000.00				
		Water ingress noted along central lead valley gutter	Replace leadwork to central valley with new.	£8,500.00										

Building.	Block A											Survey Date 1st March 2017		
Job No.	3051095											Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	Leadwork roof covering to upper flat roof	Leadwork is heavily soiled with silt and vegetation debris.	Thoroughly clean down and allow for isolated repair.		£500.00									
		Standing seam to lower leadwork flat roof is heavily deteriorated. Leadwork is cracked with timber decay noted beneath.	Remove all cracked leadwork and decayed timber. Reform in new timber and replacement leadwork.		£5,000.00									
		Timber formed access steps are collapsed, heavily deteriorated and beyond economic repair.	Replace timber steps with new to match existing.		£1,500.00					£200.00				
	Metal railings to upper flat roof covering.	Railings noted in poor decorative condition and railings are leaning to the South elevation as a result of timber decay noted previously.	Correct the fixing to ensure vertical and undertake full redecoration.		£1,000.00					£500.00				
	Mineral felt flat roof covering over staff area.	Mineral felt is heavily deteriorated, weathered and beyond economic repair.	Replace mineral felt and deck with new to match existing.		£2,800.00					£250.00				
	Metal extract fan housing to ridge.	Heavily deteriorated beyond economic repair.	Replace with new to match existing.		£750.00									
	uPVC Ogee style guttering.	All eaves gutters are heavily choked with silt and vegetation growth.	Thoroughly clean all uPVC guttering inside and out.		£1,750.00					£1,750.00				
	Isolated areas of original cast iron Ogee guttering, rainwater hoppers.	Noted in poor decorative condition with surface corrosion noted.	Undertake surface corrosion treatment and redecorate.		£2,000.00					£1,750.00				
	Glazed single storey lean-to pitched roof covering adjacent to roadside.	Glazing and glazing bars are heavily soiled.	Thoroughly clean down.		£250.00					£250.00				
	Timber framed rooflights to pitched roof areas.	Timberwork is heavily deteriorated.	Replace rooflights with new modern heritage approved aluminium framed rooflights.		£2,750.00					£300.00				

Building.	Block A											Survey Date 1st March 2017			
Job No.	3051095											Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>West Elevation</b>	Random rubble stone walls.	Heavy staining and algae growth noted in localised areas.	Thoroughly clean down.	£2,000.00						£2,000.00					
		Stepped cracking noted in localised areas.	Allowance for localised repointing in matching mortar mix as necessary.	£1,000.00						£1,000.00					
		Localised areas of eroded mortar pointing.	Undertake localised repointing repairs allowance circa 12 sq. m.	£900.00						£900.00					
		Residual vine growth noted.	Remove and dispose off site.	£300.00											
	Ashlar stone surrounds to windows and stone mullions.	Ashlar stone has varying degrees of staining throughout.	We recommend undertaking localised cleaning commencing with the worst affected.	£2,500.00				£2,500.00				£2,500.00			£2,500.00
		Vertical cracking noted to low level of right hand bay window.	Undertake stone repairs and repoint as necessary.	£350.00											
		Varying degrees of deterioration noted to ashlar stone.	Undertake sympathetic repairs as necessary using a qualified stone mason.	£7,500.00							£4,000.00				
	External timber joinery comprising of decorative bargeboards and fascias as well as exposed rafter ends.	Joinery noted in poor decorative condition with varying degrees of timber decay noted.	Undertake sympathetic timber repairs as necessary and redecorate throughout.	£6,500.00							£4,000.00				
Timber sliding sash windows noted.	Windows noted in a heavily deteriorated decorative condition with varying degrees of timber decay noted.	Undertake sympathetic timber repairs as necessary, prepare surfaces and undertake full redecoration throughout. Overhaul and ease and adjust as necessary to ensure fully operational.	£3,750.00							£2,000.00					

Building.		Block A										Survey Date 1st March 2017		
Job No.		3051095										Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	Timber framed fixed glazing to lean-to corridor.	Windows noted in a lightly deteriorated decorative condition.	Prepare surfaces and redecorate.		£375.00					£375.00				
	Fully glazed powder coated aluminium single entrance door with fan light and half a leaf adjacent.	General soiling noted.	Thoroughly clean down.		£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00
	External metal pipework forming soil vent pipes.	Noted in a heavily deteriorated decorative condition.	Prepare surfaces, treat any surface corrosion noted and redecorate.		£350.00					£350.00				
	Timber fully glazed painted doors to left hand side classroom.	Generally noted in a poor and faded decorative condition.	Prepare surfaces and redecorate.		£220.00					£220.00				
	Fair-faced brickwork noted to far left hand side.	General soiling and localised pointing erosion noted.	Thoroughly clean down and undertaken localised repointing.		£300.00					£200.00				
	Non-decorated render finish to first storey structure to left hand side.	General crazing and staining noted with 3No instances of corrosion staining.	Undertake localised repairs and decorate.		£325.00					£325.00				
	uPVC rainwater downpipes and soil vent pipes are heavily soiled with guano and lichen.	Thoroughly clean down.			£150.00		£150.00		£150.00		£150.00		£150.00	
	uPVC Ogee type rainwater goods.	Mechanical damage noted to left hand side of period building.	Replace section of gutter with new to match existing.		£250.00									
	Cast iron rainwater goods.	Severely corroded cast iron gutters to front gable.	Remove and replace with modern uPVC to match.		£250.00									
	External fire escape staircase.	Heavily soiled with algae and surface corrosion noted.	Clean down and treat surface corrosion. Undertake decoration of stair treads.		£350.00					£200.00				

Building.		Block A										Survey Date 1st March 2017			
Job No.		3051095										Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>South Elevation</b>	Random rubble stone walls.	Heavy staining and algae growth noted in localised areas.	Thoroughly clean down.		£4,000.00					£4,000.00					
		Stepped cracking noted in localised areas.	Allowance for localised repointing in matching mortar mix as necessary.		£2,000.00					£2,000.00					
		Localised areas of eroded mortar pointing.	Undertake localised repointing repairs		£1,800.00					£1,800.00					
	Ashlar stone surrounds to windows and stone mullions.	Ashlar stone has varying degrees of staining throughout.	Undertake localised cleaning commencing with the worst affected.		£4,500.00				£4,500.00			£4,500.00			£4,500.00
		Varying degrees of deterioration noted to ashlar stone.	Undertake sympathetic repairs as necessary using a qualified stone mason.		£10,500.00						£5,000.00				
	External timber joinery comprising of decorative bargeboards and fascias as well as exposed rafter ends.	Joinery noted in poor decorative condition with varying degrees of timber decay noted.	Undertake sympathetic timber repairs as necessary and redecorate throughout.		£5,750.00						£2,000.00				
	Timber sliding sash windows noted.	Windows noted in a heavily deteriorated decorative condition with varying degrees of timber decay noted.	Undertake sympathetic timber repairs as necessary, prepare surfaces and undertake full redecoration throughout. Overhaul and ease and adjust as necessary to ensure fully operational.		£5,500.00						£3,750.00				
	External metal pipework forming soil vent pipes and rainwater downpipes.	Noted in a heavily deteriorated decorative condition.	Prepare surfaces, treat any surface corrosion noted and redecorate.		£1,750.00						£1,500.00				
uPVC rainwater downpipes and soil vent pipes.	Heavily soiled with guano and lichen.	Thoroughly clean down.		£300.00			£300.00		£300.00		£300.00		£300.00		

Building.		Block A										Survey Date 1st March 2017			
Job No.		3051095										Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
Page 226	Ashlar stone canopy detail with leadwork capping.	Ashlar stone is deteriorating, particularly at lower level and general staining is noted.	Undertake sympathetic and localised ashlar stone repairs including general repointing. Undertake careful cleaning maintenance where necessary.		£5,000.00			£2,000.00			£2,000.00			£2,000.00	
		Leadwork capping is heavily stained.	Thoroughly clean down.		£200.00					£200.00					
	Asphalt roof covering to canopy structure with stone and slate surface covering.	Stone and slate are cracked in places with weed growth coming through cracks and to sheltered areas of canopy.	Remove all weed growth and apply weed killer. Replace damaged section of stone with new.		£100.00					£1,100.00					
	Combination of cast iron and steel secondary external fire escape staircases.	Both staircases are generally noted in poor decorative condition with surface corrosion noted to the majority.	Undertake detailed structural assessment of condition of cast iron secondary staircase and implement all advice and recommendations.		£1,000.00										
			Provisional sum for any recommended remedial works.		£3,000.00										
			Undertake sympathetic surface corrosion treatment and prepare surfaces and redecorate to match existing.		£2,750.00						£2,750.00				
			Allowance for full replacement.												£25,000.00
	Secondary sliding door	Noted in a soiled condition.	Clean down and ease and adjust.		£250.00			£250.00				£250.00			£250.00
	Stained fully glazed timber entrance doors.	Weathered and deteriorated particularly at lower level.	Prepare surfaces and restrain to match existing.		£220.00						£220.00				
	Leadwork capping noted to small roof structure to left hand side.	Noted in a heavily deteriorated condition beyond economic repair.	Replace roof covering with new to match existing.		£1,000.00						£150.00				

Building.		Block A										Survey Date 1st March 2017			
Job No.		3051095										Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>East Elevation</b>	Random rubble stone walls.	Heavy staining and algae growth noted in localised areas.	Thoroughly clean down.		£3,000.00					£3,000.00					
		Stepped cracking noted in localised areas.	Allowance for localised repointing in matching mortar mix as necessary.		£1,000.00					£1,000.00					
		Localised areas of eroded mortar pointing.	Undertake localised repointing repairs allowance circa 12 sq. m.		£1,500.00					£1,500.00					
		Ashlar stone surrounds to windows and stone mullions.	Ashlar stone has varying degrees of staining throughout.	We recommend undertaking localised cleaning commencing with the worst affected.		£3,500.00			£3,500.00			£3,500.00			£3,500.00
			Varying degrees of deterioration noted to ashlar stone.	Undertake sympathetic repairs as necessary using a qualified stone mason.		£8,500.00					£4,500.00				
		External timber joinery comprising of decorative bargeboards and fascias as well as exposed rafter ends.	Joinery noted in poor decorative condition with varying degrees of timber decay noted.	Undertake sympathetic timber repairs as necessary and redecorate throughout.		£7,000.00					£2,500.00				
		Timber sliding sash windows noted.	Windows noted in a heavily deteriorated decorative condition with varying degrees of timber decay noted.	Undertake sympathetic timber repairs as necessary, prepare surfaces and undertake full redecoration throughout. Overhaul and ease and adjust as necessary to ensure fully operational.		£6,500.00					£4,000.00				
		External metal pipework forming soil vent pipes.	Noted in a heavily deteriorated decorative condition.	Prepare surfaces, treat any surface corrosion noted and redecorate.		£700.00					£700.00				
	uPVC rainwater downpipes and soil vent pipes.	Heavily soiled with guano and lichen.	Thoroughly clean down.		£450.00		£450.00		£450.00		£450.00		£450.00		

Building.		Block A										Survey Date 1st March 2017		
Job No.		3051095										Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	uPVC Ogee type rainwater guttering and downpipes.	1No downpipe missing.	Reinstate downpipe to match existing profile.		£300.00									
	Powder coated aluminium glazing forming the orangery type lean to structure.	General soiled with lichen to the frame and glazing is soiled.	Thoroughly clean down.		£250.00		£250.00		£250.00		£250.00		£250.00	
	1No set of double louvre doors to plant room with a stained finish.	Early signs of deterioration.	Prepare surface and redecorate.				£220.00					£220.00		
	Single glazed crittall full height windows to staff room area at first floor.	Crittall windows are in a poor decorative condition and considerable deterioration also noted to window putty.	Thoroughly overhaul crittall windows, undertake redecoration and replace window putty throughout.		£2,100.00					£1,650.00				
		Render finish noted around crittall windows to staff room area is heavily deteriorated and cracking noted in places.	Undertake localised repairs to cracks and decorate.		£950.00					£300.00				
	Surface mounted gas supply pipework running horizontally across elevation.	Noted in poor decorative condition with surface corrosion noted.	Prepare surfaces and redecorate.		£250.00					£250.00				
	Painted render finish towards right hand side of elevation.	Light staining and hairline cracking noted. Decorative finish is likely worn.	Thoroughly clean and prepare surfaces, make good hairline cracking and redecorate to match existing.		£175.00					£175.00				
	Fair faced brickwork noted to right hand side of elevation.	Light staining and localised pointing erosion noted particularly at lower level.	Undertake sympathetic cleaning maintenance and carry out localised low level repointing works below injected dpc.		£1,125.00					£1,125.00				

Building.	Block A											Survey Date 1st March 2017		
Job No.	3051095											Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	7no. metal 'S' shaped anchor plates to tie bars to right hand side.	Noted in a poor decorative condition with surface corrosion.	Prepare surfaces, treat corrosion and redecorate.		£175.00					£175.00				
	Modern double glazed timber windows noted to right hand side single storey structure.	Minor wear noted to decorative finishes.	Prepare and redecorate.				£800.00					£800.00		
<b>INTERNALS Block A Ground Floor</b>														
<b>Class 4, 5, 6 Outreach, Music Rm</b>														
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£170.00		£155.00		£155.00		£330.00		£158.00	
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£240.00
	Fixtures.	General wear anticipated to tea point.	Replace, repair tea point as required.				£300.00					£2,800.00		
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean, treat or replace floor coverings as required.		£4,000.00	£500.00	£2,100.00	£500.00	£500.00	£500.00	£500.00	£500.00	£3,000.00	£4,000.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£6,500.00	£1,440.00	£1,160.00	£3,300.00	£1,840.00	£1,110.00	£800.00	£1,570.00	£2,500.00	
<b>Store 1, 2, 3 &amp; Buggy Store</b>														
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£90.00	£40.00	£95.00	£40.00	£95.00	£40.00	£145.00	£40.00	£95.00	£40.00
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£65.00
	Internal windows.	General soiling anticipated to tea point.	Thoroughly clean windows as required.		£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00

Building.		Block A										Survey Date 1st March 2017		
Job No.		3051095										Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Toilets</b>	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£165.00	£165.00	£165.00	£165.00	£165.00	£2,500.00	£165.00	£165.00	£165.00	£165.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£2,560.00	£1,050.00	£500.00	£525.00	£1,350.00		£1,050.00			
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£75.00		£85.00		£160.00		£85.00		£160.00	
	Doors.	General soiling and adjustment anticipated to internal doorsets.	Ease and adjust as required.											
	Floors.	Soiling and wear anticipated to the vinyl floor coverings.	Thoroughly clean or replace floor coverings as required.		£205.00	£205.00	£205.00	£205.00	£205.00	£205.00	£2,120.00	£205.00	£800.00	£205.00
	Sanitary ware.	Soiling and staining anticipated.	Thoroughly clean as required.		£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£1,275.00	£150.00	£150.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£45.00			£1,130.00	£1,130.00	£840.00	£1,110.00			
<b>Cleaner cupboard</b>	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£500.00					£350.00				
<b>Office</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.			£30.00		£15.00		£15.00		£15.00		£15.00
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£25.00

Building.		Block A										Survey Date 1st March 2017			
Job No.		3051095										Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>Kitchen</b>	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£30.00	£30.00	£30.00	£30.00	£30.00	£30.00	£30.00	£300.00	£30.00	£30.00	
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.					£425.00	£120.00	£120.00	£140.00				
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£40.00		£15.00		£15.00		£15.00		£15.00		
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£25.00	
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£400.00	£25.00	£25.00	£25.00	£25.00	£400.00	£25.00	£25.00	£25.00	£25.00	£400.00
	Fixtures.	General wear anticipated to sink & tea point.	Replace sink as required & tea point.				£350.00								£2,800.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£450.00					£120.00			
<b>Hallways</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£135.00		£60.00		£60.00		£135.00		£60.00		
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.									£75.00			
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£125.00	£125.00	£125.00	£125.00	£125.00	£125.00	£1,760.00	£125.00	£125.00	£125.00	

Building.	Block A											Survey Date 1st March 2017			
Job No.	3051095											Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>Cellar</b>	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£500.00	£1,375.00	£1,375.00					£1,375.00	£1,375.00		
	Doors.	General adjustment anticipated and door handle wear.	Ease and adjust and replace handle as required.		£120.00										£25.00
<b>INTERNALS Block A First floor and former flat Office 1, 2, and Meeting Rm (flat)</b>															
<b>Hall &amp; staircase (flat)</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£100.00	£20.00		£20.00		£120.00		£20.00		£120.00	
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.		£600.00										£50.00
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£125.00	£125.00	£125.00	£125.00	£125.00	£425.00	£425.00	£425.00	£125.00	£125.00	£125.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£400.00	£660.00	£660.00		£500.00		£360.00	£400.00	£660.00	£660.00	£660.00
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£25.00		£35.00				£35.00			£35.00	
	Roof Lights.	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.			£150.00						£150.00			
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.										£75.00		
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£125.00	£125.00	£125.00	£125.00	£1,200.00	£125.00	£125.00	£125.00	£125.00	£125.00	£125.00

Building.		Block A										Survey Date 1st March 2017			
Job No.		3051095										Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>Toilets (flat)</b>	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.			£260.00	£260.00	£500.00	£360.00	£530.00	£530.00	£790.00	£260.00	£230.00	
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£25.00	£10.00			£10.00				£10.00		
	Doors.	General soiling and adjustment anticipated to internal doorsets.	Ease and adjust as required.									£20.00			
	Floors.	Soiling and wear anticipated to the vinyl floor coverings.	Thoroughly clean or replace floor coverings as required.		£10.00	£100.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00	£10.00
	Sanitary ware.	Soiling and staining anticipated.	Thoroughly clean as required.		£15.00	£15.00	£15.00	£15.00	£15.00	£15.00	£15.00	£600.00	£15.00	£15.00	£15.00
<b>Cleaner cupboard (flat)</b>	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.					£205.00		£100.00		£120.00	£205.00		
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£145.00		£50.00		£140.00				
<b>Training Rm &amp; Outreach</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£50.00		£50.00			£100.00			£50.00		
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£195.00	£195.00	£195.00	£195.00	£195.00	£195.00	£1,000.00	£1,000.00	£195.00	£195.00	

Building.		Block A										Survey Date 1st March 2017			
Job No.		3051095										Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>Meeting Rm &amp; Reflection Rm</b>	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£1,000.00		£800.00	£480.00	£500.00	£775.00	£775.00			£800.00	
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£20.00			£25.00			£25.00			£25.00	
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£40.00	
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£70.00	£70.00	£70.00	£70.00	£70.00	£70.00	£500.00	£70.00	£70.00	£70.00	
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£450.00	£450.00	£300.00			£240.00		£300.00	£450.00	£450.00	
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£100.00		£80.00			£80.00				£80.00	
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.												£130.00
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£1,800.00	£285.00	£285.00	£285.00	£285.00	£1,535.00	£285.00	£285.00	£285.00	£285.00	£1,800.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£860.00		£400.00	£750.00	£500.00			£400.00	£500.00	£750.00	
	<b>Stores</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£50.00			£25.00			£25.00			£25.00
Doors.		General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£50.00	

Building.	Block A											Survey Date 1st March 2017			
Job No.	3051095											Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<u>Kitchenettes</u>	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£600.00	£55.00	£55.00	£55.00	£55.00	£55.00	£55.00	£55.00	£55.00	£55.00	
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£680.00	£410.00				£240.00					
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£50.00			£25.00			£25.00			£25.00	
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.												
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£70.00	£70.00	£520.00	£320.00	£70.00	£70.00	£70.00	£70.00	£70.00	£70.00	
	Fixtures.	General wear anticipated to sink & tea point.	Replace sink as required & tea point.				£350.00							£2,800.00	£2,800.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£130.00	£480.00			£160.00	£110.00	£240.00		
<u>W/C's</u>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£25.00			£15.00			£15.00			£15.00	
	Doors.	General soiling and adjustment anticipated to internal doorsets.	Ease and adjust as required.									£30.00			
	Floors.	Soiling and wear anticipated to the vinyl floor coverings.	Thoroughly clean or replace floor coverings as required.		£160.00						£120.00				
	Sanitary ware.	Soiling and staining anticipated.	Thoroughly clean as required.		£30.00	£30.00	£30.00	£30.00	£30.00	£30.00	£30.00	£600.00	£30.00	£30.00	

Building.		Block A										Survey Date 1st March 2017		
Job No.		3051095										Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Hall way</b>	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£100.00	£330.00				£240.00	£250.00	£50.00		
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£150.00		£60.00		£150.00		£60.00		£150.00	
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.									£70.00		
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£600.00	£400.00	£100.00	£100.00	£100.00	£100.00	£100.00	£300.00	£100.00	£100.00
<b>Staircases</b>	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£3,100.00		£2,300.00	£1,400.00	£500.00		£200.00		£450.00	
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£75.00			£65.00			£150.00			£65.00
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.									£100.00		
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£1,800.00	£150.00	£150.00	£150.00
<b>Loft spaces</b>	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£300.00	£4,500.00	£1,500.00			£300.00		£1,950.00		
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£150.00			£35.00				£35.00		
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.										£25.00	

<b>Building.</b>	<b>Block A</b>											<b>Survey Date</b> 1st March 2017		
<b>Job No.</b>	<b>3051095</b>											<b>Surveyor</b> RT		
<b>Location</b>	<b>Element</b>	<b>Defect</b>	<b>Remedy</b>	<b>Cost</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
	Floors.	Wear anticipated to timber floor boards.	Piece in new floor boards as required.		£450.00									
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£600.00									
<b>Windows</b>	Decoration	Previously decorated internal face of timber windows	Prepare surfaces and redecorate		£9,500.00					£6,000.00				
<b>TOTALS</b>					£281,585.00	£14,445.00	£17,765.00	£25,090.00	£12,350.00	£142,160.00	£30,845.00	£17,065.00	£17,268.00	£55,125.00

# CLAREMONT SPECIAL SCHOOL PLANNED PREVENTATIVE MAINTENANCE

## SUMMARY: Claremont School, Block B



### PROPERTY DESCRIPTION

Property is a single storey structure with Mineral felt flat roof and Numerous Georgian wired glazed rooflights. External walls are fair faced brickwork and Powder coated aluminium double glazed opening casement windows. Internal finishes to the majority comprise of a combination of vinyl and carpet floor coverings decorative finishes to walls and suspend ceilings.

### CONDITION:

### KEY MAINTENANCE ISSUES

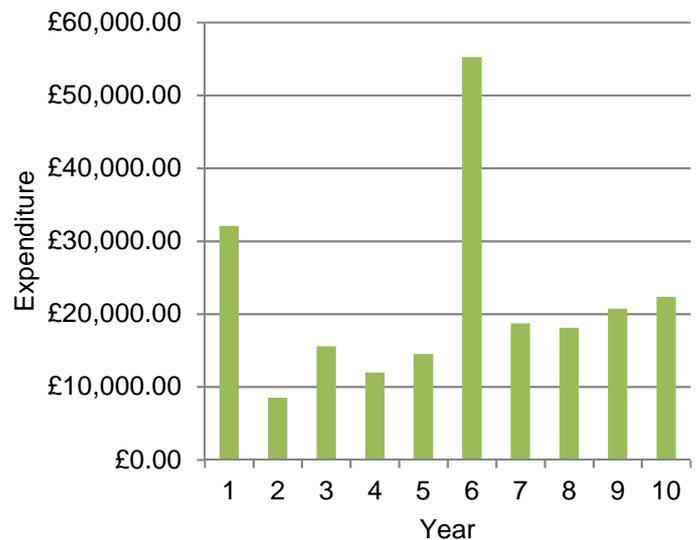
(Red = Urgent, Amber = Significant Issues, Green = Limited Risk)

- Repairs and cleaning to flat roof covering and drainage outlets

- Allowance for flat roof replacement

- Cleaning to windows and uPVC cladding

### ANNUAL EXPENDITURE PROFILE



**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.	Block B											Survey Date 1st March 2017			
Job No.	3051095											Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>Block B (60's single storey building)</b>															
<b>Safe Access</b>	Scaffolding.		Provide safe high level access for all of the following works.	£5,000.00						£5,000.00					
<b>Roofs</b>	Mineral felt flat roof covering with inset drainage outlets.	Considerable ponding, silt and moss debris noted to mineral felt surface.	Thoroughly clean down roof covering to remove all evidence of silt and moss.	£1,925.00											
		Moss and debris noted to gutter outlets and balloon guards missing to the majority.	Remove all debris from outlets and jet through downpipes. Reinstate all balloon guards and ensure securely fixed.	£500.00											
		Localised deterioration to mineral felt at eaves.	Overlay mineral felt at eaves details.	£4,850.00											
		Anticipate mineral felt will reach end of life.	Allow for wholesale replacement of mineral felt flat roof covering.								£32,000.00				
		Heavy build up of moss, lichen, silt and vegetation growth noted to far West side of mineral felt flat roof where it meets the period building.	Thoroughly clean down and allow for patch repairs and overlay to general area - circa 12 sq. m.	£2,000.00											
	Numerous Georgian wired glazed rooflights in flat roof.	Frame and glazing are heavily soiled.	Thoroughly clean down and allowance for replacement of cracked glazing.			£1,050.00									
	Aluminium framed pitched glazed rooflight.	Glazing and framework is soiled.	Thoroughly clean down.			£350.00		£350.00		£350.00		£350.00		£350.00	
	Plastic micro-rib type translucent roof light covering noted to South east and south west corners.	Heavily soiled and drainage channel is choked with leaf litter and silt.	Thoroughly clean down covering and drainage channel.	£200.00			£200.00		£200.00		£200.00		£200.00		

Building.		Block B										Survey Date 1st March 2017		
Job No.		3051095										Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Elevations</b>	Glazed lean-to roof structure to corridor on East side.	Glazing and framework is soiled.	Thoroughly clean down.		£200.00		£200.00		£200.00		£200.00		£200.00	
	Fair-faced brickwork.	Light staining noted in localised areas.	Undertake cleaning maintenance.				£2,000.00			£2,000.00			£2,000.00	
	High level uPVC ship lap cladding detail to perimeter.	uPVC is heavily stained.	Thoroughly clean down.		£750.00			£750.00			£750.00			
	Powder coated aluminium double glazed opening casement windows.	Windows are generally weathered and soiled.	Thoroughly clean down and polish powder coated finish to rejuvenate colour.		£1,600.00					£1,600.00				
		Perimeter mastic showing early signs of deterioration.	Rake out mastic perimeter seal and replace with new.				£480.00					£480.00		
	Powder coated aluminium fully glazed double entrance doors.	Generally noted in a soiled and lightly marked condition.	Thoroughly clean down and allowance for isolated repairs.		£250.00					£250.00				
	Aluminium framed canopy structure noted to North West corner.	Framework is heavily soiled and stained.	Thoroughly clean down.		£200.00		£200.00		£200.00		£200.00		£200.00	
	Timber framed full height glazing noted to South East corner.	Timberwork noted in a heavily deteriorated condition and beyond economic repair.	Replace section of full height glazing with modern powder coated double glazed aluminium - circa 14 sq. m.		£5,000.00									
	Exposed steelwork to corner canopy structures.	Noted with surface corrosion and in a poor decorative condition.	Prepare surfaces, treat corrosion and redecorate.			£375.00				£375.00				£375.00

Building.	Block B											Survey Date 1st March 2017		
Job No.	3051095											Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	Timber framed single glazing noted to corridor single storey lean to structure.	Windows and associated doorsets are in a heavily deteriorated condition.	Undertake localised timber repairs, prepare surfaces and redecorate throughout.		£1,800.00					£1,800.00				
		Concrete blockwork to lower level is heavily stained with light vegetation growth noted from mortar joints.	Apply fungicidal wash and remove vegetation.		£150.00					£150.00				
	Metal box gutters noted to single storey corridor glazed structure.	Gutters are choked with silt and vegetation growth and external powder coated surface is heavily faded.	Thoroughly clean gutters and jet through downpipes. Undertake thorough cleaning of external face of guttering and downpipes.		£100.00		£100.00		£100.00		£100.00		£100.00	
	Timber ship lap cladding and integral doorset are noted to South East courtyard.	Timber ship lap is noted in poor decorative condition and bowing and deterioration of the ship lap is noted.	We recommend that isolated ship lap boarding is replaced and all surfaces are prepared and redecorated to match existing.		£325.00						£100.00			
			Prepare surfaces and redecorate doorset.		£100.00						£100.00			
<b>INTERNALS Block</b>														
<u>Library &amp; Computer room, Front office, physio, Office 1&amp;2, Library Store, Stationery store.</u>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£650.00	£265.00	£265.00	£70.00	£70.00	£110.00	£615.00	£300.00	£25.00	£85.00
	Roof Lights.	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.			£50.00				£50.00				£50.00
	Windows.	General soiling anticipated to internal elevation of external windows.	Thoroughly clean glazing and frames.											
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£100.00

Building.	Block B											Survey Date 1st March 2017			
Job No.	3051095											Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>Classrooms 1,2,3</b>	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£360.00		£2,590.00		£120.00			£2,590.00	£240.00		
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£2,610.00		£170.00	£2,200.00		£170.00	£2,200.00		£170.00	£3,100.00	
	Roof Lights.	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.			£150.00			£150.00				£150.00		
	Windows.	General soiling anticipated to internal elevation of external windows.	Thoroughly clean glazing and frames.												
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.					£960.00						£130.00	
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£230.00	£230.00	£230.00	£230.00	£230.00	£230.00	£230.00	£230.00	£3,480.00	£3,480.00	£3,480.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.			£870.00	£1,870.00	£870.00				£870.00	£1,870.00	£870.00	
<b>Toilets</b>	Fixtures.	General wear anticipated to tea point.	Replace tea points as required.						£1,000.00				£2,800.00	£5,600.00	
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£100.00	£315.00	£440.00		£315.00	£440.00		£315.00	£860.00	£420.00	
	Doors.	General soiling and adjustment anticipated to internal doorsets.	Ease and adjust as required.											£130.00	

Building.		Block B										Survey Date 1st March 2017		
Job No.		3051095										Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	Floors.	Soiling and wear anticipated to the vinyl floor coverings.	Thoroughly clean or replace floor coverings as required.		£200.00	£200.00	£200.00	£200.00	£200.00	£1,200.00	£1,200.00	£1,200.00	£200.00	£200.00
	Sanitary ware.	Soiling and staining anticipated.	Thoroughly clean as required.		£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£750.00	£1,000.00			£560.00	£1,590.00	£1,000.00			£560.00
	Fixtures.	General wear anticipated to tea point.	Replace tea points as required.				£250.00		£500.00		£2,800.00		£2,800.00	£2,800.00
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£100.00	£125.00	£195.00		£125.00	£195.00		£170.00	£195.00	£360.00
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£55.00
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£90.00	£90.00	£90.00	£90.00	£90.00	£90.00	£90.00	£800.00	£90.00	£550.00
	Fixtures.	General wear anticipated to sink & tea point	Replace sink as required & tea point.		£15.00	£15.00	£15.00	£250.00	£265.00	£15.00	£15.00	£15.00	£2,815.00	£2,800.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.			£120.00	£480.00	£580.00	£290.00			£480.00	£580.00	
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£150.00		£150.00		£150.00		£150.00		£150.00	

Physio Admin,  
Nurse Rm

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Buggy Store

Building.		Block B										Survey Date 1st March 2017			
Job No.		3051095										Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>Hall</b>	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£60.00	£60.00	£60.00	£60.00	£850.00	£60.00	£60.00	£60.00	£60.00	£60.00	
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.			£890.00					£610.00				
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£460.00	£1,450.00	£120.00		£1,450.00	£120.00		£2,020.00	£120.00		
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.												£190.00
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£455.00	£455.00	£455.00	£455.00	£455.00	£455.00	£455.00	£1,600.00	£1,600.00	£455.00	
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£4,000.00	£2,000.00	£2,000.00	£1,440.00	£2,000.00	£2,000.00			
<b>Kitchen</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£530.00	£60.00	£420.00		£421.00	£60.00	£580.00		£423.00	£60.00	
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£80.00	
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£130.00	£130.00	£130.00	£1,860.00	£130.00	£130.00	£130.00	£130.00	£130.00	£130.00	
	Fixtures.	General wear anticipated to sink & tea point.	Replace sink as required & tea point.						£4,000.00	£4,000.00	£4,000.00				

<b>Building.</b>	<b>Block B</b>											<b>Survey Date</b> 1st March 2017		
<b>Job No.</b>	<b>3051095</b>											<b>Surveyor</b> RT		
<b>Location</b>	<b>Element</b>	<b>Defect</b>	<b>Remedy</b>	<b>Cost</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.					£600.00		£925.00				
<b>Windows</b>	Decoration	Previously decorated internal face of timber windows	Prepare surfaces and redecorate		£1,200.00					£1,200.00				
<b>TOTALS</b>					£32,102.00	£8,512.00	£15,572.00	£11,965.00	£14,506.00	£55,267.00	£18,717.00	£18,122.00	£20,720.00	£22,382.00

# CLAREMONT SPECIAL SCHOOL PLANNED PREVENTATIVE MAINTENANCE

## SUMMARY: Claremont School, Block C, School Hall



### PROPERTY DESCRIPTION

Property is a single storey structure with pitched roof and Cement roof tiles. External walls consist of fair faced concrete blockwork and decorated timber opening casement windows & doors. Internal finishes to the majority comprise of a combination of vinyl and carpet floor coverings with decorative finishes to walls and joinery.

### CONDITION:

### KEY MAINTENANCE ISSUES

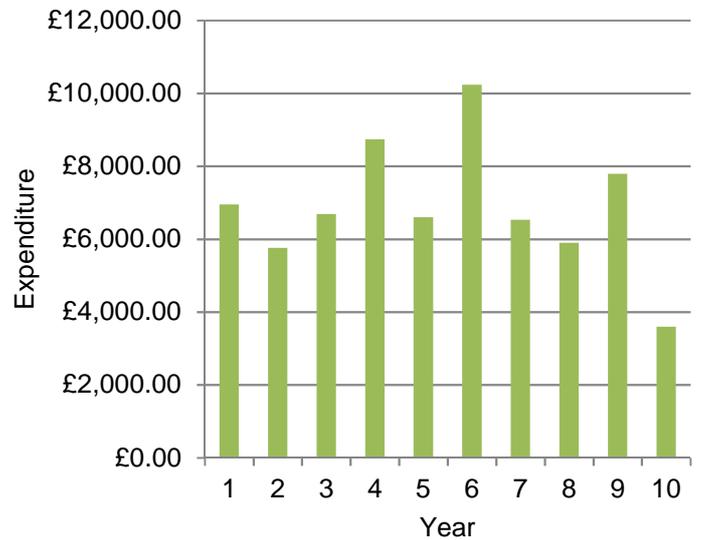
(Red = Urgent, Amber = Significant Issues, Green = Limited Risk)

- Repairs and redecoration of timber windows and doorset to south elevation

- Redecoration of remaining timber windows

- General cleaning maintenance

### ANNUAL EXPENDITURE PROFILE



**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.		Block C - School Hall Building										Survey Date 1st March 2017		
Job No.		3051095										Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Block C</b>														
<u>Safe Access</u>			Provide safe high level access for all of the following works.		£500.00	£500.00	£500.00			£500.00	£500.00	£500.00	£500.00	
<u>Roofs</u>	Cement roof tiles noted to single-storey pitched roof covering	Roof tiles are soiled with lichen and moss throughout.	Thoroughly clean down and dispose of debris off site.				£750.00					£750.00		
	Composite panelling to bargeboards and fascias.	Surfaces are heavily soiled.	Thoroughly clean down.				£300.00					£300.00		
	Velux rooflights.	Rooflights are soiled.	Thoroughly clean down. 12no.				£600.00					£600.00		
	Ogee style uPVC guttering to eaves.	Gutters are heavily choked with silt and vegetation growth.	Thoroughly clean down all eaves guttering and jet through downpipes.			£270.00								
<u>Elevations</u>	Previously decorated exposed timber fascias, soffits and exposed rafter ends noted	Decorative surfaces are deteriorated.	Prepare surfaces and undertake redecoration.		£850.00					£850.00				
	Fair faced concrete blockwork.	Lightly stained particularly at lower level.	Undertake isolated cleaning of concrete blockwork.				£250.00					£250.00		
	Previously decorated timber opening casement windows and doors	Windows and doors are lightly soiled and decorative finish is lightly deteriorating.	Prepare surfaces and redecorate.			£1,000.00					£1,000.00			
	Previously decorated timber windows and doors.	South elevation noted in a heavily deteriorated condition.	Undertake preparation works prior to full redecoration.		£1,500.00					£1,500.00				
	Previously decorated gate doorset leading to south east Courtyard.	Minor decorative deteriorated noted.	Prepare surfaces and redecorate.		£200.00					£200.00				

**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.	Block C - School Hall Building											Survey Date 1st March 2017			
Job No.	3051095											Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>INTERNALS Block</b>															
<b>Speech &amp; language, servery, store 1</b>	Ceilings.	The Ceiling and associated fittings are soiled or beyond repair.	Thoroughly clean or replace as required.				£50.00			£50.00			£50.00		
	Fixtures.	General wear anticipated to servery work top.	Replace work top as required.						£350.00						
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.										£65.00		
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£115.00	£115.00	£1,610.00	£115.00	£115.00	£115.00	£115.00	£115.00	£115.00	£115.00	£115.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery.	Undertake periodic redecoration maintenance throughout.					£480.00	£250.00	£1,000.00	£1,000.00	£750.00			
	Ceilings.	The Ceiling and associated fittings are soiled or beyond repair.	Thoroughly clean or replace as required.		£40.00		£75.00	£40.00			£75.00	£40.00		£75.00	£40.00
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£50.00	
<b>Store 2, Laundry, Dark Rm,</b>	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.						£300.00				£200.00		
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery.	Undertake periodic redecoration maintenance throughout.			£600.00	£730.00		£360.00		£130.00				
	Fixtures.	General wear anticipated to tea point.	Replace tea points as required.						£250.00					£2,800.00	
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£50.00	£50.00		£100.00						£100.00	
<b>Sports Hall</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£50.00	£50.00		£100.00					£100.00		

**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.		Block C - School Hall Building										Survey Date 1st March 2017			
Job No.		3051095										Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>WC</b>	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.										£70.00		
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£320.00	£320.00	£320.00	£320.00	£320.00	£4,500.00	£320.00	£320.00	£320.00	£320.00	
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery,	Undertake periodic redecoration maintenance throughout.					£6,000.00	£3,400.00		£480.00		£6,000.00		
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.			£20.00						£50.00			
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.									£25.00			
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£30.00	£30.00	£30.00	£30.00	£30.00	£30.00	£30.00	£30.00	£250.00	£30.00	£30.00
	Sanitary ware.	Soiling and staining anticipated.	Thoroughly clean as required.		£15.00	£15.00	£15.00	£15.00	£15.00	£15.00	£15.00	£15.00	£15.00	£15.00	£15.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork joinery	Undertake periodic redecoration maintenance throughout.		£350.00							£350.00	£470.00		
<b>Hall</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£80.00		£70.00		£70.00		£80.00	£70.00		£70.00	
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.									£95.00			
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£205.00	£205.00	£205.00	£205.00	£205.00	£205.00	£1,340.00	£1,340.00	£205.00	£205.00	

**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

<b>Building.</b>	<b>Block C - School Hall Building</b>											<b>Survey Date</b> 1st March 2017		
<b>Job No.</b>	3051095											<b>Surveyor</b> RT		
<b>Location</b>	<b>Element</b>	<b>Defect</b>	<b>Remedy</b>	<b>Cost</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork. ininerv.	Undertake periodic redecoration maintenance throughout.		£1,500.00	£1,835.00	£1,185.00	£1,185.00	£1,185.00		£335.00			
<b>Windows</b>	Decoration	Previously decorated internal face of timber windows	Prepare surfaces and redecorate		£1,200.00	£800.00				£1,200.00	£800.00			
<b>TOTALS</b>					£6,955.00	£5,760.00	£6,690.00	£8,740.00	£6,600.00	£10,240.00	£6,535.00	£5,900.00	£7,795.00	£3,595.00

# CLAREMONT SPECIAL SCHOOL PLANNED PREVENTATIVE MAINTENANCE

## SUMMARY: Claremont School, Block C, Swimming Pool



### PROPERTY DESCRIPTION

Property is a single storey structure with curved roof and standing seam zinc coverings.

External walls are a combination of fair faced concrete blockwork full height timber ship lap cladding and decorated timber opening casement windows.

Internal finishes to the majority comprise of a combination of tiled or carpeted floor coverings with decorative finishes to walls and joinery.

**CONDITION: Fair**

### KEY MAINTENANCE ISSUES

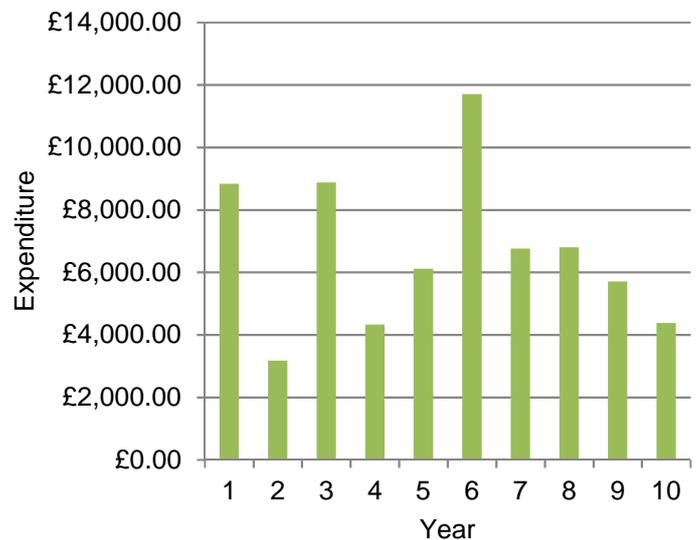
(Red = Urgent, Amber = Significant Issues, Green = Limited Risk)

- Redecoration of external joinery

- Redecoration of windows

- General cleaning maintenance

### ANNUAL EXPENDITURE PROFILE



**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.	Block C - Swimming Pool Building											Survey Date 1st March 2017		
Job No.	3051095											Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Block C</b>														
<b>Safe Access</b>			Provide safe high level access for all of the following works.		£500.00	£500.00	£500.00							
<b>Roofs</b>	Curved roof structure with standing seam zinc roof covering noted.	Roof covering is generally soiled.	Thoroughly clean down.				£810.00			£810.00			£810.00	
	Leadwork flashing noted at abutment with adjacent block.	Flashing is soiled with moss and lichen.	Thoroughly clean down lead flashing.				£100.00							
	Composite panelling noted to fascias.	General soiling noted.	Thoroughly clean down.				£300.00							
	Aluminium half round eaves gutters and downpipes.	Guttering is soiled with silt and vegetation growth.	Thoroughly clean down and jet through downpipes.			£270.00		£270.00		£270.00		£270.00		£270.00
<b>Elevations</b>	Previously decorated exposed timber fascias, soffits and exposed structural timbers.	Decorative surfaces are deteriorated.	Prepare surfaces and undertake redecoration.		£1,650.00					£1,650.00				
	Fair faced concrete blockwork.	Blockwork is lightly stained particularly at lower level.	Undertake isolated cleaning of concrete blockwork accordingly.				£250.00					£250.00		
	Full height timber ship lap cladding noted to South and West elevations.	Light deterioration of decorative surfaces and timber work noted.	Undertake minor timber repairs and prepare surfaces prior to redecoration.		£775.00					£775.00				
	Previously decorated timber opening casement windows.	Windows are lightly soiled and decorative is lightly deteriorating.	Prepare surfaces and redecorate.		£1,050.00					£1,050.00				

**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.	Block C - Swimming Pool Building											Survey Date 1st March 2017			
Job No.	3051095											Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>INTERNALS Block C</b> <b>Store 3, Light Rm</b>	Previously painted timber entrance doors with adjacent fixed glazing.	Lightly deteriorated condition.	Prepare surfaces and redecorate.		£960.00					£960.00					
	Aluminium louvres noted to East elevations.	Light soiling noted.	Thoroughly clean down.			£100.00			£100.00			£100.00			
	Ceilings.	The Ceiling and associated fittings are soiled or beyond repair.	Thoroughly clean or replace as required.		£25.00			£50.00				£50.00			
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.											£35.00	
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£130.00	£130.00	£130.00	£130.00	£130.00	£130.00	£130.00	£130.00	£1,080.00	£1,080.00	
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£870.00	£1,010.00				£1,420.00	£870.00	£870.00	
	<b>Changing Rm</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£445.00		£80.00		£270.00	£80.00			£455.00	
		Doors.	General soiling and adjustment anticipated to internal doorsets.	Ease and adjust as required.								£80.00			
		Floors.	Soiling and wear anticipated to the vinyl floor coverings.	Thoroughly clean or replace floor coverings as required.		£85.00	£85.00	£285.00	£85.00	£85.00	£285.00	£85.00	£85.00	£285.00	£85.00
		Sanitary ware.	Soiling and staining anticipated.	Thoroughly clean as required.		£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£600.00	£50.00	£600.00

**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.		Block C - Swimming Pool Building										Survey Date 1st March 2017		
Job No.		3051095										Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Pool Rm</b>	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£180.00	£180.00	£480.00	£480.00	£180.00	£780.00	£180.00	£180.00	£480.00	£180.00
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£100.00	£80.00			£80.00			£80.00		
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.										£20.00	
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£282.00	£282.00	£782.00	£282.00	£282.00	£282.00	£782.00	£282.00	£282.00	£782.00
	Pool.	General soiling and wear anticipated.	Thoroughly clean or skim grout as required.		£160.00	£160.00	£3,500.00	£160.00	£160.00	£2,660.00	£160.00	£160.00	£160.00	£160.00
<b>Boiler Rm</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£50.00				£50.00					£50.00
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.										£40.00	
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.			£320.00								
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.					£1,115.00		£220.00			£950.00	
<b>Hall</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£40.00		£35.00		£35.00		£40.00	£35.00		£35.00
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.									£45.00		

**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

<b>Building.</b>	<b>Block C - Swimming Pool Building</b>											<b>Survey Date</b> 1st March 2017		
<b>Job No.</b>	3051095											<b>Surveyor</b> RT		
<b>Location</b>	<b>Element</b>	<b>Defect</b>	<b>Remedy</b>	<b>Cost</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£105.00	£105.00	£105.00	£105.00	£105.00	£105.00	£670.00	£670.00	£105.00	£105.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£750.00	£915.00	£595.00	£595.00	£595.00		£165.00			
<b>Windows</b>	Decoration	Previously decorated internal face of timber windows	Prepare surfaces and redecorate		£1,500.00						£1,500.00			
<b>TOTALS</b>					£8,837.00	£3,177.00	£8,872.00	£4,332.00	£6,122.00	£11,707.00	£6,762.00	£6,807.00	£5,707.00	£4,382.00

# CLAREMONT SPECIAL SCHOOL PLANNED PREVENTATIVE MAINTENANCE

## SUMMARY: Claremont School, Paediatric Community Centre



### PROPERTY DESCRIPTION

Property is a single storey structure with double pitched standing seam aluminium roof covering. External walls are timber clad. Windows are timber framed and double glazed. Internal finishes to the majority comprise of a combination of vinyl and carpet floor coverings with decorative finishes to walls and joinery.

### CONDITION:

### KEY MAINTENANCE ISSUES

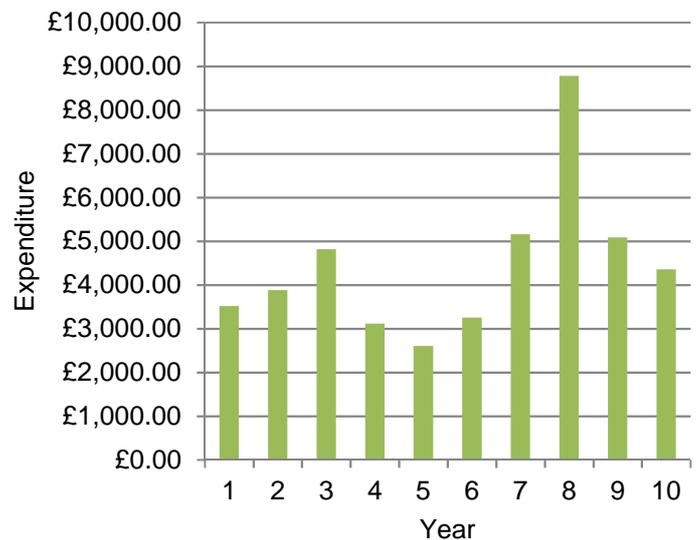
(Red = Urgent, Amber = Significant Issues, Green = Limited Risk)

### ANNUAL EXPENDITURE PROFILE

- Consideration to improved rainwater drainage scheme

- Treatment and redecoration of cladding and windows

- General cleaning maintenance



**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.	Paediatric Communications Centre											Survey Date 1st March 2017		
Job No.	3051095											Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Paediatric Communication Aid Service</b>  <b>Roofs</b>   <b>Elevations</b>	Standing seam aluminium roof covering.	General soiling noted.	Thoroughly clean down.			£500.00			£500.00			£500.00		
	Central valley box gutter noted draining to hopper and downpipe.	Valley gutter noted with silt and vegetation growth.	Thoroughly clean down and remove debris from site.	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00
	Timber fascias and bargeboards.	Minor weathering noted.	Allow for redecoration.				£850.00					£850.00		
	Timber cladding to all elevations.	Silvering noted and light staining throughout.	Recommend series of redecoration and/or staining and varnishing works.				£3,450.00					£3,450.00		
	Timber framed double glazed windows to all elevations with a stained and varnished finish.	Light deterioration noted to varnished finish.	Prepare surfaces and restain and varnish.			£2,125.00						£2,125.00		
	External timber doors with inset double glazing units with a stained and varnished finish.	Light deterioration noted.	Recommend preparation and redecoration.			£600.00						£600.00		
	uPVC rainwater hopper and downpipe.	Majority of roof drainage exits via 1No hopper and downpipe with no direct connection to below ground drainage.	Cut in connection to below ground drainage and ensure sealed connection with inset rodding point.	£1,500.00										

**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.	Paediatric Communications Centre											Survey Date 1st March 2017			
Job No.	3051095											Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
<b>INTERNALS PCAS Centre</b> <b>Entrance lobby, Hallways, Reception, Large Rm, Play Rm, Office</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.			£110.00		£110.00		£110.00		£110.00		£110.00	
	Roof Lights.	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.												
	Windows.	General soiling anticipated to internal elevation of external windows.	Thoroughly clean glazing and frames.												
	Internal windows.	General soiling anticipated.	Thoroughly clean glazing and frames.		£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.										£120.00	£105.00	
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£1,345.00	£1,235.00	£1,235.00
	Fixtures.	General wear anticipated to cupboards.	Replace/repair cupboards as required.					£200.00							£350.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.					£2,260.00	£1,235.00	£1,100.00	£1,075.00	£1,375.00			£2,260.00
<b>Toilets</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.			£20.00		£20.00		£20.00		£20.00		£20.00	

**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.	Paediatric Communications Centre											Survey Date 1st March 2017			
Job No.	3051095											Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
Page 259 Kitchen	Doors.	General soiling and adjustment anticipated to internal doorsets.	Ease and adjust as required.										£40.00		
	Floors.	Soiling and wear anticipated to the vinyl floor coverings.	Thoroughly clean or replace floor coverings as required.		£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£340.00	£25.00	
	Sanitary ware.	Soiling and staining anticipated.	Thoroughly clean as required.		£40.00	£40.00	£40.00	£40.00	£40.00	£40.00	£40.00	£40.00	£250.00	£40.00	
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.									£120.00	£600.00	£150.00	
	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.			£10.00		£10.00			£10.00		£10.00	£10.00	
	Doors.	General adjustment anticipated to internal doorsets.	Ease and adjust as required.												£50.00
	Floors.	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£25.00	£330.00	£25.00	£25.00
	Fixtures.	General wear anticipated to sink & tea	Replace sink as required & tea point.							£350.00					£2,800.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.									£725.00			
Windows	Decoration	Previously decorated internal face of timber windows	Prepare surfaces and redecorate		£1,500.00						£1,500.00				
<b>TOTALS</b>					£3,515.00	£3,880.00	£4,815.00	£3,115.00	£2,600.00	£3,255.00	£5,160.00	£8,780.00	£5,085.00	£4,355.00	

# CLAREMONT SPECIAL SCHOOL PLANNED PREVENTATIVE MAINTENANCE

## SUMMARY: Claremont School, External Areas



### PROPERTY DESCRIPTION

External areas comprise of bitumen macadam, concrete paving slabs, Astro-turf and soft landscaping. Boundary and intermediate structures comprise of timber fencing, random rubble stone walls set to courses, and timber structures.

**CONDITION: Fair**

### KEY MAINTENANCE ISSUES

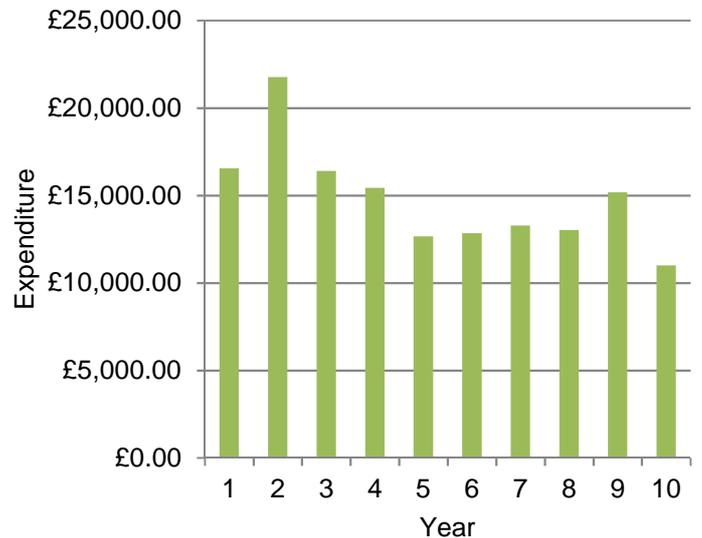
(Red = Urgent, Amber = Significant Issues, Green = Limited Risk)

- Timber fence post replacement to prevent collapse.
- Repairs to Bespoke Timber Canopy to prevent collapse.

- Cleaning and removal of weed growth to all paved areas.
- Replacement of wearing course to specified bitumen macadam areas.

- Routine treating and redecoration, as required.

### ANNUAL EXPENDITURE PROFILE



**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.	External Areas											Survey Date 1st March 2017		
Job No.	3051095											Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>External Areas</b>														
<b>West of Block A</b>														
	Timber Shed.	Shed is worn and suffers minor timber decay.	Repair/Replace shed as required.							£750.00				
	Canopy.	Soiling to timber frame.	Thoroughly clean and treat all surfaces as required.				£1,250.00							
	Fence.	General soiling and timber decay noted.	Repair/Replace & treat fence as required.	£132.00	£945.00									
	Walls.	Mortar joints suffer minor cracks and fractures	Repointing mortar joints as required.				£1,165.00			£1,165.00			£1,165.00	
	Bitumen Macadam.	Macadam is soiled and suffers from weed growth.	Thoroughly clean, weed and treat surface.	£250.00			£3,375.00		£205.00	£225.00			£3,375.00	
		Fractures noted to wearing course.	Repair/Replace wearing course as required.	£600.00			£600.00		£4,250.00			£600.00		£600.00
	Metal Gateway.	General wear and tear anticipated to paint work.	Clean and redecorate as required.			£250.00						£250.00		
	Painted Timber Fence.	Decay, soiling and wear & tear noted.	Repair/redecorate timber fence as required.	£1,675.00	£1,390.00				£1,425.00		£1,390.00			£1,425.00
	Bitumen Macadam.	Anticipate soiling, fracturing and weed growth.	Thoroughly clean, weed, treat and repair surfaces, as required.			£1,000.00	£1,350.00		£650.00				£1,350.00	£650.00
	Timber Shelters.	Decay and wear anticipated.	Repair and thoroughly prepare and treat surfaces as required.					£5,000.00				£5,000.00		
	Timber Ramp.	Decay and wear anticipated.	Repair and thoroughly prepare and treat surfaces as required.			£660.00			£660.00				£660.00	
	<b>South of Block A/B Inc enclosed play area</b>													

**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.	External Areas											Survey Date 1st March 2017		
Job No.	3051095											Surveyor RT		
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Externals of Block C (Hall &amp; Pool)</b>	Astro Turf.	Anticipated general wear.	Replace as required.											£975.00
	Bitumen Macadam.	Macadam is soiled and suffers from weed growth, fractures anticipated.	Thoroughly clean, weed, treat repair surface as required.	£315.00			£1,000.00		£315.00	£1,000.00		£500.00	£500.00	£500.00
		Wear anticipated to paint surfaces.	Redecorate macadam as required.								£1,250.00			
	Concrete Paving Slabs.	Pavings are soiled and suffer from weed growth.	Thoroughly clean, weed and treat surfaces as required.			£240.00	£100.00			£340.00			£100.00	£240.00
		Anticipated wear and tear to pavings.	Replace concrete pavings as required.								£550.00			
	Timber fence.	Anticipated wear and tear of timber fence.	Replace/Treat fence as required.							£150.00				£309.00
	<b>Externals North and East of Block B, Inc. enclosed areas &amp;</b>	Concrete paving slabs.	Pavings are soiled with moss and weed growth.	Clean and weed concrete pavings.					£200.00				£200.00	
		Timber fence.	Anticipated wear and tear of timber fence.	Replace/Treat fence as required.	£100.00	£575.00				£210.00	£575.00			£309.00
		Painted sprung macadam.	Surface is soiled with moss and weed growth.	Clean and weed as required.			£100.00		£100.00	£100.00			£100.00	
			Wear anticipated to paint macadam.	Redecorate macadam as required.										£600.00
	Concrete paving.	Multiple Fractures and weed growth to concrete.	Replace concrete paving and clean/weed as required.	£3,850.00	£220.00			£3,330.00			£220.00			
	Bike shelter.	Surfaces are soiled and suffer from moss growth.	Thoroughly clean as required.			£100.00				£100.00				
		Painted surfaces are worn.	prepare and redecorate surfaces as required.									£600.00		

**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SPECIAL SCHOOL**

Building.	External Areas											Survey Date 1st March 2017			
Job No.	3051095											Surveyor RT			
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
Front Entrance Car park 7 courtyard of Paediatric Communication Aid Service	Bitumen Macadam & associated Pavement.	Wearing course is soiled and fractured with moss and weed growth.	Replace, Clean and weed wearing course as required.		£245.00	£15,625.00		£2,000.00	£245.00	£2,500.00		£500.00	£2,000.00	£845.00	
	Thermoplastic line markings (11 bays).	Line markings are heavily worn.	Replace thermoplastic line markings.			£650.00									
	Concrete paving slabs.	Surface is soiled with moss and weed growth.	Clean and weed as required.						£100.00					£100.00	
	Boundary wall.	Surface is soiled with moss and weed growth.	Clean and weed as required.		£2,000.00						£500.00	£1,500.00			
		Mortar joints suffer minor cracks and fractures	Repointing mortar joints as required.		£4,800.00		£4,800.00	£4,800.00	£4,800.00	£4,800.00	£4,800.00	£4,800.00	£4,800.00	£4,800.00	£4,800.00
		Anticipate fractures to multiple copings.	Replace copings as required.								£1,000.00	£1,000.00			
	Gate, railing & hand railings.	Decorative finishes are worn and chipped.	Redecorate as required.		£180.00		£750.00						£480.00		£450.00
	Bespoke Timber Canopy with Zinc Roof.	surfaces are worn and soiled with moss and weed growth.	Thoroughly prepare, treat and weed as required.				£2,000.00					£2,000.00			
	6No. Column footings suffer from decay.	Replace to match existing column footings.		£2,100.00											
	1No. Columns is miss aligned.	Ease and re-align 1 no. columns.		£300.00											
<b>TOTALS</b>					£16,547.00	£21,755.00	£16,390.00	£15,430.00	£12,650.00	£12,840.00	£13,285.00	£13,030.00	£15,168.00	£11,005.00	

## SUMMARY: Claremont Special School, M&E



**CONDITION:** The Mechanical, Electrical, Swimming Pool and Lift systems are maintained in a satisfactory manner and are in fair condition and should operate for the term of this report without major repair or replacement unless as shown in the PMP review.

### KEY MAINTENANCE ISSUES

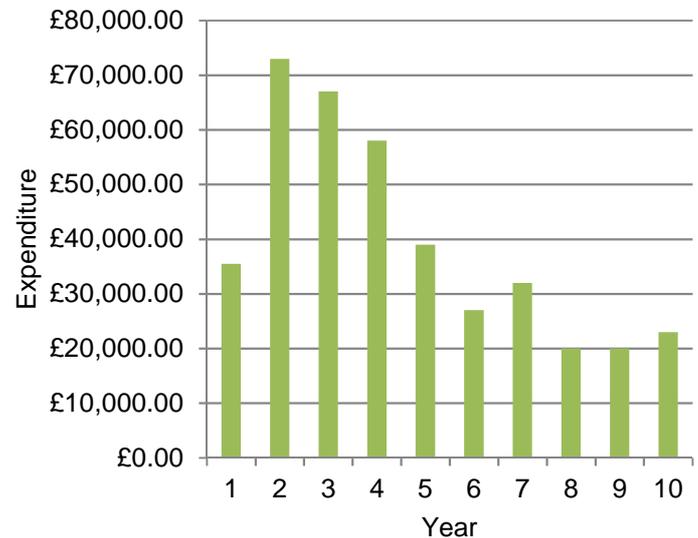
(Red = Urgent, Amber = Significant Issues, Green = Limited Risk)

Undertake fixed wiring and emergency lighting testing and carry out remedial works as found

Carry out planned replacement / refurbishment of boiler plant, underfloor heating, AHUs controls and fuse boards

Carry out planned replacement of water heaters

### ANNUAL EXPENDITURE PROFILE



**PLANNED PREVENTATIVE MAINTENANCE SCHEDULE: CLAREMONT SCHOOL**

Building.	Claremont Special School											Survey Date 15th February 2017		
Job No.	3051095											Surveyor		DE
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Heating, Cooling and Ventilation</b>														
<b>Boiler Room</b>	Heating system.	The main boiler plant and associated pipework are showing signs of age with the two Strebel gas fired pressure jet heating boilers reaching an age where replacement is recommended to preserve life cycle. (No allowance for Asbestos).	Carry out replacement of boiler plant to preserve life cycle.					£20,000.00						
<b>Kitchen</b>	Gas system.	There is no evidence that the Landlord's Gas Safe testing has been fully carried out for the kitchen catering equipment.	Carry out testing of gas equipment in line with Gas Safe regulations.		£500.00									
<b>Throughout</b>	Heating system	There is no evidence that the heating systems are presenting any operational issues and whilst aged should operate with continued planned preventative maintenance through the life of the PMP plan	Continue with regular maintenance and repair as required as reactive maintenance.											
<b>Block B</b>	Heating system	Underfloor electric heating system in block B is aged and not providing adequate heating and should be replaced with a more efficient form of heating.	Carry out replacement of underfloor heating with a heat pump based system.			£30,000.00								

Building.	Claremont Special School											Survey Date 15th February 2017		
Job No.	3051095											Surveyor		DE
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<u>Pool plant room</u>	Ventilation system.	Barkell Air Handling Units (AHUs) serving the pool and changing areas are showing signs of age (installed 2000) and an overhaul is recommended to preserve the life cycle of the equipment.	Carry out light overhaul of AHUs to preserve life cycle to include clean and treat of all surfaces.			£10,000.00								
<u>Pool plant room</u>	Ventilation system.	There is no evidence that regular deep cleaning has taken place throughout the ventilation systems within the pool area.	Carry out deep clean of ductwork systems and review periodically.			£3,000.00								
<u>Throughout</u>	Controls.	The heating control system is generally operational, however the central operating units are likely to become obsolete during this plan.	Replace controls in conjunction with replacement works for the boilers.					£15,000.00						
<u>Electrical Services</u>														
<u>Switch room - Block B (Gym office)</u>	Low Voltage switchgear and associated equipment.	The switch panel and associated distribution board equipment is in fair condition however reaching an age where replacement is recommended to preserve life cycle.	Recommend that fuse boards are replaced with MCB protected distribution boards with RCBO protection of final circuits.				£18,000.00							
<u>Switch room - Block A</u>	Low Voltage switchgear and associated equipment.	The switch panel and associated distribution board equipment is in fair condition however reaching an age where replacement is recommended to preserve life cycle.	Recommend that fuse boards are replaced with MCB protected distribution boards with RCBO protection of final circuits.				£29,000.00							

Building.	Claremont Special School											Survey Date 15th February 2017		
Job No.	3051095											Surveyor		DE
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<u>Throughout</u>	Sub Mains Distribution.	Wiring within the building is in fair condition and should remain in service through this plan until its normal life cycle.	Subject to satisfactory testing of circuits, continue with regular maintenance and repair as required as reactive maintenance.											
<u>Throughout</u>	Small Power Final Circuits.	Equipment is in fair condition, however distribution boards are aged - the fixed wiring test of June 2011 is not current.	Undertake a Fixed Wiring test (BS7671). Carry out electrical testing with 100% test of all circuits immediately. Clear all Category 1 and 2 faults. Repeat testing after five years.	£5,000.00				£3,000.00				£3,000.00		£3,000.00
<u>Throughout</u>	Lighting.	Lighting is in fair condition generally and should remain in service through this plan or until areas are refurbished.	Subject to satisfactory testing of circuits, continue with regular maintenance and repair as required as reactive maintenance.											
<u>Throughout</u>	Emergency Lighting.	Emergency lighting is provided by stand alone light fittings or by integral batteries within light fittings. It is unclear if there is a regular testing programme for emergency lighting.	Review complete emergency lighting system, carry out full battery drop test and replace batteries as required. Install new fittings and place clear identification on all fittings.	£5,000.00							£5,000.00			
<u>Throughout</u>	Fire Alarm System.	Equipment is in reasonable condition (installed in 2007) and should remain in service through this plan until its normal life cycle.	Continue with regular maintenance and repair as required as reactive maintenance.											

Building.		Claremont Special School										Survey Date 15th February 2017		
Job No.		3051095										Surveyor		DE
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<u>Throughout</u>	Mains Water Supply.	Equipment is in fair condition and should remain in service through this plan until its normal life cycle.	Continue with regular maintenance and repair as required as reactive maintenance.											
<u>Throughout</u>	Hot Water Boilers.	Electric Heatrae Sadia multipoint water heaters are in reasonable condition (installed within the last 2/3 years) but this type of heater generally has a limited life cycle and replacement can be expected during the term of this PMP plan.	Continue with regular maintenance and replace water heaters as required.						£4,000.00					
<u>Throughout</u>	Domestic Hot and Cold Water Distribution.	Domestic hot and cold water pipework is operational. Equipment is in fair condition and should remain in service through this plan until its normal life cycle.	Continue with regular maintenance and repair as required as reactive maintenance.											
<u>Throughout</u>	Water Management.	Rigid water management is important in the operation of an education establishment of this nature. Last available Water Risk Assessment dated July 2012 and the system has been amended in the past few years by the installation of mains water fed electric water heaters	Review Water Risk Assessment following works to install water heaters and carry out improvements as identified by the risk assessment and review periodically.	£3,000.00						£2,000.00				

Building.		Claremont Special School										Survey Date 15th February 2017		
Job No.		3051095										Surveyor		DE
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<u>Pool plant room</u>	Swimming pool Equipment.	Swimming pool filtration and dosing equipment is in fair condition but heavily used. The dosing equipment (installed 2000) generally has a limited life cycle and replacement can be expected during the term of this PMP plan.	Replace pool water dosing equipment as it becomes life expired.			£8,000.00								
<u>Throughout</u>	Underground Drainage.	Underground drainage was not inspected as part of this review and no observations were made during our visit by maintenance staff.	Underground CCTV survey of the drainage is recommended to identify any faults or confirm that the underground drainage is in a reasonable condition.			£2,000.00					£2,000.00			
<u>Throughout</u>	Natural Gas Supply and Distribution.	Gas as supplied to the boilers and catering equipment is operational and in good condition.	Continue with regular maintenance and repair as required as reactive maintenance.											
<u>Kitchen</u>	Catering Equipment.	Catering equipment is heavily used and this type of equipment generally has a limited life cycle and replacement can be expected during the term of this PMP plan.	Replace catering equipment as it becomes life expired.								£7,000.00			
<u>Throughout</u>	Security System including Entrance Doors.	System is in a fair condition and is operational and is expected to continue through the length of the PMP plan.	Continue with regular maintenance, include a mid life upgrade in year five and repair as required as reactive maintenance.						£5,000.00					

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Building.		Claremont Special School										Survey Date 15th February 2017		
Job No.		3051095										Surveyor		DE
Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Block A</b>	Platform lift.	The 2 stop 400kg platform lift (2007) is in good condition but this type of lift generally has a limited life cycle and refurbishment can be expected during the term of this PMP plan.	Refurbish platform lift as it becomes life expired.						£10,000.00					
<b>Throughout</b>	Hoist and Rail Systems including slings.	Systems are in a fair condition and are expected to continue through the length of the PMP plan. Inspection of May 2016 identified six units as requiring attention. Planned maintenance.	Continue with regular maintenance and repair defective units and continue as required with reactive maintenance.	£2,000.00										
<b>Throughout</b>	All M & E services and swimming pool / lift systems.		Regular planned maintenance and minor repairs as required from reactive maintenance.	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00	£20,000.00
<b>TOTALS</b>					£35,500.00	£73,000.00	£67,000.00	£58,000.00	£39,000.00	£27,000.00	£32,000.00	£20,000.00	£20,000.00	£23,000.00

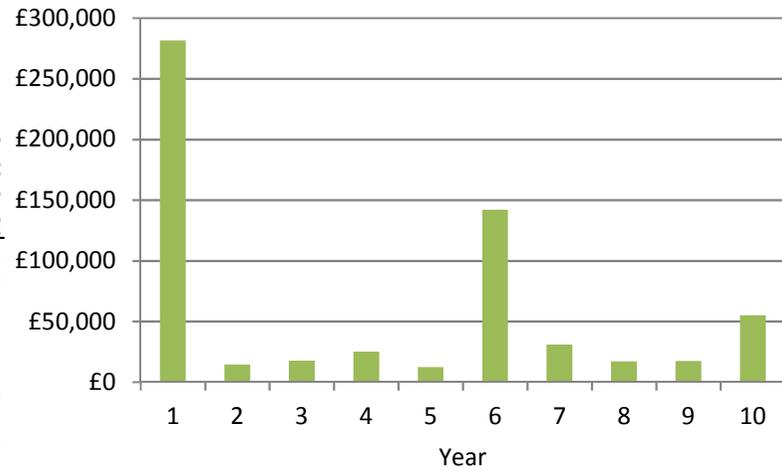
#### 4.0 Expenditure Summaries

# CLAREMONT SPECIAL SCHOOL PLANNED PREVENTATIVE MAINTENANCE

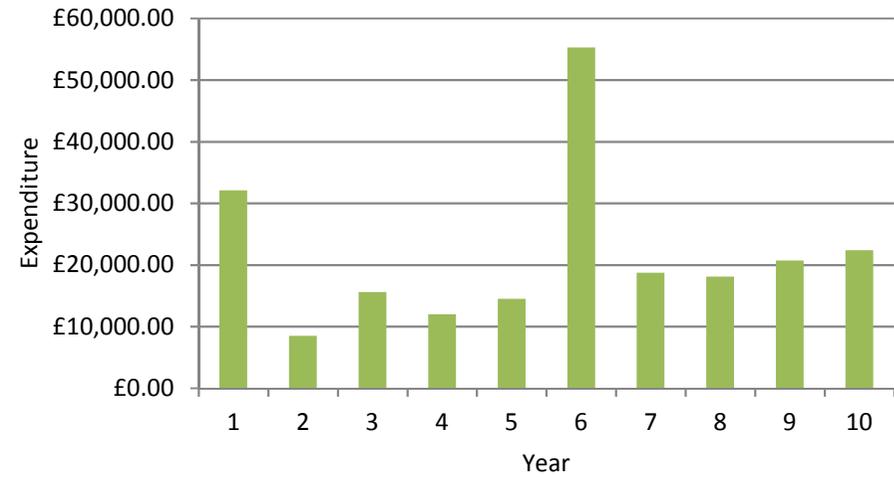
## EXPENDITURE SUMMARIES

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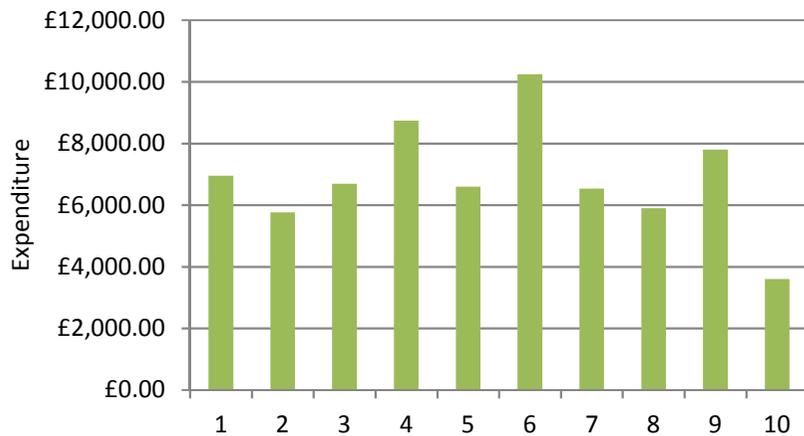
**Block A**



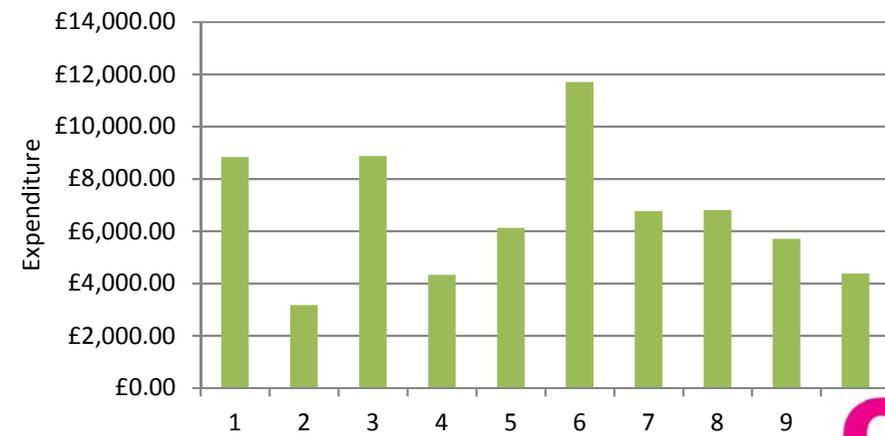
**Block B**

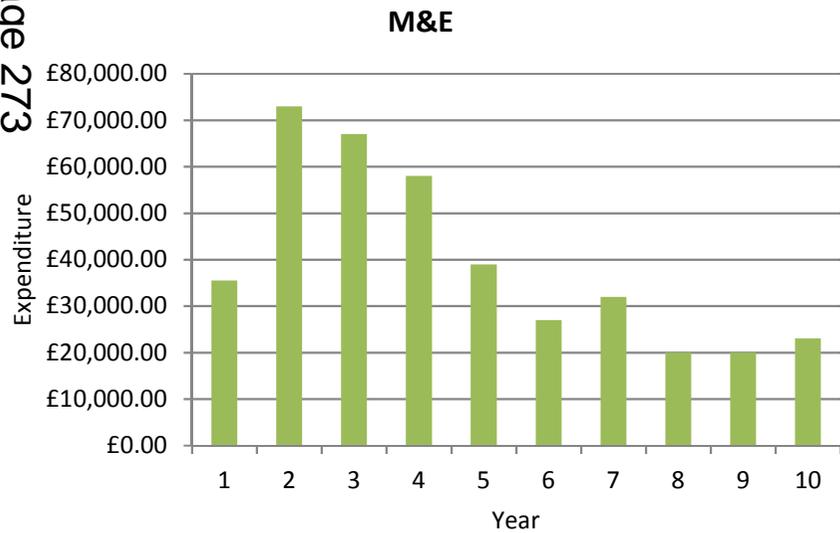
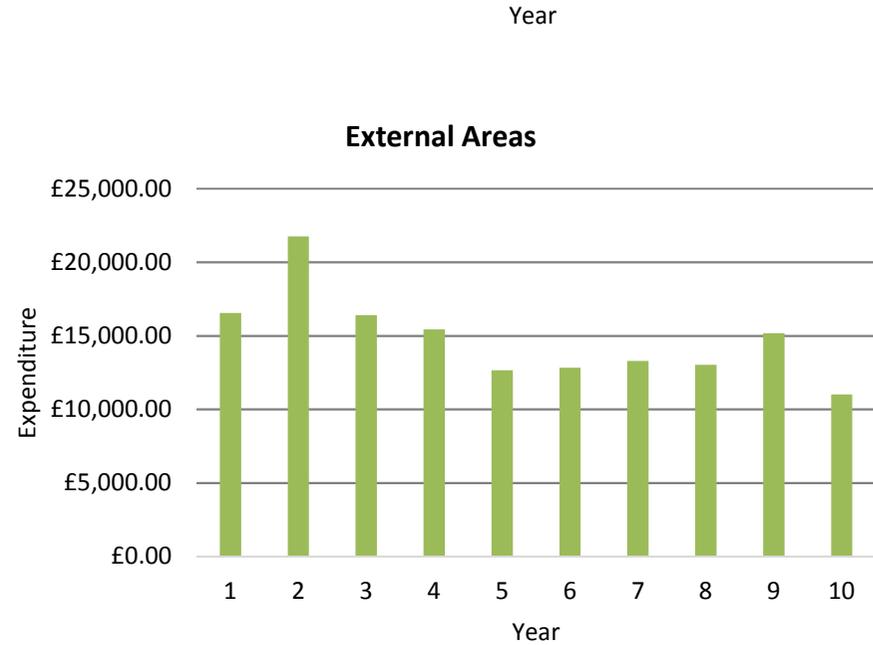
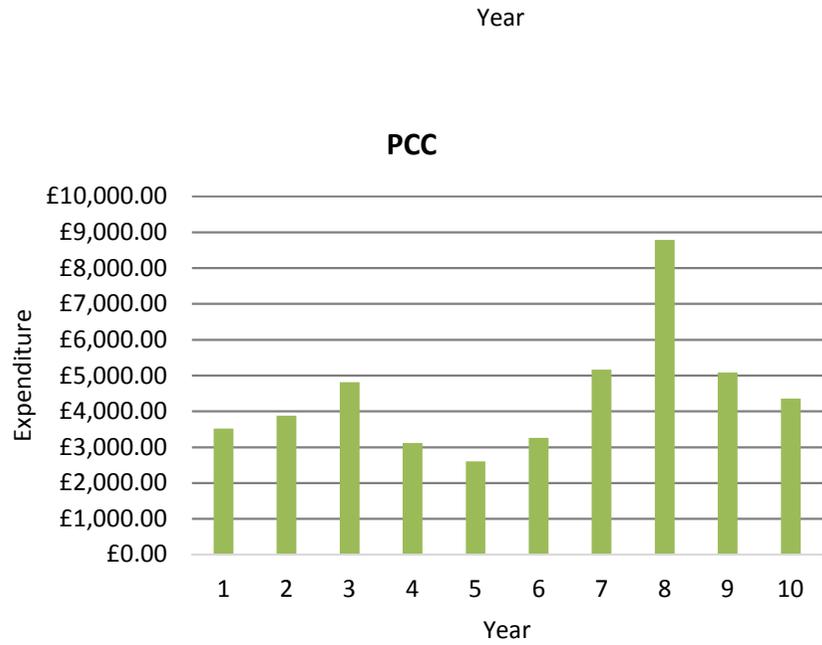


**Block C - School Hall**



**Block C - Swimming Pool**



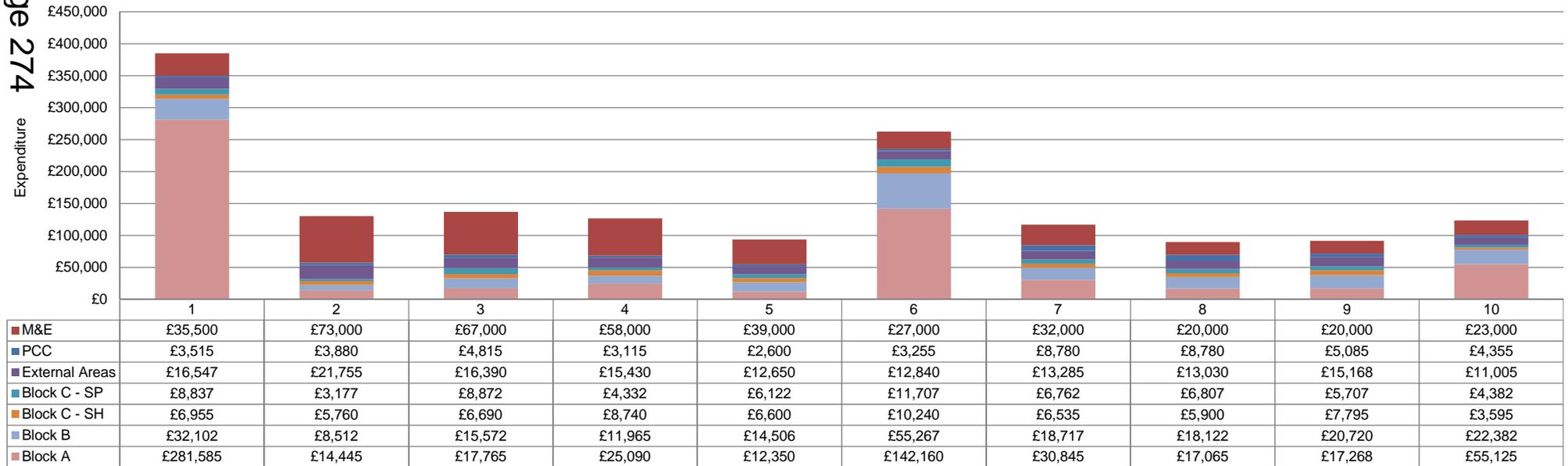


# CLAREMONT SPECIAL SCHOOL PLANNED PREVENTATIVE MAINTENANCE

## ANNUAL EXPENDITURE SUMMARY

Job No.	3051095	Year										
Ref.	Location	1	2	3	4	5	6	7	8	9	10	TOTAL
1	Block A	£281,585	£14,445	£17,765	£25,090	£12,350	£142,160	£30,845	£17,065	£17,268	£55,125	£613,698
2	Block B	£32,102	£8,512	£15,572	£11,965	£14,506	£55,267	£18,717	£18,122	£20,720	£22,382	£217,865
3	Block C - School Hall	£6,955	£5,760	£6,690	£8,740	£6,600	£10,240	£6,535	£5,900	£7,795	£3,595	£68,810
4	Block C - Swimming Pool	£8,837	£3,177	£8,872	£4,332	£6,122	£11,707	£6,762	£6,807	£5,707	£4,382	£66,705
5	External Areas	£16,547	£21,755	£16,390	£15,430	£12,650	£12,840	£13,285	£13,030	£15,168	£11,005	£148,100
6	PCC	£3,515	£3,880	£4,815	£3,115	£2,600	£3,255	£8,780	£8,780	£5,085	£4,355	£48,180
7	M&E	£35,500	£73,000	£67,000	£58,000	£39,000	£27,000	£32,000	£20,000	£20,000	£23,000	£394,500
<b>TOTALS</b>		<b>£385,041</b>	<b>£130,529</b>	<b>£137,104</b>	<b>£126,672</b>	<b>£93,828</b>	<b>£262,469</b>	<b>£116,924</b>	<b>£89,704</b>	<b>£91,743</b>	<b>£123,844</b>	<b>£1,557,858</b>

## ANNUAL EXPENDITURE SUMMARY: GRAPH



# Bristol City Council

## Planned Preventative Maintenance Report



**ELMFIELD SCHOOL, GREYSTOKE AVENUE,  
BRISTOL, BS10 6AY**

**Prepared by:** Ben Hick (BSc (Hons))  
**Checked by:** Richard Turton BSc (Hons) MRICS  
**Date:** 30th April 2019  
**Our reference:** 3051556/BJH  
**Revision:**

**CS2 Limited**  
4th Floor Spectrum Building  
Bond Street  
Bristol  
BS1 3LG

Tel: 0117 929 0692

[bhick@cs2.co.uk](mailto:bhick@cs2.co.uk)

## Contents

- 1.0 Introduction
- 2.0 Limitations
- 3.0 PPM Schedules and Summary Pages
- 4.0 Expenditure Summaries
- 5.0 Room Reference Plan

## 1.0 Introduction

1.1 This report has been prepared following the receipt of instructions from Stephen Ashman of Bristol City Council.

1.2 This report is a Planned Preventative Maintenance Schedule designed to assist the school's asset management strategy. The purpose of this report is to provide a reasonable prediction of expenditure required over the next 10 years to put into repair and maintain the internal and external parts of the buildings within the school site. Works have been identified as required to ensure buildings and their components function adequately, preserve the value of the building and satisfy legal obligations.

1.3 In preparing this report we have reviewed the available information submitted to us, and carried out inspections of the building fabric and mechanical and electrical services during our visits to site.

1.4 It is intended that this schedule will be a live document, referred to, referenced, revised and updated. Therefore, it will prove a useful tool, providing accurate, up-to-date information, tuned by the knowledge and experience of the site staff using it.

1.5 The schedule should be reviewed annually in order to make an assessment whether all the planned maintenance issues need to be addressed as currently proposed. A review of current condition may identify certain items as now defunct, or assess current condition as requiring certain maintenance issues to be either moved forward or allowing other issues to be pushed back into later years. We can provide an electronic copy of the schedule upon request.

1.6 The findings of this report have been summarised on a building by building basis within the following pages. Each sheet sets out the principle maintenance issues and prioritises these using a 'traffic light' system

Red: Urgent issues requiring immediate attention to avoid further significant deterioration or health and safety concerns.

Amber: Issues of significance either in terms of their potential consequences if left unaddressed or the scale and scope of the works.

Green: Maintenance issues with limited risk for significant deterioration if performed diligently and regularly.

1.7 The overall projected expenditure for the site has also been presented within this summary. This is in the form of a bar graph showing the anticipated expenditure each year and how this is broken down between the different buildings.

1.8 Reporting years are assumed to correspond to calendar years with year 1 (one) commencing May 2019.

## 2.0 Limitations

- 2.1 In preparing this report we have considered planned preventative maintenance items and not reactive maintenance (except for those remedial items required in year 1 to put into repair). We therefore recommend that separate sinking funds are considered for this work, which may be based on historic expenditure.
- 2.2 All costs within this report are based upon today's cost, and there is no allowance for inflation. The costs also exclude professional and statutory fees, and VAT. All costs are budget estimates only and have been prepared using a mix of published data, experience, assessments of likely time taken to undertake works and associated typical daily rates. The PPM schedule should be updated annually using actual costs to update accordingly, i.e. for routine or cyclical items.
- 2.3 Please note that an allowance for safe access has been included in respect for the recommendations for working at height.
- 2.4 The schedules include summary requirements for cyclical maintenance based on manufacturer's recommendations and good practice. However, this report should not be viewed as an alternative to thorough examination of the relevant Health and Safety files.
- 2.5 Note that we have not allowed for routine landscaping maintenance as we assume this falls under a fixed term maintenance contract.

## 3.0 PPM Schedules and Summary Pages

Summary: Elmfield School, Greystoke Avenue, Bristol, BS10 6AY



**Property Description**  
 Property is a single storey structure with mineral felt flat roof and numerous Georgian wire roof lights. External walls are fair faced brickwork and powder coated aluminium double-glazed sash windows. Internal finishes to the majority comprise of a combination of vinyl and carpet floor coverings decorative finishes to walls and suspended ceilings.

Condition: Fair

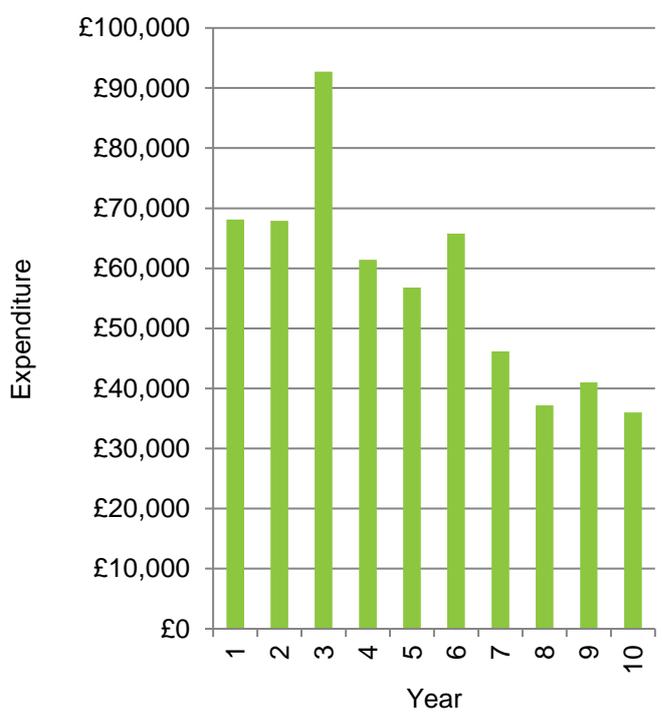
**Key Maintenance Issues**  
 (Red = Urgent, Amber = Significant Issues, Green = Limited Risk)

- Breach in fire compartmentation to the cookery teaching classroom
- Repairs to the flat roof covering and Georgian wire roof lights

- Allowance for roof light replacement

- Cleaning to windows and replacement and drainage outlets
- Internal redecorations
- Phased floor covering replacement

**Annual Expenditure Profile**



# Planned Preventative Maintenance Report

Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>External</b>														
Safe Access	Scaffolding		Provide safe high level access for all of the following works.		£2,000.00	£3,000.00		£3,000.00		£3,000.00		£2,000.00		£2,000.00
<b>Roof - Block C, Sports Hall</b>														
	Mineral felt flat roof covering	Moss & vegetation growth and debris across the roof.	Thoroughly clean roof covering removing moss and debris.			£100.00		£100.00		£100.00		£100.00		£100.00
		Minor splits and blistering to the felt covering	Patch repair Mineral felt roof					£500.00						
		Mineral felt is heavily deteriorated, weathered and beyond economic repair.	Overlay the felt roof covering with new membrane.							£10,000.00				
	White uPVC hopper heads and downpipes	Element is blocked and soiled.	Thoroughly clean the hopper heads and rod through down pipes.			£100.00		£100.00		£100.00		£100.00		£100.00
		Downpipe fixings are loose split or missing.	Replace uPVC down pipe fixings with new to match existing.			£150.00				£150.00				£150.00
	Cementous fascia boards	Fascias are heavily deteriorated, weathered and beyond economic repair.	Replace the fascia boards with new uPVC fascia boards which match the existing.			£2,500.00								
	Double glazed aluminium windows	Window frames and glazing is heavily soiled	Thoroughly clean the windows.		£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00
		The seals have blown to the double glazed window.	Replace blown glazing unit with new to match existing			£750.00			£750.00			£1,500.00		£1,500.00
<b>Roof - Block C, Remainder</b>														
	Mineral felt flat roof covering	Moss & vegetation growth and debris across the roof.	Thoroughly clean roof covering removing moss and debris.			£200.00		£200.00		£200.00		£200.00		£200.00
		Minor splits and blistering to the felt covering	Patch repair Mineral felt roof		£1,100.00			£1,100.00						
		Mineral felt is heavily deteriorated, weathered and beyond economic repair.	Overlay the felt roof covering with new membrane.			£25,000.00		£25,000.00		£12,500.00				
	White uPVC hopper heads and downpipes	Element is blocked and soiled.	Thoroughly clean the hopper heads and rod through down pipes.			£200.00				£200.00				£200.00

# Planned Preventative Maintenance Report

Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
		Downpipe fixings are loose split or missing.	Replace uPVC down pipe fixings with new to match existing.			£300.00				£300.00				£300.00
	Balloon guards to the internal down pipes	The balloon guards are split or missing.	Replace the balloon guards with new to match existing.			£150.00								£150.00
	Flat Georgian wire roof light	The Georgian wire roof lights are soiled and suffering from minor roof leaks.	Replace the seals around the glass and thoroughly clean the glazing.			£4,200.00				£380.00				£380.00
		Severe leaks to under side of Georgian wire roof lights.	Replace the roof lights with new domed PVC-u roof lights.		£5,000.00			£3,500.00		£3,500.00		£3,500.00		£3,500.00
<b>Roof - Block D</b>														
	Interlocking concrete ridge and pitch tiles	Tiles are soiled and covered with moss and lichen growth	Thoroughly clean roof coverings			£100.00		£100.00		£100.00		£100.00		£100.00
		Concrete tiles have slipped fractured or missing.	Refix slipped tiles and replace fractured or missing tiles.					£500.00		£750.00		£1,000.00		£1,250.00
	uPVC soffits, fascias gutters and downpipes	Soffits, fascias, gutters and downpipes are soiled.	Thoroughly clean all surfaces and rod through down pipes.			£150.00		£150.00		£150.00		£150.00		£150.00
<b>External Elevations</b>														
<b>South Elevation</b>														
	Fair faced masonry wall.	The cement pointing is spalling and or fractured.	Repoint masonry wall with cement mortar as required.					£350.00				£500.00		
		Fair faced bricks are spalling and/or fractured.	Cut out defective brickwork and replace with new to match existing.					£350.00				£350.00		
	Double glazed aluminium windows	The glazing and frame is heavily soiled	Thoroughly clean the aluminium window		£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00
		Window sealant is split and lifting.	Cut out failed sealant and replace with new						£1,125.00					
		Double glazing unit has blown.	Replace double glazing unit.					£750.00				£750.00		£1,250.00
	Precast concrete sills	Sills are fractured and spalling.	Replace pre cast concrete sills with new to match existing.					£700.00				£700.00		£700.00
	Aluminium entrance door	The glazing and frame is heavily soiled	Thoroughly clean the aluminium window		£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00
		Window sealant is split and lifting.	Cut out failed sealant and replace with new					£300.00						

# Planned Preventative Maintenance Report

Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
		Double glazing unit has blown.	Replace double glazing unit.						£500.00					
	Timber canopy	Timber supports have not been treated	Undertake timber treatment.				£300.00			£300.00			£300.00	
		Polycarbonate roof sheets are soiled.	Thoroughly clean as required.		£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00
		White uPVC guttering and downpipes are blocked and soiled.	Thoroughly clean the hopper heads and rod through down pipes.		£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00
	Vegetation growth	Vegetation growth to fair faced masonry.	Cut back and remove vegetation and allow for repairs where necessary.		£500.00						£500.00			
<b>East Elevation (Front)</b>														
	Fair faced masonry wall	The cement pointing is spalling and or fractured.	Repoint masonry wall with cement mortar as required.				£350.00				£500.00			
		Fair faced bricks are spalling and/or fractured.	Cut out defective brickwork and replace with new to match existing.				£350.00				£350.00			
	Double glazed aluminium windows	The glazing and frame is heavily soiled	Thoroughly clean the aluminium window		£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00
		Window sealant is split and lifting.	Cut out failed sealant and replace with new						£1,125.00					
		Double glazing unit has blown	Replace double glazing unit					£750.00			£750.00			£1,250.00
	Precast concrete sills	Sills are fractured and spalling.	Replace pre cast concrete sills with new to match existing.				£700.00			£700.00			£700.00	
	Aluminium entrance door	The glazing and frame is heavily soiled	Thoroughly clean the aluminium window		£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00
		Window sealant is split and lifting.	Cut out failed sealant and replace with new					£150.00						
		Double glazing unit has blown	Replace double glazing unit						£500.00					
	Shiplap timber soffit to fire escape walkway	Decorative finish is worn and weathered.	Prepare and revarnish timber soffit.			£120.00			£120.00			£120.00		
	Ceramic entrance tiles	Ceramic tiles are soiled, fractured and/or split.	Thoroughly clean and replace fractured or split tiles as required.		£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00

# Planned Preventative Maintenance Report



Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>North Elevation</b>														
	Fair faced masonry wall.	The cement pointing is spalling and or fractured.	Repoint masonry wall with cement mortar as required.				£350.00				£500.00			
		Fair faced bricks are spalling and/or fractured.	Cut out defective brickwork and replace with new to match existing.				£350.00				£350.00			
	Double glazed aluminium windows	The glazing and frame is heavily soiled	Thoroughly clean the aluminium window		£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00
		Window sealant is split and lifting.	Cut out failed sealant and replace with new						£1,125.00					
		Double glazing unit has blown.	Replace double glazing unit.					£750.00			£750.00			£1,250.00
	Precast concrete sills	Sills are fractured and spalling.	Replace pre cast concrete sills with new to match existing.				£700.00			£700.00			£700.00	
	Aluminium entrance door	The glazing and frame is heavily soiled	Thoroughly clean the aluminium window		£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00
		Window sealant is split and lifting.	Cut out failed sealant and replace with new					£300.00						
		Double glazing unit has blown.	Replace double glazing unit.						£500.00					
<b>West Elevation (Rear)</b>														
	Fair faced masonry wall	The cement pointing is spalling and or fractured.	Repoint masonry wall with cement mortar as required.				£350.00				£500.00			
		Fair faced bricks are spalling and/or fractured.	Cut out defective brickwork and replace with new to match existing.				£350.00				£350.00			
	Double glazed aluminium windows	The glazing and frame is heavily soiled	Thoroughly clean the aluminium window		£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00
		Window sealant is split and lifting.	Cut out failed sealant and replace with new						£1,125.00					
		Double glazing unit has blown	Replace double glazing unit					£750.00			£750.00			£1,250.00
	Precast concrete sills	Sills are fractured and spalling.	Replace pre cast concrete sills with new to match existing.				£700.00			£700.00			£700.00	
	Aluminium entrance door	The glazing and frame is heavily soiled	Thoroughly clean the aluminium window		£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00
		Window sealant is split and lifting.	Cut out failed sealant and replace with new					£150.00						
		Double glazing unit has blown	Replace double glazing unit						£250.00					

# Planned Preventative Maintenance Report



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Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	Louvered powder coated aluminium entrance door to boiler room.	Missing louvers to the entrance door.	Replace missing louvered sections with new to match existing.				£150.00						£150.00	
<b>Elevations to the Central Courtyard</b>														
	Fair faced masonry wall	The cement pointing is spalling and or fractured.	Repoint masonry wall with cement mortar as required.				£350.00				£500.00			
		Fair faced bricks are spalling and/or fractured.	Cut out defective brickwork and replace with new to match existing.				£350.00				£350.00			
		Painted finish is worn.	Redecorate the masonry walls.				£350.00			£350.00			£350.00	
	Double glazed aluminium windows	The glazing and frame is heavily soiled	Thoroughly clean the aluminium window		£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00
		Window sealant is split and lifting.	Cut out failed sealant and replace with new						£1,125.00					
		Double glazing unit has blown	Replace double glazing unit					£750.00			£750.00			£1,250.00
	Precast concrete sills	Sills are fractured and spalling.	Replace pre cast concrete sills with new to match existing.				£700.00			£700.00			£700.00	
	Aluminium entrance door	The glazing and frame is heavily soiled	Thoroughly clean the aluminium window		£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00	£50.00
		Window sealant is split and lifting.	Cut out failed sealant and replace with new					£300.00						
		Double glazing unit has blown.	Replace double glazing unit.						£500.00					
<b>External Areas</b>														
<b>South External Area</b>														
	Timber fence.	Timber rails and posts have decayed.	Allowance for timber repairs and periodic deocration where previously decorated.			£600.00		£500.00	£100.00	£500.00		£600.00		£500.00
	Timber storage shed.	Timber storage sheds are weathered and worn.	Undertake timber repairs as necessary and redecorate.			£350.00			£350.00			£350.00		
	Timber seated enclosure.	Timber seated enclosure weathered and worn.	Undertake periodic redecoration.			£250.00			£250.00			£250.00		
	Compost enclosure	Sections of masonry damaged and missing.	Undertake masonry repairs to compost enclosure and periodic redecoration.		£350.00			£100.00			£100.00			£100.00
	Concrete paving slabs.	Pavings are soiled and suffer from weed growth.	Thoroughly clean, weed and treat surfaces as required.				£225.00							£225.00

# Planned Preventative Maintenance Report



Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
		Anticipated wear and tear to pavings.	Replace concrete pavings as required							£3,100.00				
	Bitumen Macadam.	Macadam is soiled and suffers from weed growth and fractures.	Thoroughly clean, weed, treat repair surface as required.				£17,900.00							
	Decorated steel handrails	Anticipated wear to decorated steel handrails.	Undertake routine maintenance and decoration of handrails as				£200.00			£200.00			£200.00	
<b>West External Area</b>														
	Decorated steel handrails.	Anticipated wear to decorated steel handrails.	Undertake routine maintenance and decoration of handrails as				£200.00			£200.00			£200.00	
	Thermoplastic line markings.	Line markings to tarmac playground area are heavily worn.	Replace thermoplastic line markings.				£265.00						£265.00	
	Bitumen Macadam.	Macadam is soiled and suffers from weed growth and fractures.	Thoroughly clean, weed, treat repair surface as required.				£20,750.00							
	Playground area.	Timber playground structure has not been treated.	Allowance for timber repairs and treatment.					£600.00				£600.00		
		Weed growth and softwood chippings are compacting.	Remove weed growth and replenish soft wood chippings.		£50.00	£50.00	£50.00	£250.00	£50.00	£50.00	£50.00	£250.00	£50.00	£50.00
		Timber panel edges are damaged and decayed.	Allowance to undertake repairs to timber panels.			£200.00			£200.00			£200.00		
	Masonry wall.	Sections of masonry wall damaged and missing.	Undertake masonry repairs.		£100.00									
	Timber fence.	Timber rails and posts have decayed.	Allowance for timber repairs.				£200.00			£200.00			£200.00	
<b>East External Area</b>														
	Decorated steel handrails	Anticipated wear to decorated steel handrails.	Undertake routine maintenance and decoration of handrails as				£200.00			£200.00			£200.00	
	Thermoplastic line markings	Thermoplastic line markings to carparking area are worn.	Replace thermoplastic line markings.		£1,500.00								£1,500.00	
	Bitumen Macadam.	Macadam is soiled and suffers from weed growth and fractures.	Thoroughly clean, weed, treat repair surface as required.		£35,500.00									
	Concrete hardstandings	Areas of concrete hardstandings have fractured and are damaged.	Cut out and re-cast new concrete section.					£5,800.00						

# Planned Preventative Maintenance Report



Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	Concrete kerbs	Concrete kerbs are chipped and fractured.	Undertake routine repairs and replacements where applicable.							£2,300.00				
<b>North External Area</b>														
	Decorated steel handrails	Anticipated wear to decorated steel handrails.	Undertake routine maintenance and decoration of handrails as				£200.00			£200.00			£200.00	
	Bitumen Macadam.	Macadam is soiled and suffers from weed growth and fractures.	Thoroughly clean, weed, treat repair surface as required.			£8,850.00								

# Planned Preventative Maintenance Report



Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>INTERNALS</b>														
<b>Classrooms: Rooms: 1, 2, 3.</b>														
	Ceilings.	The ceiling and associated fittings are soiled.	Thoroughly clean as required.			£135.00			£135.00			£135.00		
	Doors.	General adjustment anticipated to internal	Ease and adjust as required.				£65.00					£65.00		
	Floors.	Soiling and wear anticipated to carpeted floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.			£180.00			£1,300.00			£180.00		
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£2,650.00				£2,650.00			£2,650.00
	Windows	General adjustment anticipated to windows.	Ease and adjust windows and security shutters where applicable.			£125.00							£125.00	
	Rooflights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00
	<b>Classrooms: Rooms: 32, 35, 37, 38, 39, 46, 47, 48, 49, 52</b>													
	Ceilings.	The ceiling and associated fittings are soiled.	Thoroughly clean as required.			£2,500.00						£2,500.00		
	Doors.	General adjustment anticipated to internal	Ease and adjust as required.			£300.00						£300.00		
	Floors.	Soiling and wear anticipated to carpeted floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£670.00			£670.00			£4,700.00			£670.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£7,000.00			£7,000.00			£7,000.00	
	Windows	General adjustment anticipated to windows.	Ease and adjust windows and security shutters where applicable.				£150.00					£150.00		
	Rooflights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00
	<b>Rooms: 40, 57, 58, 60.</b>													
	Ceilings.	The ceiling and associated fittings are soiled.	Thoroughly clean as required.						£230.00					
	Doors.	General adjustment anticipated to internal	Ease and adjust as required.		£60.00						£60.00			

# Planned Preventative Maintenance Report

Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	Floors.	Soiling and wear anticipated to tiled floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.					£120.00						£950.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.							£1,650.00				
	Rooflights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00
<b>Room 51 - Accessible WC</b>	Ceilings.	The ceiling and associated fittings are soiled.	Thoroughly clean as required.			£85.00			£85.00					£85.00
	Doors.	General adjustment anticipated to internal	Ease and adjust as required.		£20.00							£20.00		
	Floors.	Soiling and wear anticipated to vinyl floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£50.00			£350.00			£50.00			£50.00
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.			£375.00			£375.00			£375.00		
	Sanitaryware	General adjustment anticipated to sanitaryware.	Undertake periodic maintenance throughout.		£15.00	£15.00	£15.00	£15.00	£15.00	£15.00	£15.00	£600.00	£15.00	£15.00
<b>Meeting Room: Room: 54</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.			£350.00			£350.00			£350.00		
	Doors.	General adjustment anticipated to internal	Ease and adjust as required.				£20.00				£20.00			
	Floors.	Soiling and wear anticipated to carpeted floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.			£90.00				£630.00				
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£800.00			£800.00			£800.00			£800.00
	Windows	General adjustment anticipated to windows.	Ease and adjust windows and security shutters where applicable.			£50.00				£50.00				£50.00
	Rooflights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00	£60.00

# Planned Preventative Maintenance Report



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Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Kitchen and Store; Room: 41</b>	Ceilings.	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.			£395.00			£395.00				£395.00	
	Doors.	General adjustment anticipated to internal	Ease and adjust as required.											
	Floors.	Soiling and wear anticipated to vinyl floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.			£120.00		£1,850.00				£120.00		
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.					£1,500.00						£1,500.00
	Windows.	General adjustment anticipated to windows.	Ease and adjust windows and security shutters where applicable.		£50.00				£50.00					£50.00
	Fixtures.	General wear anticipated to sink & tea point	Replace sink as required & tea point			£350.00						£2,800.00		
	Fire compartmentation	Fire compartmentation is compromised due to the rooflight location.	Provide suitable fire compartmentation as required.		£500.00									
	Rooflights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00
<b>Room 41A</b>	Ceilings.	The ceiling and associated fittings are soiled.	Thoroughly clean as required.			£140.00			£140.00			£140.00		
	Doors.	General adjustment anticipated to internal	Ease and adjust as required.		£20.00					£20.00				
	Floors.	Soiling and wear anticipated to vinyl floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.						£460.00					
	Decoration.	Wear and tear anticipated to decorated surfaces including walls, ceilings, exposed steelwork, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.			£545.00			£545.00			£545.00		
	Rooflights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00
	Fire compartmentation	Fire compartmentation is compromised due to the rooflight location.	Provide suitable fire compartmentation as required.		£500.00									

# Planned Preventative Maintenance Report



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Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10	
Rooms 4, 15, 17 & 18	Ceilings	The ceiling and associated fittings are soiled.	Thoroughly clean as required.			£495.00		£495.00		£495.00		£495.00		£495.00	
	Doors	General adjustment anticipated to internal doorsets.	Ease and adjust as required.				£480.00						£480.00		
	Floors	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£110.00	£110.00	£1,405.00	£110.00	£110.00	£110.00	£110.00	£110.00	£110.00	£110.00	£110.00
	Decoration	Wear and tear anticipated to decorated surfaces including walls, ceilings, radiators, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£1,740.00				£1,740.00			£1,740.00	
	Roof lights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00
	Fixtures	General wear anticipated to sink & tea point.	Replace sink as required & tea point.							£1,500.00					
	Rooms 5, 6, 7, 8, 13 & 16	Ceilings	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£1,325.00		£1,325.00		£1,325.00		£1,325.00		£1,325.00	
Doors		General adjustment anticipated to internal doorsets.	Ease and adjust as required.					£305.00						£305.00	
Floors		Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£330.00	£330.00	£2,300.00	£330.00	£330.00	£330.00	£330.00	£330.00	£330.00	£330.00	£330.00
Decoration		Wear and tear anticipated to decorated surfaces including walls, ceilings, radiators, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.			£3,821.00			£3,821.00			£3,821.00			
Roof lights		General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00	£180.00
Fixtures		General wear anticipated to sink & tea point.	Replace sink as required & tea point.							£1,500.00					

# Planned Preventative Maintenance Report



Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
<b>Toilets, Rooms 14, 20 &amp; 43</b>	Ceilings	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.			£370.00		£370.00		£370.00		£370.00		£370.00
	Doors	General soiling and adjustment anticipated to internal doorsets.	Ease and adjust as required.						£547.00					£547.00
	Floors	Soiling and wear anticipated to the vinyl floor coverings.	Thoroughly clean or replace floor coverings as required.		£80.00	£80.00	£80.00	£80.00	£1,100.00	£80.00	£80.00	£80.00	£80.00	£80.00
	Sanitary ware	Soiling and staining anticipated.	Thoroughly clean as required.		£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00	£300.00
	Decoration	Wear and tear anticipated to decorated surfaces including walls, ceilings, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£1,830.00				£1,830.00			£1,830.00
<b>Hallway 2, 10, 19, 21, 75 &amp; 84</b>	Ceilings	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.			£860.00		£860.00		£860.00		£860.00		£860.00
	Doors	General adjustment anticipated to internal doorsets.	Ease and adjust as required.						£305.00					£305.00
	Floors	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£200.00	£200.00	£200.00	£200.00	£1,300.00	£200.00	£200.00	£200.00	£200.00	£200.00
	Decoration	Wear and tear anticipated to decorated surfaces including walls, ceilings, radiators, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£3,440.00				£3,440.00			£3,440.00
	Roof lights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00
<b>Rooms 71, 72, 73, 61 &amp; 62</b>	Ceilings	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£1,715.00		£1,715.00		£1,715.00		£1,715.00		£1,715.00	
	Doors	General adjustment anticipated to internal doorsets.	Ease and adjust as required.						£610.00					£610.00
	Floors	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£500.00	£500.00	£500.00	£500.00	£6,700.00	£500.00	£500.00	£500.00	£500.00	£500.00

# Planned Preventative Maintenance Report



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Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	Decoration	Wear and tear anticipated to decorated surfaces including walls, ceilings, radiators, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.			£4,115.00			£4,115.00			£4,115.00		
	Roof lights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00	£150.00
<b>Rooms 64, 67, 69 &amp; 68</b>	Ceilings	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£540.00		£540.00		£540.00		£540.00		£540.00	
	Doors	General adjustment anticipated to internal doorsets.	Ease and adjust as required.						£365.00					£365.00
	Floors	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£1,800.00	£120.00	£120.00	£120.00
	Decoration	Wear and tear anticipated to decorated surfaces including walls, ceilings, radiators, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£1,860.00			£1,860.00			£1,860.00			£1,860.00
	Roof lights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00
<b>Rooms 66 &amp; 65</b>	Doors	General adjustment anticipated to internal doorsets.	Ease and adjust as required.				£122.00				£122.00			
	Floors	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£15.00	£15.00	£15.00	£15.00	£15.00	£15.00	£200.00	£15.00	£15.00	£15.00
	Decoration	Wear and tear anticipated to decorated surfaces including walls, ceilings, radiators, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£600.00			£600.00			£600.00			£600.00
<b>Rooms 22, 24, 28, 23, 30, 44, 70 &amp; 85</b>	Ceilings	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.		£1,100.00		£1,100.00		£1,100.00		£1,100.00		£1,100.00	
	Doors	General adjustment anticipated to internal doorsets.	Ease and adjust as required.								£1,150.00			
	Floors	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£3,600.00	£250.00	£250.00	£250.00

# Planned Preventative Maintenance Report



Location	Element	Defect	Remedy	Cost	1	2	3	4	5	6	7	8	9	10
	Decoration	Wear and tear anticipated to decorated surfaces including walls, ceilings, radiators, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£4,300.00		£4,300.00		£4,300.00		£4,300.00		£4,300.00	
	Roof lights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£240.00	£240.00	£240.00	£240.00	£240.00	£240.00	£240.00	£240.00	£240.00	£240.00
<b>Rooms 26, 27, 29 &amp; 31</b>	Ceilings	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.				£910.00		£910.00		£910.00		£910.00	
	Doors	General adjustment anticipated to internal doorsets.	Ease and adjust as required.				£490.00							£490.00
	Floors	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£230.00	£230.00	£230.00	£230.00	£230.00	£230.00	£1,630.00	£230.00	£230.00	£230.00
	Decoration	Wear and tear anticipated to decorated surfaces including walls, ceilings, radiators, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.		£2,750.00		£2,750.00		£2,750.00		£2,750.00		£2,750.00	
	Roof lights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00
<b>Hallway 45, 55, 59 &amp; 83</b>	Ceilings	The Ceiling and associated fittings are soiled.	Thoroughly clean as required.				£1,085.00		£1,085.00		£1,085.00		£1,085.00	
	Floors	Soiling and wear anticipated to floor coverings and associated trim.	Thoroughly clean or replace floor coverings as required.		£250.00	£250.00	£1,800.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00
	Decoration	Wear and tear anticipated to decorated surfaces including walls, ceilings, radiators, joinery, pipework etc.	Undertake periodic redecoration maintenance throughout.				£3,050.00		£3,050.00			£3,050.00		
	Roof lights	General soiling anticipated to roof light.	Thoroughly clean glazing and frames.		£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00	£120.00
<b>Totals</b>					£68,130.00	£67,891.00	£92,737.00	£61,400.00	£56,788.00	£65,785.00	£46,172.00	£37,166.00	£41,020.00	£35,987.00

Summary: Elmfield School, Greystoke Avenue, Bristol, BS10 6AY



**Property Description**  
 Property is a single storey structure with mineral felt flat roof and numerous Georgian wire roof lights. External walls are fair faced brickwork and powder coated aluminium double-glazed sash windows. Internal finishes to the majority comprise of a combination of vinyl and carpet floor coverings decorative finishes to walls and suspended ceilings.

Condition: Needs replacement

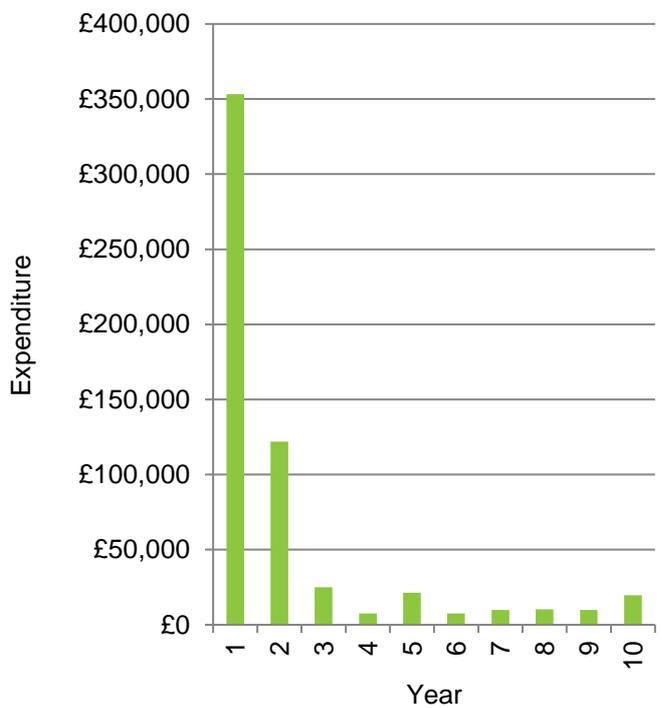
**Key Maintenance Issues**  
 (Red = Urgent, Amber = Significant Issues, Green = Limited Risk)

- Current Gas Leaks
- Most M & E Systems Beyond Serviceable Life Expectancy.
- Occurring faults may not be repairable.

- Electrical Safety & Compliance
- Incomplete Emergency Lighting
- Unattended water Leaks damaging HWS Plant.
- Legionella Risks amplified by missing insulation.

- Ventilation inadequate.
- Missing As Installed Information.
- HSE L8 Audit required.

**Annual Expenditure Profile**



# Planned Preventative Maintenance Report

Location	Element	Defect	Remedy	Priority	1	2	3	4	5	6	7	8	9	10
Whole building	Incoming LV service	Main service head appears in fair condition. Main earth conductor termination and earthing arrangement is poor	Provide new main earth connection and earth bar	1	£1,000.00									
Whole building	Incoming LV service	Consumer tails not adequately fixed	Tidy installation and install cable supports. Complete suitable testing	1	£250.00									
Whole building	Incoming telecom service	DP and associated equipment damaged and held together with tape	Replace and tidy equipment	2	£1,000.00									
Whole building	Main equipotential bonding	Bonding conductors are a mixture of old and new colours. Bonding cables have been poorly installed	Upgrade bonding conductors and provide adequate cable supports	1	£1,500.00									
Original build	Mains distribution equipment	Existing mains distribution equipment is original and circa 44 years old. No 30mA RCD protection is provided. Equipment is obsolete	Replace distribution equipment. Provide 30mA RCD protection in accordance with BS 7671 and good practice	1	£20,000.00									
Extension	Mains distribution equipment	Existing mains distribution equipment appears to be 20 years old. 30mA RCD protection provided to socket circuits but not lighting circuits	Provide 30mA RCD protection to lighting circuits during any improvement works. Test installation	1	£1,500.00				£500.00					£500.00
Whole building	Surge protection devices	None present	Provide surge protection devices in accordance with BS 7671 & BS EN 62305	3	£5,000.00									
Whole building	Lightning Protection System	Building does not have an LPS system	Execute lightning protection risk assessment and undertake works as recommended by the risk assessment	2	£10,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00
Original build	Cable containment system	Cable containment system has exceeded its life expectancy	Replace as part of any rewire	3										
Original build	Small power services	Original accessories employed in most locations. Equipment has exceeded its life expectancy. No high integrity earthing systems employed	Replace accessories	1	£19,000.00									

# Planned Preventative Maintenance Report

Location	Element	Defect	Remedy	Priority	1	2	3	4	5	6	7	8	9	10
Original build	General lighting	Many luminaires have failed, most likely caused by faulty lamps or starters. Many luminaires would not strike and required multiple switching to start the fitting. Many luminaires appear original to building and have exceeded their life expectancy. Light switches appear original and have exceeded their working life	Replace luminaires throughout	1	£31,000.00									
Extension	General lighting	Lighting comprises of linear surface mounted cat 2 fluorescent luminaires. A number of luminaires do not operate	Re-lamp luminaires. Replace luminaires within 5 years	2	£500.00				£3,000.00					
Original build	Emergency lighting	Emergency lighting is very sparse and not compliant with BS 5266-1:2016. No luminaires are present at final exits and most points of emphasis. Existing emergency luminaires appear circa 15 years old	Provide a compliant emergency lighting system. Replace existing luminaires. Execute testing in accordance with BS 5266-8:2004	1	£19,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00
Extension	Emergency lighting	Some emergency lighting is present.	Execute design validation of emergency lighting to BS 5266-1:2016 and complete any improvements required.	1	£1,000.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00
Original build	Fire escape signage	Many externally illuminated exit signs are present with incorrect directional arrows. Fire escape signage is not compliant with BS 5499-4:2013. Externally illuminated fire escape signage generally does not receive illumination from an emergency luminaire	Provide internally illuminated exit signs or emergency luminaire adjacent to the exist sign	1	£5,000.00									
Extension	Fire escape signage	Fire escape signage appears complaint	Continue testing & maintenance	3	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00	£100.00
Original build	Fixed wiring	The fixed wiring is original to the building and is expected to be circa 44 years old. The wiring has exceeded with life expectancy	Rewire the building	1	£50,000.00				£4,000.00					£4,000.00

# Planned Preventative Maintenance Report



Location	Element	Defect	Remedy	Priority	1	2	3	4	5	6	7	8	9	10
Extension	Fixed wiring	The fixed wiring is expected to be circa 20 years old and appears in good condition	Continue annual testing and replace later	3	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£250.00	£5,000.00
Whole building	Automatic fire detection system	The fire alarm system appears to be a L5/M system with limited automatic detection in the habitable rooms. Manual call points are generally located at final exists. The fire alarm panel appears to have been replaced in the last 10 years. Detector and sounder circuit wiring and equipment is expected to be original	Replace original equipment and wiring	1	£25,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00	£1,000.00
Whole building	Deaf alert system	Control panel appears to be original	Employ specialist contractor to survey equipment and report	2	£750.00	£4,000.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00
Original build	Fire door hold open devices	No local smoke detection adjacent to the fire doors	Install local smoke detection	1	£6,000.00									
Whole building	Intruder alarm system	System appears to have recently had a new control panel	Continue maintenance of system	3	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00
Original build	Access control to front door				£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00
Original build	Front powered opening door				£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00	£500.00
Whole building	Structured cabling system	Structured cabling system appears to have been installed during the construction of the new extension	System appears in fair condition	3										
Original build	Approved document Part M compliance of electrical services		Provide compliant services as works are completed											
Whole building	Fire resistance measures	Fire compartmentation requirements unknown	Complete review of fire stopping and resistance measures and upgrade where necessary. There are know compartment failures in the electrical switch cupboard	1	£5,000.00									
Whole building	Labelling of electrical services	Minimal labelling present	Provide good practice labelling strategy during any improvement works	2										

# Planned Preventative Maintenance Report



Location	Element	Defect	Remedy	Priority	1	2	3	4	5	6	7	8	9	10
Original build	Access to equipment	Some distribution equipment is located in locations with poor access due to storage of materials or poorly sited equipment	Removal material obstructions. Re-site distribution equipment during any improvement works	2										
Whole building	Roof mounted services	Telecom and ELV services have been routed across the roof and are not secured	Replace wiring with internal wiring	2	£4,000.00									
External	Drinking fountains	Not insulated. Hygiene concern.	Insulate, check DoE recommendations for water bottles.	1	£3,500.00									
Gas meters cupboard	Incoming natural gas supply	External pipes appear redundant. IMG 9182.	Check if redundant and remove.	2	£500.00									
Gas meters cupboard	U40 kitchen meter	Pipes routed via unvented floor trench. IMG 9185.	Replace to current regulations.	1	£3,500.00									
Gas meters cupboard	U40 boilers meter	Pipes routed via unvented floor trench. IMG 9186.	Replace to current regulations.	1	£2,500.00									
Boiler room	3 no. gas fired cat iron boilers	Manufactured by Hamworthy in 1975, circa 44 years old.	Replace with high efficiency gas boilers circa 120kW with pumps and controls complete	1	£90,000.00									
Boiler room	Pumps and controls	Beyond serviceable life expectancy.	Replace	1	Included									
Gas distribution	Pipework in building	Not accessible. Strong gas smells found in room 58. Gas valve suspect not suitable for gas.	Urgent works to make safe.	<b><u>Urgent Hazard</u></b>	N/A									
Boiler room and throughout	Mains water supply to whole building	Fragile pipework, missing insulation, dissimilar metals.	Replace system complete to all outlets, remove redundant pipework and brackets (IMG 9229), complete L8 legionella audits.	2	£20,000.00	£20,000.00								
Boiler room	Gas fired water heater	Long term leak has caused damage to heater base an casing. See IMG 9248 & 9249	Replace.	1	£10,000.00									
Loft space over boiler room	Pressurisation Unit	None		3										£3,000.00
Loft space over boiler room	Redundant water tanks	To be removed		3	£1,000.00									

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# Planned Preventative Maintenance Report



Location	Element	Defect	Remedy	Priority	1	2	3	4	5	6	7	8	9	10
Kitchen	Ventilation	GRP/aluminium canopy not to current standards (aluminium in food risk). See IMG 9188.	Replace	2			£15,000.00							
Kitchen	Hot and cold water services	Taps failing, no insulation.	Replace	2	Included									
Primary WC's	Ventilation	Girls WC no mechanical extract provision.	Install local ventilation	2	£1,500.00									
Primary WC's	Ventilation	Boys WC fan not working.	Replace	2	£500.00									
Primary WC's	Hot and cold water services	No insulation.	Provide	2	Included									
Primary WC's	Hot and cold water services	TMV3 testing on HWS	Carry out TMV3 testing	1	£1,000.00		£1,000.00		£1,000.00		£1,000.00		£1,000.00	
General	Heating distribution (pipes coils in ceiling void over tiles)	No control in classrooms and corridors (Offices with rads are OK). Generally inadequate in winter and too hot in autumn and spring.	Replace	2		£90,000.00								
General	Above ground waste pipework	Some leaks, e.g. kitchen (IMG 9192) and urinals (IMG 9226)	Repair/Replace	2	£1,500.00				£4,000.00					
General	Firestopping around services	Compromised	Survey and attend	1	CS2 cost									
General	Local ventilation systems	1 no. missing in room 43	Install	2	£800.00							£300.00		
General	Local ventilation systems	5 no. not working rooms 15, 24, 44, 51 & 64	Replace	2	£2,500.00							£2,500.00		
General	Local ventilation systems	4 no. door transfer grilles missing rooms 14, 15, 20 & 25	Install fire rated grilles	2		£1,000.00								
General	Mechanical Maintenance	On going servicing & PPM	PPM	2	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00	£2,000.00
Whole Building	Domestic Services	HSE L8 Legionella Audit Required		1	£4,000.00		£1,500.00		£1,500.00		£1,500.00		£1,500.00	
Totals					£353,150.00	£121,950.00	£24,950.00	£7,450.00	£21,450.00	£7,450.00	£9,950.00	£10,250.00	£9,950.00	£19,700.00

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## 4.0 Expenditure Summaries

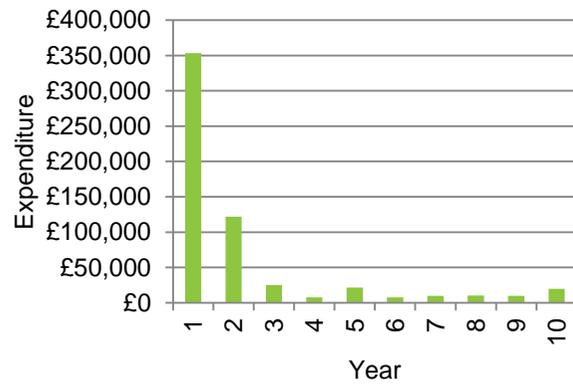
# Planned Preventative Maintenance Report

## Expenditure Summaries

### Building Fabric Schedule



### M&E Schedule



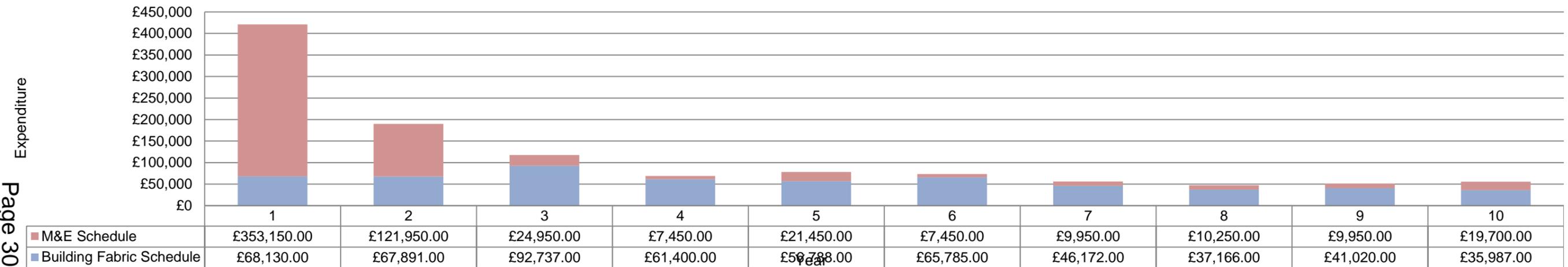
# Planned Preventative Maintenance Report



## Annual Expenditure Summary

Ref.	Location	Year										TOTAL
		1	2	3	4	5	6	7	8	9	10	
1	Building Fabric Schedule	£ 68,130.00	£ 67,891.00	£ 92,737.00	£ 61,400.00	£ 56,788.00	£ 65,785.00	£ 46,172.00	£ 37,166.00	£ 41,020.00	£ 35,987.00	£ 573,076.00
2	M&E Schedule	£ 353,150.00	£ 121,950.00	£ 24,950.00	£ 7,450.00	£ 21,450.00	£ 7,450.00	£ 9,950.00	£ 10,250.00	£ 9,950.00	£ 19,700.00	£ 586,250.00
<b>Totals</b>												

## Annual Expenditure Summary: Graph

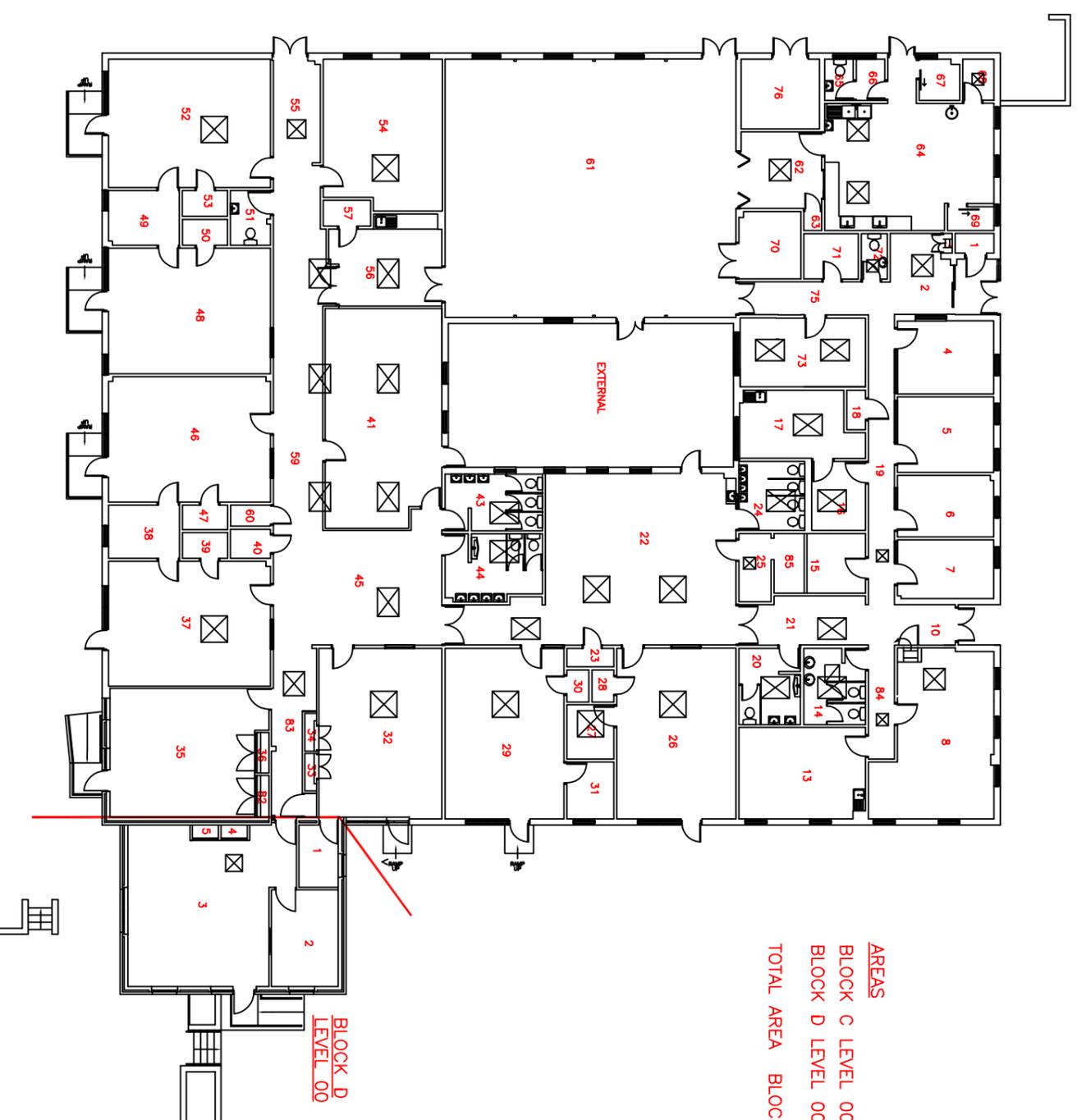


## 5.0 Room Reference Plan

Do not scale from this drawing. All dimensions to be checked on site. IHS drawing to be read in conjunction with relevant NBS specification. All site work to structural engineers details / requirements.

Notes:

BLOCK C  
LEVEL\_00



**AREAS**

BLOCK C LEVEL 00 = 1102.7  
 BLOCK D LEVEL 00 = 59.5  
 TOTAL AREA BLOCKS C, D, = 1162.2 sq.m.

Rev	Date	Note	By
X	*/**/**	X	XX

**CENTRAL SUPPORT SERVICES  
PROPERTY & FINANCE**

Floor 6, 8 Bond,  
 Smeaton Road,  
 Bristol BS1 6EE  
 Tel (0117) 903 7620  
 Fax (0117) 903 7617  
 M C Reynell, Director of Central Support Services

Client **DIRECTORATE OF EDUCATION  
& LIFE LONG LEARNING**

Project Title or Address  
**ELMFIELD SCHOOL FOR THE DEAF SCHOOL  
 GREYSTOKE AVENUE  
 SOUTHEAD  
 BRISTOL BS10 8AY**

Drawing Title  
**FLOOR PLANS  
 BLOCKS C, D, E & F**

Drawn By	CADIT	Scale	1:250@A3
Date Drawn	NOV 2010	Issue Date	
Project Number	*****	Revision	X

Drawing Number  
**156\_X\_00-P-B**

**DRAWING\_ISSUE**

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## APPENDIX A4 – Key Projects

Project	Project Description	Value	Budget
Kingsweston: Block C & The Keep	<ul style="list-style-type: none"> <li>• Refurb and extension to existing school to make the KEEP provision permanent.</li> <li>• Without this project the provision can't be maintained and will cease. This will mean all 8 children will be moved to INM out of city.</li> </ul>	£3.82m - Funded	Basic Need Grant Funding
KnowldeDGE Sixth Form	<ul style="list-style-type: none"> <li>• Construction of a new 6<sup>th</sup> form block adjoining KnowldeDGE.</li> <li>• Allows for decant of 6<sup>th</sup> form pupils and the creation of 40 SEMH/ASD/ASC places in the main school (see Appendix A2 for cost implications).</li> </ul>	£7.18m - Funded	Basic Need Grant Funding
Claremont & Elmfield – options for managing buildings deteriorating condition.	<ul style="list-style-type: none"> <li>• Proposal to continue feasibility work and develop project proposals.</li> <li>• Take immediate action to ensure ongoing operation of facilities.</li> <li>• £4.5m maintenance regime required to keep buildings operational over next 10 years if no alternative is found (see appendix A3 for survey data and lifecycle costing).</li> <li>• Project required due to risk of losing availability of buildings, no proposal to expand capacity.</li> <li>• Profound &amp; multiple learning difficulties and deafness need types</li> </ul>	<p>Up to £1.4m – (funded) in development costs and enabling works</p> <p>£10-15m (currently unfunded) full project proposal with funding proposal. To be seen by Cabinet in 2020.</p>	<p>Basic Need SEND Grant Funding</p> <p>TBC</p>
Learn@ Soundwell College Site	<ul style="list-style-type: none"> <li>• 80 Place SEMH/ASD/ASC</li> <li>• New build</li> <li>• New School</li> <li>• ESFA delivering</li> </ul>	£0	Free School Programme
Kingfisher Academy –	<ul style="list-style-type: none"> <li>• Creation of additional</li> </ul>	£0	£0

Resource Base	<p>ASC capacity in unused area at Kingfisher Primary Academy</p> <ul style="list-style-type: none"> <li>• Working with Venturers Trust to achieve this.</li> </ul>		
Briarwood Expansion to 242	<ul style="list-style-type: none"> <li>• Refurbishment and extension to existing site.</li> <li>• Additional xx places</li> </ul>	£1.5m (estimate, currently unfunded) Need for places to be reviewed in 2020	TBC
Rainbow Wave 3 - Ashley Down	<ul style="list-style-type: none"> <li>• Post 16</li> <li>• Semi independence training</li> <li>• Highly successful in Brislington</li> </ul>	TBC - Unfunded	TBC

# RISK LOG

<b>PROGRAMME NAME:</b>	Education Capital Team - Programme 3	<b>PROJECT ID</b>	
<b>PROGRAMME MANAGER:</b>	James Anderson	<b>DATE LAST AMENDED</b>	05/01/19

**KEY:** Category - 'E/F' Economic/Financial'; 'E' Environmental; 'L' Legal/Regulatory; 'O/M' Organisational/management; 'P' Political; 'S/C' Strategic/Commercial; 'T/O' Technical/Operational **Likelihood/Impact** - 4 = Very high; 3 = High; 2 = Medium; 1 = Low  
**Priority Score** - Red (12-16: Major/ Catastrophic Risk); Red/Amber (6-9: Moderate/ High Risk); Amber/Green (3-4: Low/ Moderate Risk); Green (1-2: Low Risk)

ID	Type	Category	Description	Likelihood	Impact	Priority	Date identified	Countermeasure or response	Residual			Owner / Actioner	Notes	Date of last update	Status	Related RAID ID
									Likelihood	Impact	Priority					
18	Risk	ST	<p>RISK: Programme 3, delivering the outcomes of the Integrated Education and Capital Strategy 2016 to 2022, may require realignment should future pupil projections change through birth rate, improved economy and/or changes in teaching standards, or other.</p> <p>IMPACT: Likely change to magnitude of spend and delivery programme.</p> <p>CONSEQUENCES: Increase, or reduction, in spending commitment and possible failure of the Authority's statutory duty to provide sufficient pupil places - resulting in DFE intervention. Reputation to Bristol;</p>	3	3	9	29/04/15	Continue to monitor and review strategic objectives and pupil projections/ estimates for developments in 'need' Council and government policy and changes to legislation.	3	3	9	PJ	Ongoing		Open	

## Bristol City Council Equality Impact Relevance Check



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

What is the proposal?	
Name of proposal	Education Capital Programme – SEND Capital Proposals
Please outline the proposal.	<ul style="list-style-type: none"> <li>• Construct new 6<sup>th</sup> Form block at KnowleDGE and increase capacity for autism places in the main school by 40 places</li> <li>• Refurb and construct an extension at Kingsweston Special School to accommodate high need high complexity children. Currently known as The KEEP.</li> <li>• Undertake feasibility to consider rebuilding Elmfield School for the Deaf and Clarendon school for those with profound &amp; multiple learning difficulties.</li> </ul>
What savings will this proposal achieve?	<ul style="list-style-type: none"> <li>• Continued reduction in costly Independent Specialist Placements out of the city with cheaper good quality provision within the city.</li> <li>• Avoidance of significant maintenance costs at Elmfield and Clarendon</li> </ul>
Name of Lead Officer	James Anderson

### Could your proposal impact citizens with protected characteristics?

(This includes service users and the wider community)

Please outline where there may be significant opportunities or positive impacts, and for whom.

**Age** – The project at **KnowleDGE** will provide high quality post 16 SEMH teaching environment. They will also allow more places to be available to Bristol young people age 11-16 meaning less will be sent to provision out of the city and so less consequent travel. The proposals will provide a positive impact through the delivery of additional and enhanced independent facilities to the current provision at KnowleDGE.

The project at the **Kingsweston** is for primary, secondary and p.16 and will transform the service delivery from a life expired modular building currently being used into a fit for purpose environment that is safe and appropriate within the Kingweston Special School

boundary.

The project at Elmfield School for the Deaf and Claremont Special School will have a positive affect both primary and secondary pupils for Claremont and the primary school element of Elmfield. The project will consider projects to replace life expired and expensive to maintain buildings with modern, high quality cost effective building.

**Disability** – The projects will focus on accommodation for young people on the autistic spectrum and those with physical and mental learning difficulties, the deaf and hearing impaired.

**Sex** – The proposal will not discriminate between either sex –

**Sexual Orientation** - The proposal will not discriminate between young adults.

**Pregnancy /Maternity** – The project will not discriminate on the basis of pregnancy or maternity.

**Gender reassignment** – The project will not discriminate on the basis of gender re-assignment

**Race** - The project will not discriminate on the basis of race.

**Religion or Belief** – The project will not discriminate on the basis of religion or belief.

**Marriage and Civil Partnership** - The project will not discriminate on the basis of marriage or civil partnership.

Please outline where there may be significant negative impacts, and for whom.

I am unaware of any significant negative impacts.

**Could your proposal impact staff with protected characteristics?**

(i.e. reduction in posts, changes to working hours or locations, changes in pay)

Please outline where there may be significant opportunities or positive impacts, and for whom.

- Significant improvement in quality of buildings to be used to educate young people with physical disability and/or those on the autistic spectrum.

Please outline where there may be negative impacts, and for whom.

- It is possible that some staff may have their work place location changed. This would still be within 1-2 miles of the existing location but would be an improvement in building quality.

<b>Is a full Equality Impact Assessment required?</b>	
<p>Does the proposal have the potential to impact on people with protected characteristics in the following ways:</p> <ul style="list-style-type: none"> <li>• The proposal has the capacity to increase access to or participation in a service, through improvement of physical access to the creation of much needed to additional places.</li> <li>• The projects would not affect the levels of representation in our workforce.</li> <li>• The project will help mitigate any reduction in quality of life (i.e. health, education, standard of living) for citizens with protected characteristics particularly those with disabilities.</li> </ul>	
<p>Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.</p>	<p>No – The projects have no significant negative impacts on citizens or staff with protected characteristics.</p>
<p>Service Director sign-off and date:</p>	<p>Equalities Officer sign-off and date:</p>

# Decision Pathway Report

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2018

<b>TITLE</b>	<b>Adult Education Budget Allocation 2019/20</b>			
<b>Ward(s)</b>	Citywide – particularly wards with the highest proportion of adults 19+ with few or no formal qualifications			
<b>Author:</b> Jane Taylor	<b>Job title:</b> Head of Service: Employment, Skills and Learning			
<b>Cabinet lead:</b> Cllr Anna Keen	<b>Executive Director lead:</b> Jacqui Jensen			
<b>Proposal origin:</b> BCC Staff				
<b>Decision maker:</b> Mayor <b>Decision forum:</b> Cabinet				
<b>Purpose of Report:</b> To provide an update on the WECA Adult Education Budget (AEB) application process and the 2019/20 agreed allocation for Bristol City Council and the Community Learning West Consortium.				
<p><b>Evidence Base:</b> Since 2005, the Bristol Community Learning Team has used ESFA AEB funds to deliver targeted community learning provision for adults aged 19+ with few or no formal qualifications, engaging adults through community based learning to increase their confidence and skills, and then supporting their progression to further learning, volunteering and employment opportunities. Our AEB curriculum provides critical ‘second chance’ learning opportunities, including literacy, numeracy, ESOL, digital skills, employability and family learning courses. At our last inspection, Ofsted graded Bristol City Council as a strong grade 2.</p> <p>Bristol City Council is the second largest provider of government funded adult education in Bristol. Since 2009, Bristol City Council has been the managing agent for the Community Learning West Consortium, involving a local partnership and sub-contracting arrangements with South Gloucestershire and North Somerset Councils. In 2017/18, the Community Learning Consortium reached a total of 3573 learners, including Bristol 1793, South Gloucestershire 828 and North Somerset 843.</p> <p>Although there is a high level of graduates in the Bristol population, there remain approximately 19,000 adults aged 16-64 without a full level 2 qualification, including people who experience many challenges that impact on their access to formal learning. Bristol City Council is dependent on continued AEB funding from WECA to continue to provide essential community learning provision in Bristol and across our Consortium.</p> <p>For 2018/19, Bristol received £1.80m AEB funding from the ESFA. This includes the following funding elements and distribution of funds across Consortium partners:</p>				
	<b>AEB Grant 18/19</b>	<b>Community Learning</b>	<b>Adult Skills</b>	<b>Total</b>
	Bristol	825,560	120,474	<b>946,034</b>
	South Gloucestershire	447,479	69,927	<b>517,406</b>
	North Somerset	311,532	28,000	<b>339,532</b>
	<b>Total</b>	<b>1,584,571</b>	<b>*218,401</b>	<b>1,802,972</b>
*This does not include estimated growth funding generated in year				
As a result of the devolution of AEB, Bristol City Council will in future receive two contracts: AEB funding from WECA for learners based in Bristol and South Gloucestershire and from the ESFA for all other non-WECA learners. To calculate grants for 2019/20, the ESFA and WECA are using a funding formula based on the 2017/18 AEB baseline.				

In March, the ESFA wrote to Bristol City Council with a funding allocation of £366K for non-WECA provision for 2019/20, primarily covering sub contracted provision managed by North Somerset Council. This allocation reduced funding for Bristol by approximately £19K. The Council was also invited to submit an application to WECA based on our 17/18 allocation and also allowing for 5% growth. The Council submitted an application which requested an increase of funding based on the 18/19 allocation to Bristol and South Gloucestershire, plus growth. The total amount requested was: £1.614m. WECA have agreed to an AEB allocation of £1.56m.

### Community Learning

ESFA calculated 2017/18 baseline	2018/19 actual allocation	2019/20 application and uplift (including 5%)	19/20 WECA offer	variance between BCC application and WECA offer	variance between 18/19 and 19/20 funding levels
£1,216,639	£1,273,259	£1,336,922	1,305,959	-30,963	+ 32,920

### Adult Skills

ESFA calculated 2017/18 baseline	2018/19 estimated income generated	2019/20 application and uplift (including 5%)	19/20 WECA offer	variance between BCC application and WECA offer	variance between 18/19 and 19/20 funding levels
£240,417	£410,000	£430,500	£254,333	-23,160	+ 64,032

This means our total AEB grants from the ESFA and WECA combined for 19/20 will be £1.926m. This includes the following estimated allocations across consortium partners:

AEB Grant 19/20	Community Learning	Adult Skills	Total
Bristol	846,325	168,728	<b>1,015,048</b>
South Gloucestershire	459,634	85,710	<b>545,344</b>
North Somerset	340,708	25,309	<b>366,017</b>
<b>Total</b>	<b>1,646,667</b>	<b>279,742</b>	<b>1,926,409</b>

This represents an overall funding increase of £123K for the Community Learning West Consortium, including an additional £69K for Bristol adult learners. Whilst it is very positive to see a 5% increase for Community Learning, restricting Adult Skills growth to 5% means that we will be unable to meet the growth demands in Bristol, including literacy, numeracy and ESOL.

WECA are proposing to hold back £200K for in year growth and for applications from both existing and new providers. Bristol City Council has made strong representation that first priority should be given to existing providers who can provide evidence of growth demands in 2018/19.

### Cabinet Recommendations:

1. That Cabinet accepts the ESFA and WECA allocation for 2019/20 as set out in the Report.

**Corporate Strategy alignment:** AEB funding directly support the delivery of the Corporate Strategy themes and commitments: Fair and Inclusive – by improving educational outcomes and reducing educational inequality experienced by adults who have few or no formal qualifications. Well Connected – by reducing social and economic isolation and helping connect people to people, people to jobs and people to opportunity through high quality, community based and responsive community learning programmes.

**City Benefits:** The Community Learning Team has been very successful in aligning adult learning resources and provision with wider Bristol City Council and WECA priorities, for example: helping to reduce the risk of homelessness through customised tenant programmes (e.g. Roof Over My Head); improving parental engagement in children’s early development and learning; improving adult mental health and wellbeing through informal learning; helping to meet the needs of local public and private sector employers through pre-employment courses. The Community Learning Team is also very successful at reaching under-represented groups with protected characteristics that face additional barriers to mainstream Further Education, including: women returners; Disabled people (including people with mental health issues); people from Black and Minority Ethnic communities (including refugees and asylum seekers).

**Consultation Details:** Internally advice has been sought from Bristol City Council Section 151 Officer. Externally we are working closely with are consortium partners - South Gloucestershire Council and North Somerset Council. The City of Bristol College and other Training providers are also involved in regular discussions about AEB.

<b>Revenue Cost</b>	<b>£1.926m</b>	<b>Source of Revenue Funding</b>	WECA Grant
<b>Capital Cost</b>	<b>£0</b>	<b>Source of Capital Funding</b>	N/A
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input checked="" type="checkbox"/>

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

**1. Finance Advice:** “This report is seeking permission to accept the allocation offer from WECA for adult learning in academic year 2019/20. The 2018/19 funding of £1.8m came directly to Bristol City Council from the Education and Skills Funding Council. For 2019/20, WECA has confirmed a total allocation of £1.926m. Bristol City Council would not be required to contribute any funding of its own for the Adult Education Budget, as activities and courses would be funded either by WECA or from fees charged to the learners themselves. The service has indicated that it will continue to bid for in-year resources from WECA to address learner demands and needs.”

**Finance Business Partner:** David Tully, Finance Business Partner, 30<sup>th</sup> May 2019

**2. Legal Advice:** “Progressing the application does not in itself raise any particular legal issues, however consideration will need to be given to any conditions attached to any grant, and the actual use of the funding may raise procurement issues”

**Legal Team Leader:** Eric Andrews, Senior Solicitor, Legal Team, 21<sup>st</sup> May 2019

**3. Implications on IT:** ““There are no directly identifiable IT implications arising from the submission of this bid. There may be such implications if the bid is successful; should they become apparent then the appropriate prioritisation will need to be progressed via CLB at the relevant time.”

**IT Team Leader:** Ian Gale, Head of Service ICT, 18<sup>th</sup> May 2019

**4. HR Advice:** “Now the allocation is confirmed, we will undertake further work to identify how the money secured will be spent and whether there are any HR implications for the Community Learning Team”.

**HR Partner:** Lorna Laing, HR Business Partner, 11th February 2019

**Background Documents:** not applicable

<b>EDM Sign-off</b>	Dr Jacqui Jensen	<b>22<sup>nd</sup> May 2019</b>
<b>Cabinet Member sign-off</b>	Councillor Anna Keen	<b>22<sup>nd</sup> May 2019</b>
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s Office	<b>3<sup>rd</sup> June 2019</b>

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>NO</b>
<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</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 – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

## Decision Pathway – Report Template

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	Public Health Commissioning Intentions 2019 to 2021		
<b>Ward(s)</b>	All		
<b>Author:</b> Christina Gray	<b>Job title:</b> Director of Public Health		
<b>Cabinet lead:</b> Cllr Asher Craig	<b>Executive Director lead:</b> Jacqui Jenson		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>  This report sets out recommendations relating to the de-commissioning and redesign of Public Health Services.			
<b>Evidence Base:</b>  We have reviewed the need, evidence, and best practice in relation to these services, and have consulted widely on these proposals.  The following services are public health services which the local authority is required to provide and these must be delivered to national quality standards. We are proposing some minor changes to Drug and Alcohol – Shared Care and Supervised Consumption, Sexual Health Services and Health Checks as follows: -			
<ul style="list-style-type: none"> <li>• To cease payments to Primary Care to give out condoms (we will still provide free condoms just not make a payment to give them out).</li> <li>• To cease payments to GPs for sending invitations for teen health checks and to reduce the costs of the Chlamydia screening programme through improved targeting, in total achieving a saving of £10,500.</li> <li>• Approval of a 6 month extension (to 31st March 2020) for NHS Health Checks services delivered by community organisations (£37,544) and by GPs and Pharmacists (£250,000) to enable the Health Check programme to be redesigned.</li> </ul>			
For those services which we are proposing to decommission, the evidence is summarised below:			
<ul style="list-style-type: none"> <li>• <b>Alcohol Brief Intervention services delivered in primary care:</b> These interventions are evidence based, but they are delivered by many front line staff and services, and no other payments are made for these. We therefore recommend ceasing payments to primary care for this service.</li> <li>• <b>Adult weight management:</b> Although for some people a referral to Slimming World/ Weight Watchers is effective in reducing weight, this type of approach does not address the issue at a population level and to scale in the way we need.</li> <li>• <b>Children and families weight management:</b> Although for some children and families a personalised service is effective, this type of approach does not address the issue at a population level and to scale in the way we need. A population-wide and multi-faceted approach is needed to reduce obesity across the whole of the population, taking account of the need to safeguard and promote the welfare of children and comply with section 11 of the Children Act 2004.</li> </ul>			

- **Stop Smoking Services:** Since legislation has been introduced there has been a significant reduction in tobacco use in the general population. Alternative products, such as nicotine patches and e-cigarettes are also available over the counter. However, smoking remains higher in the specific population groups, therefore we propose to decommission the current services (value £598,400) and to re-invest up to £200,000 in targeted interventions. This reinvestment has been separately costed and is taken into account in the full savings total.

**Cabinet Member / Officer Recommendations:**

That Cabinet: -

1. Approve the decommissioning of services for : -
  - a) Payments for to Primary Care providers for Alcohol Brief Interventions
  - b) Adult weight management on referral services delivered by Slimming World and Weight Watchers
  - c) Children and families weight management services – Alive and Kicking
  - d) Support to Stop Smoking services delivered in primary care and by community organisations
2. To approve the changes to the Drug and Alcohol Services, Sexual health services and Health checks as set out in the report
3. Delegate Authority to the Executive Director for People in consultation with the Cabinet Member Communities to : -
  - a) recommission a new targeted support service to stop smoking service for Bristol from 1<sup>st</sup> April 2020 to a value of up to £200,000
  - b) procure and award a contract to Primary care for sexual health services for up to four years, at a value of up to £339,500 per annum
  - c) procure and award a contract for Primary Care Drug and Alcohol Services for a period of 3.8 years from 1<sup>st</sup> April 2020, at a value of up to £1,398,800 per annum.

**Corporate Strategy alignment:**

These proposals are aligned with the following corporate priorities:

1. Public Health Bristol: Vision and Priorities 2017 to 2019 - the Public Health vision is to improve and protect the health and wellbeing of people in Bristol, and to reduce health inequalities within the population.
2. BCC Corporate Strategy 2018 – 23:
  - Empowering and Caring: Work with partners to empower communities and individuals, give children the best start in life
  - Fair and Inclusive: Improve economic and social equity
  - Well Connected: Take bold and innovative steps to make Bristol a joined up city, linking up people with jobs and with each other.
  - Wellbeing: Create healthier and more resilient communities where life expectancy is not determined by wealth or background

**City Benefits:**

This proposal ensures the continued provision of high quality public health services for which the Council has a statutory responsibility to provide, utilising an approach which will provide best value for the tax-payer and the best service for the population. The proposal focusses on improving health and reducing health inequalities within the population of Bristol.

**Consultation Details:**

An open public consultation was held between 21<sup>st</sup> March 2019 to 2<sup>nd</sup> May 2019 which received 303 on line responses and a number of additional responses by email/ letter. A summary of the consultation and our response can be found in Appendix B.

**Background:**

This paper sets out proposals to identify savings of £719,955, with full year effect to be achieved by 2020/21.

The Public Health Grant for Bristol for 2019/20 will be £31.628 million. This is a reduction of 2.7% from 2018 – 19. A further reduction in the grant is expected in 2020 – 2021.

To address this deficit during 2018/19 public health staffing levels were reduced producing a saving of £1.1 million.

Although these final recommendations (to value of £719,995) are less than we had initially proposed in the consultation, we are confident that the shortfall can be addressed by exploring other efficiencies including freezing staff posts, further reducing central running costs and looking closely at purchasing costs for prescribed drugs.

Following assessment of need, review of the evidence, and consideration of consultation feedback these proposals for the redesign of Public Health services are presented to Cabinet for approval.

<b>Revenue Cost</b>	<b>£31,628,000</b>	<b>Source of Revenue Funding</b>	<i>Public Health Grant</i>
<b>Capital Cost</b>	<b>£0</b>	<b>Source of Capital Funding</b>	<i>N/A</i>
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input checked="" type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** This report is proposing to save £0.355m in 2019/20, which is a part year effect as the contracts in question will be either decommissioned or recommissioned at a lesser contract value from 30<sup>th</sup> September 2019 or in the case of Sexual Health Services, 31<sup>st</sup> March 2020. The full year effect of these savings from 2020/21 is £0.720m.

At a national level the Public Health grant has reduced over the last five year with notional grant for 2020/21 assuming the same level of funding as 2019/20. The report indicates that these proposals are the first of further intended proposals to save an overall total of £2.0m from the Public Health Grant in light of the falling grant agreement year on year.

The contracts, totalling £2.918m, are contained within the Public Health Grant cost centre, where grant funding for 19/20 totals £31.628m, a reduction of 2.7% from 18/19.

**Finance Business Partner:** *Neil Sinclair, 20<sup>th</sup> May 2019.*

**2. Legal Advice:**

The National Health Service Act 2006 provides that each local authority must take such steps as it considers appropriate for improving the health of the people in its area and this report sets out how this is to be achieved.

Consultation has taken place in relation to the decision to be taken. The responses to the consultation must be taken into account by Cabinet when taking the decision. Cabinet should also be satisfied that proper consultation has taken place in that (i) proposals were consulted on are at a formative stage (ii) sufficient reasons have been given for the proposals and (iii) adequate time has been allowed for consideration and response. Appendix B of this report clearly sets out the process that was undertaken and how responses have been taken in to consideration by officers when developing their proposals for final decision.

**Equalities**

The Public Sector Equality duty requires the decision maker to consider the need to promote equality for persons with “protected characteristics” and to have due regard to the need to i) eliminate discrimination, harassment, and victimisation; ii) advance equality of opportunity; and iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.

The Equalities Impact Check/Assessment is designed to assess whether there are any barriers in place that may prevent people with a protected characteristic using a service or benefiting from a policy. Cabinet must take into consideration the information in the assessment before taking the decision.

A decision can be made where there is a negative impact if it is clear that it is necessary, it is not possible to reduce or remove the negative impact by looking at alternatives and the means by which the aim of the decision is being implemented is both necessary and appropriate.

Cabinet should also be satisfied that the need to safeguard and promote the welfare of children has been considered in order to comply with Section 11 Children Act 2004.

Commissioning new services, or extending existing contracts, will need to comply with the relevant procurement regulations. Any direct awards will need to be justified in both value for money and procurement terms.

**Legal Team Leader:** Sarah Sharland, Team Leader, Litigation, Regulatory and Community Team, Legal Services

**3. Implications on IT:**

There are no identifiable IT implications arising from this report.

**IT Team Leader:** Ian Gale, Head of IT, Resources

**4. HR Advice:** The proposals are currently focused on re-commissioning of some Public Health services, and will have no HR implications for Bristol City Council employees. There may be an impact on providers if they do not get their contracts renewed or contracts are given to new providers. If this is the case we would support and advise on any HR issues that may arise from them should they require it.

**HR Partner:** Lorna Laing, People & Culture HR Business Partner – Adults, Children & Education

<b>EDM Sign-off</b>	Jacqui Jenson	22 <sup>nd</sup> May 2019
<b>Cabinet Member sign-off</b>	Cllr Asher Craig	23 <sup>rd</sup> May 2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor Rees	3 <sup>rd</sup> June 2019

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>NO</b>
<b>Appendix B – Details of consultation carried out - internal and external</b> <ul style="list-style-type: none"> <li>• Consultation report attached</li> </ul>	<b>YES</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b> <ul style="list-style-type: none"> <li>• Risk assessment attached</li> </ul>	<b>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b> <ul style="list-style-type: none"> <li>• EqIA for each service attached</li> </ul>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment</b> <ul style="list-style-type: none"> <li>• There are no significant environmental impacts related to this report and a full Eco IA is not required.</li> </ul>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

# Bristol City Council Public Health Commissioning Intentions 2019 to 2021

## Consultation Summary and Recommendations Report

A consultation has been undertaken setting out commissioning intentions for Public Health services for 2019 to 2021. This Consultation set out two Phases for consideration. Phase 1 focuses on individual contracts with an end date in 2019. Phase 2 focuses on three contracts currently with GPs and pharmacists (sometimes called Primary Care) with an end date 2019 – 2020.

We would like to take this opportunity to thank the 303 people and organisations who took time to respond to the questionnaire or to write to us with views, ideas and suggestions.

Of these responses 54% were from residents; 18% were from GPs; 9% were from voluntary and community sector; 7% were from healthcare providers, 6% were from commissioners; 6% were from other public sector providers; 5% were from service users; 4% were from pharmacists; 3% were from Bristol City Council Employees; and 10% were from others.

We received 77 individual comments relating to Stage 1 proposals and 68 individual comments to Stage 2 proposals.

Responses to the consultation are summarised in this report. In relation to each question we have set out an overview of the respondent's feedback, our response, and our final recommendations to Cabinet.

The table below sets out the original proposals presented in the consultation and the final recommended savings which we are confident could be secured by doing things differently, including implementing suggestions put forward by respondents.

If achieved, this helps us meet the challenge posed by the reduction in the public health grant from Central Government.

	<b>Original savings proposals in Consultation</b>	<b>Final recommended savings proposals</b>
<b>Phase 1</b>	£719,454	£681,900
<b>Phase 2</b>	Between £139,065 - £278,130	£38,055
<b>Total</b>	Between £858,519 - £997,584	£719,955

Although these final recommendations are less than we had initially proposed we are confident that we can address the shortfall by exploring other efficiencies including freezing staff posts, further reducing central running costs and looking closely at purchasing costs for prescribed drugs.

## Phase 1: Contracts with an end date of 30<sup>th</sup> September 2019

### 1.1 Payment to GPs and Pharmacists for delivery of Alcohol Brief Advice

#### Consultation question

Respondents were asked to what extent they agree or disagree with the proposal (1.1) to stop Public Health payment for GPs and Pharmacies to deliver Alcohol Brief Advice.

#### Public response

			Response Percent	Response Total
1	Strongly Agree		12.55%	32
2	Agree		32.94%	84
3	Neither agree nor disagree		11.37%	29
4	Disagree		18.43%	47
5	Strongly Disagree		24.71%	63
			answered	255
			skipped	48

45% of the respondents agreed or strongly agreed with the proposal. 43% disagreed or strongly disagreed with the proposal

One respondent expressed the view that it was reasonable to stop this payment because everyone should be providing this intervention and that free training is available. Another respondent expressed concern about levels of alcohol harms and impacts on Emergency Departments.

#### Our response

Our position is that this intervention should be delivered widely by a range of partners. No other provider receives payment per intervention. We therefore recommend ceasing this payment.

It was suggested by one respondent that we might consider measuring the impact of withdrawing funding on the delivery of Brief Interventions in Primary Care, however our view is that the cost of undertaking such a review would be more expensive than the service provision, and given the need to make budgetary savings this is not a viable option.

#### Our recommendation

<b>1.1 Payment to GPs and Pharmacists for delivery of Alcohol Brief Advice</b>	
Recommendation to Cabinet: <b>Decommission at contract end date</b>	
Proposed Saving: £17,000	Recommended Saving: £17,000

## 1.2: Adult Healthy Weight

### Consultation question

Respondents were asked to what extent they agree or disagree with the proposal (1.2) to replace targeted adult weight-loss services with a population-wide, social and environmental approach to healthy weight.

### Public response

			Response Percent	Response Total
1	Strongly Agree		24.61%	63
2	Agree		35.94%	92
3	Neither agree nor disagree		14.06%	36
4	Disagree		7.81%	20
5	Strongly Disagree		17.58%	45
			answered	256
			skipped	47

61% of respondents agreed or strongly agreed with the proposal to replace these targeted adult weight-loss services with a population-wide, social and environmental approach to healthy weight. 25% disagreed or strongly disagreed with this proposal.

Two respondents suggested that there is significant benefit for some patients and expressed concerns about loss of support for people on low incomes who are not be able to pay for weight loss classes. One respondent stated that there was no evidence for long term benefit for those attending weight management classes and this is not a sustainable approach to weight loss. One respondent pointed out that we had not provided much detail about what the alternative approach will be and how it would address obesity. They also stated that we should be focusing on prevention rather than cure and that we should work collaboratively with NHS and other partners in the design of future solutions.

### Our response

We have noted all comments and will take steps to set out the new approach more clearly. We agree that it will be important to work with our local NHS and other partners in the design of the new system.

### Our recommendation

1.2 Adult Healthy Weight	
Recommendation to Cabinet: Decommission at contract end date	
To refocus Public Health work on evidenced based population approaches which will have an impact on more people and encourage sustained behaviour change.	
Proposed Saving: £100,000	Recommended Saving: £100,000

### 1.3: Children’s Healthy Weight

#### Consultation question

Respondents were asked to what extent they agree or disagree with the proposal (1.3) to replace targeted children’s weight-loss services with a population-wide, social and environmental approach to healthy weight.

#### Public response

			Response Percent	Response Total
1	Strongly Agree		15.02%	38
2	Agree		33.99%	86
3	Neither agree nor disagree		16.60%	42
4	Disagree		15.42%	39
5	Strongly Disagree		18.97%	48
			answered	253
			skipped	50

49% of respondents agreed or strongly agreed with the proposal to decommission the services. 34% disagreed or strongly disagreed.

As shown above generally respondents agreed that we should decommission these services. However three of the respondents in favour said they would like more information about what we will put in place to address obesity in children. One respondent suggested that we could deliver a service more cheaply, and that perhaps the service could work more closely with schools, which could provide free venues. Another respondent expressed concern that the National Childhood Measurement Programme (NCMP), the weighing and measuring of children in Reception and Year 6 of primary schools made links with this service, and that currently parents are signposted from NCMP to the service for support. One respondent asked how training and support will be provided for the delivery of weight management in the future as this is currently provided by the Alive and Kicking programme.

#### Our response

We have noted all comments. Public Health will work with early years, schools, parks and play services to support and promote healthy weight for children and families. To support the NCMP programme we will ensure that community children’s services commissioned by Public Health will work with families who require specific support. We will review the training available to professionals and how best to provide this.

#### Our recommendation

1.3 Children’s Healthy Weight	
Recommendation to Cabinet: Decommission at contract end date To refocus on a population wide approach to address childhood obesity.	
Proposed Saving: £166,500	Recommended Saving: £166,500

## 1.4: Community Health Checks

### Consultation question

Respondents were asked to what extent they agree or disagree with the proposal (1.4) to decommission the additional Health Checks services provided by WISH and Knowle West Health Park and to instead focus on making sure that at-risk groups access the service provided by Primary Care.

### Public response

			Response Percent	Response Total
1	Strongly Agree		23.23%	59
2	Agree		38.98%	99
3	Neither agree nor disagree		12.60%	32
4	Disagree		11.42%	29
5	Strongly Disagree		13.78%	35
			answered	254
			skipped	49

62% of respondents agreed or strongly agreed to the proposal. 25.2% disagreed with the proposal.

We received comments for and against the evidence base for NHS Health Checks. 5 respondents described the benefits of delivering Health Checks in the community and were concerned that those opportunities for targeted outreach would be missed if there is no local community sector involvement.

### Our response

Health Checks are a mandated programme, which means that we must provide them. However, we wish to do this in a way which is most effective in reducing health inequality. On consideration, this decision is linked to decision 2.1 “Health Checks Provided by GPs and Pharmacies” and we propose to align these. To do this we would need to extend this contract for 6 months (to 31<sup>st</sup> March 2020) to allow time to redesign the Health Check programme whilst keeping a continuity of services for the residents. We want to ensure that in any new arrangement that GPs and Community Providers can continue to work in partnership to deliver Health Checks to maximise effectiveness and address inequality. For more information on NHS Healthchecks please see [www.nhs.uk/conditions/nhs-health-check](http://www.nhs.uk/conditions/nhs-health-check)

### Our recommendation

1.4 Community Health Check Services	
Recommendation to Cabinet: To extend this contract for 6 months while the full Health Check programme is redesigned.	
Proposed Saving: £37,554	Recommended Saving: 0 (Saving achieved in 2.1)

## 1.5: Stop Smoking Services

### Consultation question

Respondents were asked to what extent they agree or disagree with the proposal to reform the Public Health approach to Stop Smoking services (1.5) i.e. to stop existing provision and instead to work with partners to design and implement targeted interventions focused on reducing smoking during pregnancy and within high risk groups (low income groups and people in contact with mental health services).

### Public response

			Response Percent	Response Total
1	Strongly Agree		21.40%	55
2	Agree		33.85%	87
3	Neither agree nor disagree		8.56%	22
4	Disagree		16.34%	42
5	Strongly Disagree		19.84%	51
			answered	257
			skipped	46

55% of respondents agreed or strongly agreed with the proposal. 36% disagreed or strongly disagreed.

All additional comments raised issues about health inequality and the importance of maintaining some targeted interventions. Four respondents spoke about the value of community based stop smoking services. One respondent suggested we work closely with NHS and other partners to explore how support to stop smoking services can be incorporated with mental health services.

### Our response

We acknowledge the potential impact on local community and voluntary sector providers. We anticipate that the new targeted service contract will be developed and delivered in and with communities and that local community providers will have opportunities to bid for some of this work.

### Our recommendation

1.5 Stop Smoking Services	
Recommendations to Cabinet: <ul style="list-style-type: none"> <li>Decommission the current services (annual value £598,400)</li> <li>Work with the NHS establish Stop Smoking Services provision for pregnant women, people in contact with mental health services; and redesign/recommission a new targeted service for Bristol from 1<sup>st</sup> April 2020 with a value of up to £200,000.</li> </ul>	
Proposed Saving: £398,400	Recommended Saving: £398,400

## Phase 2: Primary Care Contracts with an end date 2019 - 20

### 2:1 Health Checks:

#### Consultation question

Respondents were asked to what extent they agree or disagree with the proposal to reduce the cost of the GP and pharmacist Health Checks contract by up to 10% and to focus on offering this service to those residents living in areas of highest need.

#### Public response

			Response Percent	Response Total
1	Strongly Agree		19.46%	50
2	Agree		34.63%	89
3	Neither agree nor disagree		14.79%	38
4	Disagree		17.12%	44
5	Strongly Disagree		14.01%	36
			answered	257
			skipped	46

54% of respondents agreed or strongly agreed with the proposal.

#### NHS Health Check: reduction of 0% to 10% (£0 - £25,000)

Respondents were asked what level of reduction of the cost of the GP and pharmacist Health Checks contract they preferred.

			Response Percent	Response Total
1	0% (£0)		23.25%	53
2	1% (£2,500)		0.88%	2
3	2% (£5,000)		3.95%	9
4	3% (£7,500)		0.88%	2
5	4% (£10,000)		1.32%	3
6	5% (£12,500)		9.65%	22
7	6% (£15,000)		1.32%	3
8	7% (£17,500)		0.88%	2
9	8% (£20,000)		2.19%	5
10	9% (£22,500)		0.00%	0
11	10% (£25,000)		55.70%	127
			answered	228
			skipped	75

56% of respondents favoured a 10% cut to the Health Check budget, while 23% favoured a 0% cut.

Comments were broadly similar to those received for question 1.4 (Community Health Checks), supporting a targeted approach.

### **Our response**

On consideration, this decision is linked to decision 1.4 Community Health Checks and we propose to align these. To do this we would need to extend this contract for 6 months (to 31<sup>st</sup> March 2020) to develop a new specification for Health Checks services whilst keeping a continuity of services for the residents. GP practices will need to be central to any new service due to requirements to include new clinical variables in the calculation of QRisk 3 (the method by which cardiovascular disease risk is calculated). We would want to ensure that in any new service, GPs and community providers can continue to work in partnership to deliver Health Checks to maximise in-reach into communities and reduce health inequalities.

### **Our recommendation**

<b>2.1 Health Check Services</b>	
<p>Recommendations to Cabinet:</p> <ul style="list-style-type: none"> <li>• To extend this contract for 6 months to enable the full Health Check programme to be redesigned, ensuring that the services are targeted at those in most need and that there continues to be a role for community providers alongside Primary Care.</li> <li>• To combine the investment from Community and Primary Care Health Check Programmes and reduce the total value by 10%</li> </ul>	
Proposed Saving: £12,500 - £25,000	Recommended Saving: <b>£27,555</b>

## 2.2: Shared Care Services (Drug and Alcohol Treatment)

### Consultation question

Respondents were asked to what extent they agree or disagree with the proposal (2.2) to reduce costs within the Shared Care service by up to 10% by focusing on a recovery approach (actively supporting clients to become free of a dependency on prescribed drugs as a substitute) rather than a maintenance approach (where clients are on prescriptions long term).

### Public response

			Response Percent	Response Total
1	Strongly Agree		15.12%	39
2	Agree		29.46%	76
3	Neither agree nor disagree		10.85%	28
4	Disagree		14.73%	38
5	Strongly Disagree		29.84%	77
			answered	258
			skipped	45

### Substance Misuse Services – Shared Care: reduction of 4% to 10% (£55,952 - £139,880)

Respondents were asked what level of reduction of the cost within the Shared Care service they preferred.

			Response Percent	Response Total
1	4% (£55,952)		50.00%	102
2	5% (£69,940)		10.78%	22
3	6% (£83,928)		7.35%	15
4	7% (£97,916)		4.41%	9
5	8% (£111,904)		4.41%	9
6	9% (£125,892)		0.00%	0
7	10% (£139,880)		23.04%	47
			answered	204
			skipped	99

The responses were polarised with 45% of respondents agreeing or strongly agreeing with this proposal, and 45% of respondents disagreeing or strongly disagreeing.

50% of respondents selected a budget reduction of 4% while 23% selected the highest budget reduction of 10%.

Respondents raised concerns about the impact of any budget cuts to drug and alcohol services on individuals and to wider society. It was pointed out that the GP element of Shared Care service is integral and to the ROADS Drug and Alcohol Treatment Contract.

Constructive suggestions were received about other ways to achieve efficiencies, including opportunities to consider alternative opioid substitution products, provided this is done according to clinical guidelines.

### Our response

A number of respondents took issue with the concept of recovery as presented in the consultation. We would like to take the opportunity to clarify that recovery in this context describes a first principle approach of hope, aspiration and ambition for every individual and family; and that psychological and physical health and welfare are essential components of treatment. There is no assumption that all clients will come off Opiate Substitution Treatment (OST).

We have carefully considered this feedback and looked at what is funded. We will not be seeking any reduction from this budget. We will be exploring other opportunities of obtaining efficiencies and reducing costs, including consideration of alternative opioid substitution products.

### Our recommendation

<b>2.2 Shared Care Services (Drug and Alcohol Treatment)</b>	
<p>Recommendations to Cabinet:</p> <ul style="list-style-type: none"> <li>To maintain the current level of budget for this service (contract value of up to £1,398,800 per annum).</li> <li>To seek a direct award to Primary Care for these services and to bring these services in line with the contract period for the main ROADS service.</li> <li>That commissioners work with partners and providers to explore possibilities of reducing cost through the use of alternative opioid substitution products, ensuring that prescribing meets clinical guidelines.</li> </ul>	
Proposed Saving: £65,000 - £139,880	<p>Recommended Saving: <b>0</b></p> <p><b>To explore possible reduced costs through the use of alternative opioid substitution products</b></p>

## 2.3: Sexual Health Services

### Consultation question

Respondents were asked to what extent they agree or disagree with the proposal (2.3) to reduce the cost of the Sexual Health Services contract by up to 10%.

### Public response

			Response Percent	Response Total
1	Strongly Agree		5.93%	15
2	Agree		9.88%	25
3	Neither agree nor disagree		13.04%	33
4	Disagree		30.83%	78
5	Strongly Disagree		40.32%	102
			answered	253

71% disagreed or strongly disagreed with reducing the sexual health budget.

### Sexual Health Services: reduction of 0% to 10% (£0 - £35,000)

Respondents were asked what level of reduction of the cost within the Shared Care service they preferred.

			Response Percent	Response Total
1	0% (£0)		46.33%	101
2	1% (£3,500)		2.29%	5
3	2% (£7,000)		2.29%	5
4	3% (£10,500)		2.29%	5
5	4% (£14,000)		2.75%	6
6	5% (£17,500)		16.51%	36
7	6% (£21,000)		1.83%	4
8	7% (£24,500)		1.38%	3
9	8% (£28,000)		2.75%	6
10	9% (£31,500)		0.46%	1
11	10% (£35,000)		21.10%	46
			answered	218
			skipped	85

46% voted for a 0% reduction in budget while 21% voted for a 10% reduction in budget.

Respondents who gave detailed responses placed a high importance on promoting good sexual health and the provision of effective contraception and that any reduction to these services will have a negative impact. It was also noted that these services should be accessible to everyone.

However, two respondents did suggest there could be other ways of delivering the services, e.g. increased access to home testing kits, video link consultations.

### **Our response**

We have carefully considered this feedback and looked at what is funded. As a result we have identified some areas where efficiencies can be obtained with minimal impact on the provision of services. We will continue to supply free condoms but will not make any further payments to Primary Care to give these out. We will also cease payment for GP's to send out invitations for teen Health Checks. We will work with providers to ensure the most efficient cost of the Chlamydia screening programme through the improved targeting of tests. These adjustments are estimated to achieve a saving of between £10,500 and £12,500.

### **Our recommendation**

#### **2.3 Sexual Health Services**

Recommendation to Cabinet:

- To cease payment for condom distribution (we will still provide free condoms), cease payment for teen health checks and reduce costs of the Chlamydia screening programme through improved targeting.
- To seek a direct award to primary care for sexual health services to bring these services in line with the contract period for the main UNITY sexual health service.

Proposed Saving: £15,000 - £35,000

Recommended Saving: **£10,500 to £12,500**

## 2.4: Consultation on Direct Awards to GPs and Pharmacists

### Consultation question

Respondents were asked to what extent they agree with the phase two proposal to directly award GPs and pharmacists with funding (negotiated best value) rather than allow service providers to compete for funding with a competitive tender.

### Public response

			Response Percent	Response Total
1	Strongly agree		40.86%	105
2	Agree		31.13%	80
3	Neither agree nor disagree		13.23%	34
4	Disagree		7.78%	20
5	Strongly disagree		7.00%	18
			answered	257

72% agreed that these services should continue to be a direct award for primary care.

### Our response

We will be exploring the possibilities of direct award as an option.

Public Health Commissioning Intentions Risk Register																	
Negative Risks that offer a threat to XXXXX and its Aims (Aim - Reduce Level of Risk)																	
Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
CI001	Support to Stop Smoking - Redundancy costs	Decommissioning the support to stop smoking services - possible redundancies for staff members and voluntary organisations may seek to transfer cost of these to BCC	Risk that providers may claim redundancy costs back to BCC - reduction to planned savings	Open	Health and Wellbeing	Financial	Christina Gray	Advice being sought from Legal.			2	1	2			0	
CI002	Support to Stop Smoking - reduction in service	Decommissioning the support to stop smoking services and development of a new programme	No support for those wanting to quit smoking for 6 months	Open	Health and Wellbeing	Service Provision	Christina Gray	Proposal to commission 6 month service from maternity providers to support pregnant smokers. Work with mental health partners to map and enhance current provision to this group within existing work areas.			4	3	12	£0.00		0	
CI003	NCMP Programme	Decommissioning the Alive N Kicking Programme	No support available to parents and carers seeking support following their child being weighed and measured	Open	Health and Wellbeing		Christina Gray						0			0	
CI004	Health Professionals Training	Decommissioning the Alive N Kicking Programme	Lack of training for professionals to have access to start the conversation about children's healthy weight	Open	Health and Wellbeing		Christina Gray						0			0	
CI005	Website	Decommissioning services - weight management and stop smoking	No acute and relevant advice and guidance to help people make positive changes to lifestyle	Open	Health and Wellbeing	Service Provision	Christina Gray						0			0	
CI006	NHS Health Checks - redundancy costs	Redundancy of staff delivering stop smoking	Risk that providers may claim redundancy costs back to BCC - reduction to planned savings	Open	Health and Wellbeing	Financial	Christina Gray	Service specification will enable the range of providers to bid for the work.			3	1	3				
C1007	NHS Health Checks - reduction in service	Decommissioning the current NHS Health Checks service and Enhanced NHS Health Checks and changing to a direct award to primary care	Risk of reduction in number of health checks delivered. reduced success in targeting key population groups	Open	Health and Wellbeing	Service Provision	Christina Gray	Current service being extended to March 2020 to ensure no gap between contracts			1	1	1			0	

## Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Identification and Brief Advice in relation to Alcohol Use: provision in primary care
Directorate and Service Area	People Directorate, Public Health
Name of Lead Officer	Georgie MacArthur

### Step 1: What is the proposal?

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

#### 1.1 What is the proposal?

Bristol City Council currently commissions GP practices and community pharmacies to provide Identification and Brief Advice (IBA) services for people aged 16 years and over.

Identification and brief advice (IBA) is one part of early prevention provision for adults. The intervention involves screening of adults to identify the level of alcohol use; and if above a threshold level, provision with information, feedback around their alcohol consumption, advice, motivational enhancement, goal-setting and signposting to services (Kaner et al, 2018). Brief interventions are often built around the FRAMES approach, which structures the intervention according to: Feedback on intake, highlighting the Responsibility for change, Advice, a Menu of options for change, an Empathic approach and building Self-efficacy in the recipient.

The aim of IBAs is to prevent alcohol use as part of a preventive population approach, via reductions in alcohol consumption across the population, which can have large total effects on health outcomes and harms.

The proposal is for payment for delivery of IBAs in primary care by Public Health to be decommissioned at contract end date.

## Step 2: What information do we have?

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

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

#### The local context

In Bristol, data suggest that 84.4% of the population aged over 16 years drink alcohol. Of these, 20.3% drink at increasing levels that risk harm in the long term, and 7.5% drink at higher risk levels that harm themselves and others (JSNA 2016-7).

In Bristol, public health profiles (2019) demonstrate that:

- Admissions to hospital for alcohol-specific conditions are higher than the England average (570/100,000), with a rate of 939 admission episodes/100,000 between 2017 and 2018.
- Alcohol-specific mortality in men is 20 per 100,000, which is significantly higher than the England average (14.5/100,000) and higher than the rate for women.
- The hospital admission rate for liver disease is 169 per 100,000, compared to 131/100,000 for England as a whole, and is higher for males compared to females.

#### Evidence for the effectiveness of brief interventions

A recent Cochrane review of the effectiveness of brief interventions for hazardous or harmful drinkers reported that moderate-quality evidence existed that those who received a brief intervention consumed less alcohol than those who received minimal or no intervention after one year (with average reductions of 20g of alcohol/week being observed (95% CI -12 to -28g/week), which is equivalent to just over 2 units. Benefits were observed among both men and women. Extended brief interventions did not offer additional benefit. Brief interventions have little impact on frequency of binges per week, drinking days per week, or bingeing intensity (Kaner et al, 2018).

NICE public health guidance recommends implementation of IBAs for young adults and adults.

#### Provision of IBAs in Bristol

Public health commission IBAs from forty-three general practices and nineteen pharmacies. Over a 15 months period from January 2017, 56 IBAs were conducted in pharmacy settings and 327 scratch cards (self-administered screening cards) were given to members of the population. IBAs will also have been provided in General Practice. IBAs are offered to those aged over 16 years, alongside more specific provision to those who have hypertension, those with newly diagnosed depression or those for whom alcohol consumption has been raised as an issue via secondary care.

Therefore, particular groups that could be affected by a reduction in provision are:

- Individuals who consume alcohol at increasing-risk and higher-risk levels.
- Individuals who have experienced acute alcohol-related harm, such as injury, and who have accessed secondary care.
- Individuals with newly diagnosed depression.
- Individuals with hypertension.

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

We do not have reliable diversity data for all protected characteristics e.g. sexual orientation about Bristol citizens who receive IBAs.

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

A public consultation was carried out relating to possible changes to this contract, in which communities and groups will have had the opportunity to comment.

### Step 3: Who might the proposal impact?

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

#### 3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Overall, while the proportion of adults drinking at increased or higher-risk levels is highest in higher income households (NHS Digital, 2019), alcohol-related harms and admissions to hospital relating to alcohol are higher among individuals in more deprived areas (Katikireddi et al 2018, Sadler et al 2017). In addition, individuals who misuse alcohol in more deprived areas are also more likely to smoke tobacco and therefore are at greater risk of developing complicating medical conditions, leading to a higher burden of mortality.

##### Gender

A gender inequality exists in Bristol, since rates of alcohol-related mortality are higher in males compared to females. A higher proportion of males also drink alcohol at increasing-risk or higher-risk levels, compared to women, in Bristol (JSNA 2016-7). Both males and females have been reported to benefit from brief interventions with no significant difference in the effect between males and females (Kaner et al., 2018). Thus, the proposed change could affect males.

##### Age

Children and young people are more vulnerable to alcohol-related harm (Public Health England, 2016). In Bristol, moderate or severe alcohol use is higher among people aged 35-55 years, after which the prevalence of such alcohol use decreases. Alcohol use at all levels decreases from age 60 years (Bristol JSNA Chapter, 2016-7). In England, binge drinking is highest in younger age groups and this can be associated with increased risk of injury or acute harm. The proposed change could therefore have impacts on individuals in certain age

groups.

### **Disability**

12.4% of people aged 16-64 living in Bristol report that their day-to-day activities are limited. Across all ages, 16.7% of the Bristol population report a limiting long-term illness or disability. Possible effects of termination of commissioning of IBAs in primary care on individuals with disability are not clear.

### **Pregnancy and maternity**

Alcohol use during pregnancy is associated with premature birth or underweight. Current guidelines highlight that the safest approach is not to drink any alcohol during pregnancy to keep risks to a minimum. The proposed change has the potential to have an impact on individuals who are pregnant and consume alcohol.

### **Race**

The Black and Minority Ethnic (BME) population in Bristol is 16% of the population. The rate of alcohol use among different ethnic groups in Bristol is variable (Bristol JSNA Chapter 2016-7: Alcohol Misuse in the Adult Population). Evidence for England demonstrates that a higher proportion of individuals in Black or Asian ethnic groups do not drink alcohol. Data are not available regarding the prevalence of higher risk drinking among different ethnic groups.

### **Religion or belief**

In Bristol, over 200,000 individuals (46.8%) stated that they were Christian in the 2011 Census, while 160,218 (37.4%) reported that they had no religion, and 22,016 (5.1%) individuals stated that their religion is Muslim. Those reporting other religions comprised less than 3% of the Bristol population (Census, 2011). Available data do not suggest an impact of the proposed change according to religion or belief.

### **Sex and sexual orientation**

Nationally, 6% of the population are Lesbian, Gay, Bisexual and Transgender (LGBT) people. In Bristol, estimates range between 1.5% and 2.8% (Diversity Trust, 2016), which is equivalent to an estimated 6,600-26,500 people.

Studies have demonstrated that LGBT communities show higher levels of alcohol use and higher levels of mental ill health (Diversity Trust, 2016). LGBT individuals with other protected characteristics may be at greater risk of risk behaviour and ill health. For instance, BME lesbian and bisexual women may have different patterns of risk behaviours than white and heterosexual individuals (Public Health England, 2013). As such, the proposed change has the potential to impact on the LGBT population.

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

The intervention should be delivered by a wide range of partners across the health and care system. Training for health professionals in IBA delivery is available.

## **3.3 Does the proposal create any benefits for people with protected**

characteristics?
It is unlikely that individuals with protected characteristics will directly benefit from this proposal.
3.4 Can they be maximised? If so, how?
This is not applicable as there are unlikely to be direct benefits to those with protected characteristics.

#### Step 4: So what?

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

4.1 How has the equality impact assessment informed or changed the proposal?
The proposal has not changed, but awareness of the points noted above will inform ongoing routine monitoring of alcohol use and alcohol-related harms in the Bristol population and among those with protected characteristics.
4.2 What actions have been identified going forward?
No specific actions.
4.3 How will the impact of your proposal and actions be measured moving forward?
<ul style="list-style-type: none"> <li>• Equality monitoring and data analysis are used to inform future and ongoing service improvements.</li> <li>• We will monitor sources of ROADS referrals to assess the impact (if any) on # of referrals from GPs</li> </ul>

Service Director Sign-Off: 	Equalities Officer Sign Off:  Duncan Fleming
Date: 15/5/2019	Date: 15/5/2019

## Reference list

Bristol JSNA, Alcohol Chapter, 2016-7. Alcohol Misuse in the Adult Population.

Census 2011. Key Statistics About Equalities Communities in Bristol.

Diversity Trust (2016). Evidence for Change. Bristol Lesbian, Gay, Bisexual and Trans Health and Wellbeing Research Report. September 2016.

Kaner E et al. Effectiveness of Brief Interventions in Primary Care. Cochrane Database of Systematic Reviews Issue 2, CD004148.

Katikireddi SV et al (2017) Socioeconomic status as an effect modifier of alcohol consumption and harm: an analysis of linked cohort data. *Lancet Public Health* 2(6): e267-276.

NHS Digital. Statistics on Alcohol, England 2019.

Office for National Statistics. Adult drinking Habits in Great Britain. May 2018.

Public Health England 2013. The Lesbian, Gay, Bisexual and Trans Public Health Outcomes Framework Companion Document. Authors: Williams H, Varney J, Taylor J, Fish J, Durr P, Elan-Cane C.

Public Health England 2016. The Public Health Burden of Alcohol and the Effectiveness and Cost-Effectiveness of Alcohol Control Policies. An Evidence Review.

Sadler S et al (2017). Understanding the alcohol harm paradox: an analysis of sex- and condition-specific hospital admissions by socio-economic group for alcohol-associated conditions in England. *Addiction* 2017; 112(5): 808-817.

## Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Revised commissioning of sexual health services in Primary Care
Directorate and Service Area	People
Name of Lead Officer	Jo Copping

### Step 1: What is the proposal?

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

#### 1.1 What is the proposal?

Bristol City Council currently commission GP practices and community pharmacies to provide sexual health services that fall outside of their NHS contracts (commissioned by the Clinical Commissioning Group).

These services are commissioned through separate contracts across 48 individual GP practices and 94 pharmacies in Bristol. These contracts have been commissioned as activity based contracts where GPs and pharmacists are only paid based on the number of contracted interventions that they deliver.

GPs currently deliver the following sexual health interventions:

- The provision of long acting reversible contraception (LARC) for women of all ages, and in particular the fitting of intra-uterine contraceptives (IUCs) and the fitting and removal of sub dermal implants (SDI).
- The provision of young people sexual health services. Interventions delivered for this element of the contract include:
  - Teen health checks
  - C Card Registration
  - Seeing unregistered patients (under 25) for any sexual health service except condom distribution
  - Condom distribution under the C-card scheme
  - Distribution of chlamydia screening packs

Pharmacists currently deliver the following sexual health interventions:

- Provision of emergency hormonal contraception (EHC) and associated consultation
- Provision of chlamydia treatment medication and associated consultation
- Condom distribution under the C-card scheme

- Distribution of chlamydia screening packs

Following the public consultation and internal discussions, the following three recommendations are being proposed for primary care sexual health contracts:

1. Direct award these contracts to primary care to March 2022, with the option of plus 2 years, so that they are in line with the specialist sexual health contract (UNITY)
2. Make a 10% saving on the current costs of chlamydia screening in primary care by re-modelling the chlamydia screening programme following outcomes from the forthcoming national consultation on chlamydia screening programmes and/or reduce payments to primary care
3. Cease payments for Teen health checks and for condom distribution

BCC are currently awaiting the publication of the National Chlamydia Screening Programme (NCSP) consultation document. We will be looking to implement recommendations from this consultation and make the required savings from the re-modelled service.

We are also recommending that we cease payments to primary care for condom distribution and teen health checks. However, we will still be commissioning a free condom distribution scheme through our specialist sexual health service contract that will continue to provide condom packs to primary care.

## Step 2: What information do we have?

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

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

#### **Current Activity**

The table below displays the **activity** from the last full financial year available (2017/18) of GP sexual health services:

2017/18	Activity Total
IUCD Fitting - contraception	2723
IUCD Fitting - gynaecological reasons	359
Implants - insertions	1978
Implants - removal	2015
Teen Health Check	1031
C Card Registration	209
Unregistered patients	135
Condom Pack	183
Chlamydia Screening Programme Tests	10,394

Testing & Treatment for Symptomatic Patients (Student Health Surgery only)	79
Partner Notification for those testing positive for chlamydia and gonorrhoea (Student Health Surgery only)	7
Asymptomatic screening for HIV for patients from high risk groups (Student Health Surgery only)	18
<b>Total</b>	<b>19,130</b>

The table below displays the **activity** from the last full financial year (2017/18) of pharmacy sexual health services:

Annual 2017/18	Activity Total
Supply of EHC Medication	4,589
EHC Consultation	4,487
Supply of Chlamydia Medication	373
Chlamydia Consultation	354
C-card Distributed	692
C-card Registered	254
Chlamydia Tests	1,260
<b>Total</b>	<b>12,009</b>

### **Evidence Base**

NICE Guidance on preventing sexually transmitted infections (STIs) through condom distribution schemes<sup>1</sup> recommends that local authorities consider providing free condoms as part of existing services that are likely to be used by those most at risk, with community pharmacies being cited as specific examples of services. Young people aged between 16 and 24 are at particular risk of STIs, with most diagnoses of chlamydia and genital warts being found in this age group. Condoms are the best way to prevent most infections being passed through sex, and increasing their availability has the potential to significantly reduce STI rates.

The current National Chlamydia Screening Programme (NCSP) guidance recommends that all sexually active under-25 year old men and women be tested for chlamydia annually or on change of sexual partner. Screening should be delivered opportunistically, i.e. sexually active young adults should be offered a test when they attend services such as GPs, community sexual and reproductive health services, pharmacies, and specialist genitourinary medicine services. Additionally services can be provided through outreach or via self-sampling kits ordered through the internet.

Current evidence on the cost-effectiveness of chlamydia screening suggests that screening men and women under 25 years old can be cost-effective. The level of

<sup>1</sup> <https://www.nice.org.uk/guidance/ng68>

benefit of chlamydia screening depends in part on how chlamydia screening is implemented. The NCSP recommends that chlamydia screening should be commissioned in conjunction with a range of sexual and reproductive health services.<sup>2</sup>

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

We do not have accurate equalities data for all protected characteristics, especially where this has not historically been required in statutory reporting from primary care, for instance race, LGBT, and religion.

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

An online public consultation recently took place on primary care sexual health services. Responders were asked whether they agreed with making savings to the sexual health contract by up to 10%. The highest response to this question 'strongly disagreed' (40%) followed by 'disagreed' (31%). The survey then asked about what percentage level of savings we should make from the sexual health contract (0%-10%). The highest response was a 0% saving (47% of responders) with the second highest response being a 10% saving (21%) followed by a 5% saving (16%).

Qualitative feedback from the survey identified the following themes:

- Reducing primary care sexual health services risks not tackling health inequalities in areas of high deprivation.
- High proportion of young people in Bristol so important to promote good sexual health and contraception through primary care.
- Risk of pushing costs on to secondary services if reduce primary care service.

As a result of this consultation, a lower percentage was sourced from the primary care sexual health budget (roughly 2.5%) to contribute to the public health savings.

## Step 3: Who might the proposal impact?

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

### 3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Sexual health impacts on all stages of the life course so these proposals therefore potentially impacts on all residents in Bristol. The proposed changes to the contract are mainly focussed around the young people elements. There is therefore a greater risk that these proposed changes will have a greater impact on young people (under 25) in Bristol.

1. Direct award these contracts to primary care to March 2022, with the option of

<sup>2</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/740182/Opportunistic\\_Chlamydia\\_Screening\\_Evidence\\_Summary\\_April\\_2014.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/740182/Opportunistic_Chlamydia_Screening_Evidence_Summary_April_2014.pdf)

plus 2 years, so that they are in line with the specialist sexual health contract (UNITY)

- Do not anticipate any adverse impacts on people with protected characteristics for this recommendation. Primary care is situated within local communities and is therefore accessible to all groups. Agreeing to direct award these contracts until at least March 2022 will therefore sustain the open access to these services during this period.
2. Make a 10% saving on the current costs of chlamydia screening in primary care by re-modelling the chlamydia screening programme following outcomes from the forthcoming national consultation on chlamydia screening programmes and/or reduce payments to primary care. Chlamydia screening includes gonorrhoea testing.

- Age: Bristol has a relatively young population compared to England as a whole and this is predicted to rise. Young people are at an increased risk of poor sexual health due to sexual development at this age and societal changes such as sexualised imagery and social media. There are also particular sub-groups of young people that are vulnerable to poor sexual health. These include looked after children, care leavers and young offenders. If we were to reduce payments around the chlamydia screening there is a risk that there would be a reduction in GPs or pharmacists not signing up to this contract which could risk lowering the detection rate for under 25's.

Sex:

Women are at greater risk in acquiring chlamydia than males. The National Survey of Sexual Attitudes and Lifestyles (2012) reported that the prevalence of chlamydia among 16 to 24 year old women was 3.1% (95%CI 2.2%-4.3%) and 2.3% (95%CI 1.5%-3.4%) in men. Any re-modelling of the chlamydia screening programme would need to consider this to effectively target young women.

Pregnancy and maternity: women's control over their fertility is fundamentally affected by their access to sexual health services for contraception and termination of pregnancy. Unidentified and untreated Chlamydia infection in women can lead to pelvic inflammatory disease. Any re-modelling of the chlamydia screening programme would need to consider this to target young women

Race: Some BAME groups are at greater risk of poor sexual health, including higher rates of STIs. There are also cultural barriers to some BAME communities accessing sexual health services and support. The highest rates of sexually transmitted infections (STI) diagnoses in Bristol have been found among people of black ethnicity. This high rate of STI diagnoses among black ethnic communities is most likely the consequence of a complex interplay of cultural, economic and behavioural factors. Bristol has a more ethnically diverse population

than England as a whole. 16% of the population describe themselves as BAME, and 22% describe themselves as not 'white British'. The younger population is much more ethnically diverse with 28% of 0-15 year olds described as BAME. Any re-modelling of the chlamydia screening programme would need to consider this to target the BAME population.

Sexual orientation: according to PHE (2014) gay, bisexual and other men who have sex with men (MSM) constitute an estimated 5.5% of the male population in the UK. This diverse population continues to experience inequalities in health and wellbeing and in other areas – such as the experience or fear of stigma and discrimination, despite significant improvements in social attitudes and laws that protect and uphold the rights of LGBT people. According to the latest data from Public Health England (2014a) large increases in STI diagnoses have been seen in MSM. Although only 2.6% of the male English population is estimated to be MSM, in 2013, 63% of gonorrhoea, and 17% of chlamydia diagnoses were reported within this group. Gonorrhoea diagnoses in Bristol rose 26% in this group, nearly double the national rate, which is of particular concern as harder to treat gonorrhoea strains emerge. Any re-modelling of the chlamydia screening programme would need to consider this to target the LGBT population.

Socio- economic factors: there are pockets of high deprivation located in the Inner City, East, South and outer Northern areas of Bristol. Poor sexual health is closely correlated with high deprivation and urbanised areas. Local analysis of Chlamydia data indicates areas of higher chlamydia prevalence which will inform any remodelling of the screening programme.

### 3. Cease payments for Teen health checks and for condom distribution

Age: ceasing payment for Teen Health Checks will mean that across the city fewer teenagers will have an invitation to have a general health talk with their GP. Some GP practices do not offer Teen checks in a systematic way, this has resulted in teenagers benefiting in some areas but not in others. This is not linked to deprivation.

The C Card scheme will still be operational so young people should still be able to access free condoms but the GP practices will simply not be paid to hand out free condoms.

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

As a way of mitigating the impact of a reduced budget, the commissioners will re-negotiate the current interventions to ensure that there is continuity of care whilst still responding to levels of need. Following the withdrawal of the payments of condoms we will write to primary care to encourage them to continue to distribute condom packs given the strong evidence base for this intervention. This should therefore have a relatively small impact on young people's sexual health.

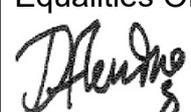
Depending on the proposed changes to the chlamydia screening programme, we will need to ensure that we build in processes that people with protected characteristics do not experience barriers to accessing the chlamydia screening programme.

3.3 Does the proposal create any benefits for people with protected characteristics?
By increasing our engagement with primary care during the service specification development stage it will give BCC the opportunity to more fully understand how we could improve the offer to people with protected characteristics.
3.4 Can they be maximised? If so, how?
During the service specification development stage we will ensure that any re-configuration of services will seek to minimise the impact on people with protected characteristics and potentially create benefits.

#### Step 4: So what?

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

4.1 How has the equality impact assessment informed or changed the proposal?
The public consultation influenced the level of savings that we were required to make from the primary care sexual health budget. Findings from this indicated that we should keep savings from this area to a minimum as this could risk widening health inequalities between groups of people.
4.2 What actions have been identified going forward?
<ul style="list-style-type: none"> <li>• Await the publication of the new Nation Chlamydia Screening Programme (NCSP) guidelines and ensure that all relevant stakeholders feed in to this process to help shape service delivery at a local level of chlamydia screening.</li> <li>• Discussion about service specification changes will take place with key partners (e.g. LMC and LPC) in primary care.</li> <li>• This equality impact assessment will be updated with any subsequent findings from the results of the NCSP consultation.</li> </ul>
4.3 How will the impact of your proposal and actions be measured moving forward?
Equality monitoring will be a key specification for all services provided and data used to inform future service improvements.

Service Director Sign-Off:	Equalities Officer Sign Off:
	
Date: 15/5/2019	Duncan Fleming Date: 15/5/2019

## Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Commissioning of substance misuse services in primary care
Directorate and Service Area	People
Name of Lead Officer	Georgie MacArthur, Thara Raj

### Step 1: What is the proposal?

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

#### 1.1 What is the proposal?

Bristol City Council currently commission GP practices and community pharmacies to provide health checks, substance misuse, and sexual health services that fall outside of their NHS contracts (commissioned by NHS England). For substance misuse this involves the delivery of opiate substitution therapy (OST) and alcohol detoxification via GPs, as well as supervised consumption of OST at pharmacies.

The proposal is to commission this service maintaining the current level of budget for this service.

### Step 2: What information do we have?

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

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

Recent estimates suggest that there may be over 5,000 individuals who use opiates and/or crack, and approximately 4,116 individuals who use opiates only (PHE, 2018). Engagement with drug treatment services among those who are opiate users in Bristol (65.2%) is above the England average (PHE Public Health Profiles). Approximately 1,880 individuals are engaged in opiate substitution treatment in primary care, which is provided as a shared care model between primary care and the ROADS drug treatment service. Overall, approximately

46% of opiate users are engaged in shared care.

In 2016/7, it was estimated that there were 6,592 individuals dependent on alcohol and alcohol and non-opiates, of whom 1,111 accessed treatment during this period (and 748 accessed treatment for alcohol only). However only 4% (n=44) of this cohort were seen in a primary care setting with the majority (80%) of alcohol interventions being delivered by commissioned community providers.

Individuals with substance dependence are often vulnerable and may have complex health needs. Substance use is associated with multiple harms, such as risk of blood-borne virus infection (e.g. HIV and Hepatitis C virus), invasive bacterial infections, and physical health problems, as well as risk of unemployment, homelessness and marginalisation from society. Involvement in drug treatment can reduce the risk of drug-related death, engagement in crime, and injecting drug use, and improve the health and wellbeing of individuals and communities.

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

Data are available for those who are engaged in treatment.

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

Communities and groups that might be affected have had the opportunity to comment during the consultation.

### **Step 3: Who might the proposal impact?**

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

#### 3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Service provision will continue as previously, thus there will not be an adverse impact on people with protected characteristics. Details of those with protected characteristics are provided below.

Age: In line with national trends, Bristol has an ageing opiate using population. This has been demonstrated by an increasing proportion of individuals being aged 35+ in treatment. The physical health needs of an ageing client group can put increased pressure on services and impact on their recovery outcomes.

Disability: 32-33% of new clients of substance misuse services have a disability, GP substance misuse clients are expected to mirror this.

Pregnancy and maternity: pregnant substance misuse patients are referred to the Bristol maternity drug service.

Race: in Bristol 86% identified as White British; 1% as Asian or Asian British; 5% as Black or Black British; and 7% as Other. Whilst this is broadly in line with the England representation this is significantly below the BAME proportion of Bristol's population of 16% (2011 census data).

Sex: More males access substance misuse treatment than females for both drugs (75% male) and alcohol (60% male).

Sexual orientation: in 2017/18, 91% of new presentations to treatment stated that they were heterosexual, 4% were gay/lesbian, 2% were bisexual and 3% were not stated/not known. The Diversity Trust's "Lesbian, Gay, Bisexual and Trans Research Report" (2015) identified that there were a higher levels of health risk behaviours, such as alcohol misuse, substance misuse and smoking among the LGB&T community.

Socio-economic factors: there are strong links between poverty, deprivation, widening inequalities and problematic substance use. The highest proportion of substance misuse treatment referrals fall within the inner city and east wards of Lawrence Hill (11%), Cabot (9%) and Ashley (6%).

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

There are no specific impacts to be mitigated as the budget level for this service will be maintained.

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

The proposal does not create specific benefits for those with protected characteristics, for the reasons outlined above. Ongoing service provision will benefit service users, including those with protected characteristics, as previously.

### 3.4 Can they be maximised? If so, how?

Benefits will be maximised by ensuring that all individuals engaged with shared care, including those with protected characteristics, have regular health checks and medication reviews, and are encouraged to engage with other parts of the drug and alcohol treatment system.

## Step 4: So what?

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

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

The budget level for service provision will be maintained. Comments and constructive suggestions from the public consultation were received and reviewed and have informed this EIA.

<b>4.2 What actions have been identified going forward?</b>
No new actions have been identified but equality monitoring will be a key specification for all services provided and data will be used to inform future service improvements.
<b>4.3 How will the impact of your proposal and actions be measured moving forward?</b>
As noted above, equality monitoring will be a key specification for all services provided and data will be used to inform future service improvements.

<b>Service Director Sign-Off:</b> 	<b>Equalities Officer Sign Off:</b> 
<b>Date:15/5/2019</b>	<b>Date: 15/5/2019</b>

## Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Decommission Health Checks from KWHP and WISH
Directorate and Service Area	People - Public Health
Name of Lead Officer	Viv Harrison, Andrea Dickens

### Step 1: What is the proposal?

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

#### 1.1 What is the proposal?

The proposal is not to commission NHS Health Checks from Knowle West Health Park Community Interest Company and Working in Southmead for Health (WISH) (£37,554) when their current contracts end. This is currently at the end of September 2019 although we are applying for a waiver to extend this along with the Primary Care provision to the end of March 2020 to provide continuity of service to the start of the new service in April 2020. The focus for the future will be on working with primary care and communities to specifically target those who would benefit from a health check who have not taken up the offer.

#### **Background:**

NHS Health Checks are a mandated public health function and a mechanism for identifying and managing people with the common risk factors driving Cardio Vascular Disease (CVD), stroke, type 2 diabetes, kidney disease and dementia. Those eligible for a health check are people between the age of 40 and 75 without a pre-existing condition and should be offered an NHS Health Check and be recalled every 5 years if they remain eligible.

NHS health checks are currently provided by approximately 38 of the 43 GP practices in Bristol and 2 community providers: Knowle West Health Park Community Interest Company and Working in Southmead for Health (WISH). The GP practices provide a standard NHS health check and the community providers deliver an enhanced NHS health check service. The enhanced service

includes all the elements of a standard NHS health check plus the following:

- To support the practice in increasing the number of invites and uptake rates (specified for each Practice) for NHS Health Checks (see description later on in this document)
- To support Individuals in assessing individual lifestyle choices
- To support an increase of signposting and referral on to practice and community based lifestyle services.

The community providers also do outreach work to target priority groups, including BAME (who can be high risk for CVD) and also in workplaces and community venues across the City, to help reach people in familiar settings and those who may be unable to attend their GP practice, including those who work shift patterns, some men and some ethnic groups. Health Checks are also provided on behalf of some GP practices by local arrangement.

## Step 2: What information do we have?

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

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

There are two sources of data for NHS health checks in Bristol:

- Community Providers (KWHP and WISH)
- GP practices

Of those protected characteristics, data is available as follows:

#### Community provider KWHP (2017/18):

<b>Ethnicity:</b>	<b>Number who received health check</b>	<b>Percentage</b>
Asian	57	8%
Black	127	16%
Other Ethnicity	23	3%
Mixed / Multiple Ethnicity	6	1%
<b>Total BAME</b>	<b>213</b>	<b>28%</b>
British	520	67%
Other White	37	5%
<b>Gender:</b>		
Female	479	62%
Male	288	37%
<b>Sexual orientation:</b>		

Bisexual	8	
Lesbian or Gay	7	
Heterosexual	303	
<b>Disabled (self reported)</b>	<b>19</b>	

#### GP Practices (2017/18)

Ethnicity	Received health check	% BAME in Inner City & East	% BAME in South	% BAME in North & West
BAME	1800	35%	14%	18%

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

Whilst there is some data available relating to protected characteristics the following are gaps:

**Community providers:** gender reassignment, religion and beliefs, marriage and civil partnerships status, pregnancy, maternity and breastfeeding mothers.

#### GP practice

Other than age and gender, it is unclear what GP practices routinely record for other protected characteristics and whilst some of this data may be recorded by the practices, this information has not been captured in relation to the NHS health checks.

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

We have carried out a public consultation on this proposal. We continue to involve affected communities and groups with the support of our community partners and stakeholders.

### Step 3: Who might the proposal impact?

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

#### 3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

The majority of people eligible for a health check, including those from

equalities groups, will be registered with a GP practice and will therefore have access to an NHS health check in future.

Reporting from the enhanced health checks programme which we plan to cease at contract end has highlighted that in terms of numbers of health checks booked promotional activity at community events has the least return, health checks provided through GP engagement have the highest return on investment, intensive work in community settings had very little take up of health checks in these areas, and, regardless of setting, more women than men attend health checks.

The termination of the enhanced service will close the outreach service. The service data suggests the equality group most at risk of being affected is the BAME group. However, primary care providers will include these groups as part of their routine invitations to health checks for the nationally identified target group.

The biggest risk is in areas where primary care (GP practices) is reluctant to engage in delivering health checks. The commissioners will work with the BNSSG Clinical Commissioning Group to encourage more practices to provide this service. There is the potential for a GP practice to outsource it to community providers and this could be explored in the re-commissioning of the primary care health check service.

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

The impacts can be justified because of the necessary budget cut and commissioning for the greatest return. The highest return in terms of numbers of health checks delivered in relation to time invested is through GP practices.

No full mitigation is possible within the decreased budget. However, by including equality monitoring in provider contracts and performance management to ensure compliance providing this data, the impact will be monitored.

There is an advantage if GP practices are central to any new service because of new requirements in calculating Cardio Vascular Disease risk.

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

No

### 3.4 Can they be maximised? If so, how?

N/A

#### Step 4: So what?

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

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

The equality impact assessment has meant a detailed analysis of the available data and highlighted some gaps and potential weaknesses in the data collection process. As a result we will ensure that comprehensive monitoring is included within the specification for the new service and that it is robustly implemented.

4.2 What actions have been identified going forward?

Development of a new targeted specification for provision of health checks. Comprehensive monitoring of the service provision.

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

- Responses to the consultation will be considered in the new specification.
- Comprehensive monitoring and analysis of data collected in the new service.

Service Director Sign-Off:



Date:15/5/2019

Equalities Officer Sign Off:



Duncan Fleming

Date:15/5/2019

## Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Revised commissioning of stop smoking support services
Directorate and Service Area	People/ Public Health
Name of Lead Officer	Viv Harrison, Andrea Dickens

### Step 1: What is the proposal?

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

#### 1.1 What is the proposal?

The proposal is not to renew the current contracts with all providers in Bristol when they end at the end of September 2019. We will then commission a smaller but more targeted service for those with the greatest need of support to quit.

### Step 2: What information do we have?

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

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

##### **Smoking**

In 2017, 11% of Bristol adults smoke, down from 21% in 2012. It is now better than the national average for 2017 of 14.9%.<sup>1</sup>

##### **Hospital admissions**

There were over 4,100 smoking-related hospital stays<sup>2</sup> in Bristol in 2016/17, a rate of 2,162 per 100,000 of the population. This is significantly worse than the national average (1,685 per 100,000) and has stayed largely the same as the previous year

##### **Smoking-related deaths**

There were 1,745 smoking-attributable deaths<sup>3</sup> in the 3 year period 2014-16. This is a rate of 306 smoking-related deaths per 100,000 which is significantly worse than the England average (272 per 100,000). More work is required to identify the

<sup>1</sup> Annual Population Survey (APS) 2016, via Public Health Outcomes Framework, Feb 2018)

<sup>2</sup> Hospital admissions for diseases that are wholly or partially attributed to smoking in persons aged 35 and over, directly age standardised rate per 100,000 population. Source: Health and Social Care Information Centre, via Bristol Tobacco Control Profile 2016

<sup>3</sup> Source: ONS and smoking status from Integrated Household Survey / Annual Population Survey, plus Health and Social Care Statistics on Smoking – via Bristol Tobacco Control Profile 2018

reasons for this difference.

### **Smoking cessation services**

The rate of “successful quitters at 4 weeks” per 100,000 smokers in Bristol has continued to fall<sup>4</sup> (1,538 per 100,000 in 2016/17). This rate is falling nationally, but Bristol remains significantly lower than the national average rate for smoking quitters (2,248 per 100,000).

There is no data or evidence to suggest that the following groups could be more affected than the general population who are able to access current services.

- Religious Belief
- Gender Reassignments
- Marriage and Civil Partnership

Research on health inequalities indicates the importance of improving access to public health services. The Marmot review recommends using a proportionate universalism approach to delivery of these services. Main population groups that require this level of support include:

- Socio-economic groups from quintiles 3,4 & 5 (highest deprivation areas)
- In deprived wards up to 75% of the smoking population are in the Public Health England ‘Support Me’ category meaning that they are most likely to need and access specialist support to stop smoking. Local Quality of Life Survey data shows the number of households with a smoker is 21.6%. However, this is significantly higher in the most deprived areas (29.1%). Variation across the city is from 3% of households in Hotwells and Harbourside to 40% in Hartcliffe & Withywood.
- People with mental health issues
  - Over 60% of those experiencing poor mental health smoke (national data)  
People with a diagnosis of Serious Mental Illness (SMI) are twice as likely to die from coronary heart disease which may be contributed to by the higher rates of smoking.
  - Respiratory Disease and COPD are closely linked to smoking prevalence. People with a diagnosis of SMI are four times as likely to die from respiratory disease as the general population.

The following groups could be affected:

- Gender- Higher rates in men although rates for women have increased over the past 20 years (PHOF).
  - Men are 3 times more likely to have cardiovascular disease which is strongly linked to smoking. A large number of cancers are linked to smoking.
  - Mortality from lung cancer is higher in more deprived areas and particularly in women
- Disability - People with learning disabilities
  - People with learning disabilities are three times more likely to die from respiratory disease. The Confidential Inquiry into premature deaths of

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<sup>4</sup> Public Health England, via Bristol Tobacco Control Profile 2018

people with a learning disability <sup>5</sup> found that 38% of people with a learning disability died from an avoidable cause, (9% in comparison population of people without a learning disability. In this context the term an avoidable death is one that could have been avoided by the provision of good quality healthcare.

- There is no/little data around smoking prevalence or quitting in this group so it is not possible to robustly link smoking to the increased mortality rate. <sup>6</sup>
- Sexual Orientation lesbian, gay, bisexual- c. 25% (ONS 2015 Cigarette smoking by Sexual Identity, by Country (England stats))

The following groups are included in the targeted approach which will be commissioned:

- Age
  - Older smokers are the most likely to suffer from long term conditions linked to their smoking. This group will be included in the targeted approach working with primary and secondary care providers.
  - The outcomes from smoking in pregnancy or smoking in the home with children could impact negatively both on the start in life for the child and as a result on their long term health and wellbeing. This is a key group for the new service.
- Pregnancy or maternity (including breastfeeding)
  - Smoking in pregnancy is highest in more deprived communities and this group is included in the targeted approach. In addition, a waiver is being sought to provide an interim service to this group to ensure service provision in the period between the existing and new contracts.
- Race - Cardiovascular Disease is linked to smoking and also closely linked with deprivation. Some BAME Groups have higher rates of CHD (South Asian) and Hypertension (Stroke) African Caribbean.
- The lowest life expectancy wards in Bristol are inextricably linked to race and poverty with the highest health inequalities and smoking prevalence. Public Health Outcomes Framework (PHOF) data shows that dual heritage populations have the highest prevalence rate of 22.4%. National data also shows high smoking prevalence in the Polish population (27.4% England 2017). There is a significant Polish population in Bristol which could equate to around 1700 Polish smokers.

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

Evidence suggests although some population groups with protected characteristics experience the poorest health outcomes, many of these groups are not accessing existing services. Most of the data extracted around these population groups is national as local data is limited in identifying BAME and many other groups with protected characteristics. Despite equality monitoring being included in existing contracts this data is poorly recorded (or often not recorded at all) which makes it difficult to identify if we are reaching the populations with the poorest health

<sup>5</sup> Heslop,P; Blair, P.S.; et al.The Confidential Inquiry into premature deaths of people with intellectual disabilities in the UK: a population-based study.The Lancet, Volume 383, Issue 9920, 2014, Pages 889-895, ISSN 0140-6736, [https://doi.org/10.1016/S0140-6736\(13\)62026-7](https://doi.org/10.1016/S0140-6736(13)62026-7) .

<sup>6</sup> Steinberg ML, Heimlich L, Williams JM. Tobacco use among individuals with intellectual or developmental disabilities: a brief review. *Intellect Dev Disabil.* 2009;47(3):197-207.

outcomes. Qualitative data is limited and often excludes those communities who do not currently use our services.

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

A public consultation has been undertaken. A workshop is planned to explore approaches for the new targeted service to which stakeholders and representatives of interested groups will be invited.

### **Step 3: Who might the proposal impact?**

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

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

There will be some potential adverse impact where the service is not so widely available. However, the new targeted service will provide support to those in more deprived communities where it is most needed. In these wards up to 75% of the smoking population are in the Public Health England 'Support Me' category meaning that they are most likely to need and access specialist support to stop smoking. The lowest life expectancy wards in Bristol are inextricably linked to race and poverty with the highest health inequalities and smoking prevalence.

Smoking in pregnancy is also highest in more deprived communities and this is another key targeted group for the new service.

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

The revised service provision will be targeted at groups identified as needing most support. Where the reduction in the availability of service may adversely impact on groups, this can be mitigated through a robust and comprehensive commissioning specification.

Increased private use of vaping devices (e-cigarettes) could help mitigate the impact on the wider smoking population. The impacts could be mitigated by primary care providing in-house support where needed as part of their routine support of patients. The impacts can be justified as substantial savings need to be achieved which means reductions in public health commissioned services are unavoidable.

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

Yes – there will be more targeted support for groups, including those with protected characteristics, where there is the greatest need to access stop smoking support services.

3.4 Can they be maximised? If so, how?

More targeted support will potentially make the service more available and accessible to some protected groups.

### **Step 4: So what?**

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with

protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?
We know that there are currently low levels of access to our services and poorer health outcomes for groups with deprivation and protected characteristics. The more targeted approach could be effective in addressing these issues.
4.2 What actions have been identified going forward?
<ul style="list-style-type: none"> <li>• A consultation has been undertaken on the proposals and the responses considered in the final proposal.</li> <li>• 55% of respondents agreed or strongly agreed with the proposal. 36% disagreed or strongly disagreed.</li> <li>• Commentators were in agreement that we should focus support to stop smoking service on pregnant women, those with mental health needs and those living in the economically deprived areas. We were asked to work closely with NHS and other partners to explore how support to stop smoking services can be incorporated with mental health services.</li> <li>• Comments were received highlighting the loss of community and voluntary sector provision of stop smoking services, pointing out that these services are currently operating in deprived areas.</li> <li>• There is likely to be a potential impact on local community and voluntary sector providers. However, the new targeted service contract will be developed and delivered in and with communities and local community providers will have opportunities to bid for some of this work.</li> </ul>
4.3 How will the impact of your proposal and actions be measured moving forward?
Equality monitoring will be a key specification for all services provided and data used to inform future service improvements.

Service Director Sign-Off: 	Equalities Officer Sign Off:  Duncan Fleming
Date: 15/5/2019	Date: 15/5/2019

## Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Decommissioning of weight management services (Adults and Children and Families) at the end of contract (September 30 <sup>th</sup> 2019)
Directorate and Service Area	People
Name of Lead Officer	Sally Hogg

### Step 1: What is the proposal?

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

#### 1.1 What is the proposal?

The proposal being considered with regard to the provision of Weight management Services by Bristol City Council is to:

Decommission the service provision of Weight Watchers, Slimming World and Alive and Kicking as a saving in the context of the overall public health budget. Evidence states that focusing on individual weight management will never stem the growing concern around obesity without taking into account the environment and way we live our lives e.g. the way we eat, work, play etc.

We therefore intend to develop a whole system approach to healthy weight, where there is a concerted and systematic approach to tackling obesity in children and adults through changing the environment e.g. making it easier to access healthy food, physical activity and other activities, transport systems etc. and working with health professionals, schools, businesses, partners in planning and transport to make it easier to live a healthier life, particularly in deprived areas of the city. This means joining up many of the initiatives that already exist and developing plans and partnerships across the city, therefore influencing and creating the conditions for a changing environment.

### Step 2: What information do we have?

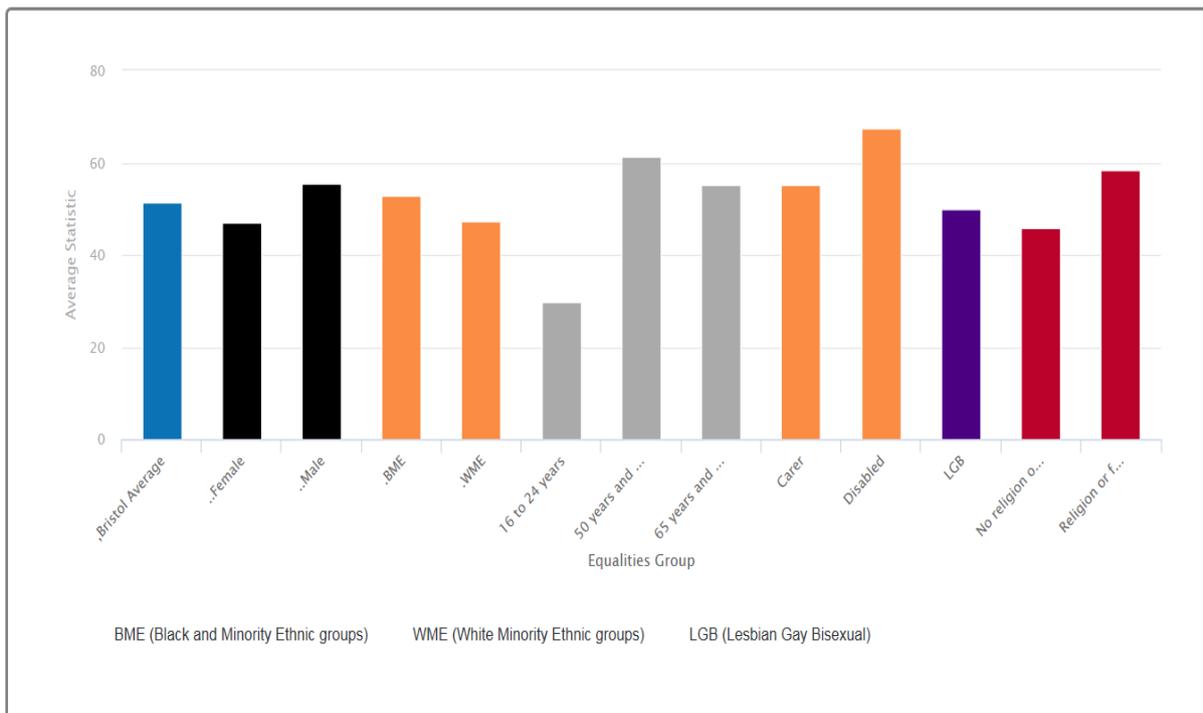
Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

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

Obesity is a complex problem with different but often interlinked causes. No single measure is likely to be effective on its own in tackling obesity, and all evidence is moving away from focus on weight management in individuals to a whole system approach. The burden of adult and childhood obesity is being felt the hardest in more deprived areas - low income households are more than twice as likely to be obese than those in higher income households and this inequality gap is increasing. Adults and children from black and minority ethnic families are also more likely than white families to be overweight or obese.

In Bristol 24% of children in reception are overweight, with some children being very seriously overweight. This rises to 33% in Year 6 (based on 2016-17 figures). Children who are deemed overweight or obese, including feedback following participation in the National Weight Management Programme are offered a 12 week programme of a family based intervention. In 2017/18 there were 334 referrals and 198 completers for the Alive and Kicking programme, weighted towards more deprived areas.. The evidence base for multicomponent child weight management is still weak and evidence of long term impact is still inconclusive.

The current adult weight management services are 12 week programmes and have been available through referral from GPs and pharmacists and through self-referral. 2,829 adults started the programme in 2017/18 with 1,565 (56%) completing the programme which mainly appealed to women, with only 12.5% of referrals coming from males in 2017/18. There is no evidence that weight loss is sustainable. Age ranges varied with most participants being in the 30-59 age groups. Referrals were less from the least deprived areas of the city with most referrals coming from the most deprived wards (Please note this is general data and cannot be attributed to individual deprivation).



**Percentage of people who say they are overweight or obese (Bristol 2018 Quality of Life Survey)**

Bristol Average	51.3%
Female	41.7%
Male	55.6%
BME (Black and Minority Ethnic Groups)	52.9%
WME (White Minority Ethnic Groups)	47.3%
16 to 24 years	29.9%
50 years and over	61.3%
65 years and over	55.1%
Carer	55.3%
Disabled	67.6%
LGB	50.0%
No religion or faith group	45.9%
Religion or faith group	58.4%

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

Evidence suggests although some population groups with protected characteristics experience the poorest health outcomes, many of these groups are not accessing existing services. Most of the data extracted around these population groups is national as local data is limited in identifying BAME and many other groups with protected characteristics. Despite equality monitoring being included in existing contracts this data is poorly recorded (or often not recorded at all) which makes it difficult to identify if we are reaching the populations with the poorest health outcomes. Qualitative data is limited and often excludes those communities who do not currently use our services.

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

We held a public consultation on the proposal. This was targeted to ensure that protected groups had an opportunity to make comments. The majority of respondents agreed with the proposal.

## Step 3: Who might the proposal impact?

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

### 3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

Decommissioning the services will have a disproportionate impact on women and potentially those who live in the more deprived areas of the city. However commercial slimming programmes are widely available throughout Bristol, and there is evidence to suggest that if we pay for something we are more likely to make the most of it. We wish to work towards a city that supports people to make healthy choices the easy choice - Sugar Smart, Bristol Eating Better Awards, Couch to 5K and moving people from inactivity to activity. Childhood obesity is linked to poor health outcomes in adulthood and it is crucial that we change our environment and work with settings – children’s centres, schools etc. as part of a whole system approach. Alive and Kicking had a modified programme for children with additional needs. This part of the service will be taken on by the Specialist School Nursing

team. The current arrangements took no heed of people with protected characteristics.
3.2 Can these impacts be mitigated or justified? If so, how? Future arrangements will focus on areas of inequality – working with the whole system around food provisions, healthier high streets, accessible fruit and vegetables and the ability to cook a meal from scratch. Focus will be on areas of the city with different cultures and need. This is demonstrated in the One City Plan timeline from 2019 to 2050, to reduce childhood obesity and long term health effects from unhealthy lifestyles such as heart disease, some cancers and diabetes.
3.3 Does the proposal create any benefits for people with protected characteristics? N/A
3.4 Can they be maximised? If so, how? We will be engaging with communities through focus groups to establish what will support people to lead healthier lives and to influence all areas of the city to support people to do so through cycling, walking, growing , food accessibility etc.

**Step 4: So what?**

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

4.1 How has the equality impact assessment informed or changed the proposal? We know that there are currently low levels of access to our services and poorer health outcomes for groups with deprivation and protected characteristic and wish to ensure that any future provision is focused on those areas by changing the environment.
4.2 What actions have been identified going forward? We will refocus on a population-wide approach to address obesity.
4.3 How will the impact of your proposal and actions be measured moving forward? Our focus will be changing the environment which will necessitate asking people what will support them to lead healthier lives.

Service Director Sign-Off: 	Equalities Officer Sign Off:  Duncan Fleming
Date: 7/3/2019	Date: 15/5/2019

## Decision Pathway – Report Template

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>Domestic Violence and Sexual Abuse Services</b>		
<b>Ward(s)</b>	<i>All</i>		
<b>Authors: Sue Moss Thara Raj</b>		<b>Job title: Senior Public Health Specialist Public Health Consultant</b>	
<b>Cabinet lead: Asher Craig</b>		<b>Executive Director lead: Jacqui Jensen</b>	
<b>Proposal origin:</b> <i>BCC Staff</i>			
<b>Decision maker:</b> <i>Cabinet Member</i> <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b>			
<p>This report seeks authorisation from Cabinet to:</p> <ul style="list-style-type: none"> <li>• Approve the the extension of the contract for universal Specialist support for women and children affected by domestic violence and abuse which is provided by Next Link (annual value £777,494).</li> <li>• Approve the extensions of the current grant agreements for the specific Domestic Violence and Sexual Abuse services (combined annual value £554,499):             <ul style="list-style-type: none"> <li>○ specialist independent support and advocacy to women and girls embedded within Lighthouse Safeguarding Unit and dedicated independent advisor role specifically for male survivors; provided by Victim Support.</li> <li>○ free and confidential telephone line advice service to victims and survivors of historic and current sexual abuse and to provide onward pathways for clients to inventions; provided by Somerset and Avon Rape and Sexual Abuse Support (SARSAS).</li> <li>○ Intensive support to street sex workers including site based drop-ins and street outreach of practical, emotional support and pathways into treatment and recovery services; provided by One 25.</li> <li>○ independent support and advocacy to BAME women and girls in a community setting; provide 8 bed spaces for survivors requiring accommodation based support; specialist support to BAME female survivors requiring culturally sensitive support and assistance through the criminal justice system; therapeutic interventions to survivors and families to ensure recovery from domestic related trauma; support services embedded within the Families in Focus locality teams and aligned to the think family /early help services; IRIS training and coordination of GP practices. Provided by Next Link.</li> </ul> </li> </ul> <p>These extensions will be for a period of 2 years from 31st August 2019 to 31 July 2021 in order to enable the continuity of critical services, whilst we undertake a full service review and commissioning exercise.</p>			
<b>Evidence Base:</b>			
<p>Domestic abuse is any type of controlling, bullying, threatening or violent behaviour between people in a relationship. Domestic abuse includes emotional, physical, sexual, financial or psychological abuse. Abusive behaviour can occur in any relationship. It can continue even after the relationship has ended. Both men and women can be abused or abusers.</p> <p>Domestic abuse can seriously harm children and young people. Witnessing domestic abuse is child abuse, and</p>			

teenagers can suffer domestic abuse in their relationships. Some domestic abuse going unreported.

In Bristol the rate of domestic abuse reported to the police was 20 per 1,000 people (ONS 2018). The rate has significant variation across the city, ranging from 2.5 per 1000 in Westbury-on-Trym & Henleaze to 28 per 1000 in Hartcliffe & Withywood.

The rate of sexual offences in Bristol is 3.2 per 1000 which equates to 1480 sexual offences reported to the police in Bristol which is higher than the England rate of 2.4 per 1000 (sexual offences include. pornography and prostitution.

Bristol City Council commission a range of support services for survivors of domestic and sexual violence in the city. These important services have been in place for a number of years and form a vital part of Bristol's infrastructure. The services have not been systematically reviewed within recent years to see if they are in line with current need and to see if they are the most effective and cost effective ways of addressing those needs in line with current NICE and Home Office recommendations. There is an opportunity to do this as the contracts have recently (since 1 Jan 2019) come into the People directorate, under public health services.

The purpose for requesting this extension of contract is to maintain these vital services while a full review and commissioning process is undertaken. This process will require:

- A review in consultation with communities to co-produce service models with and for survivors of domestic and sexual abuse in Bristol and to incorporate prevention into that approach.
- Work with neighbouring authorities to ensure that interventions marry where possible and there is an opportunity to do so with and through the partners of the Avon and Somerset Sexual Violence Board (formerly known as the Sexual Assault Referral Centre Board) and Avon and Somerset Domestic Abuse strategy group.
- Review governance structures, previously held with this Safer Bristol Partnership.
- Align with local work to address Adverse Childhood Experiences. Prevention of domestic and sexual violence is key to achieving this aim within Bristol.

**Cabinet Member / Officer Recommendations:**

That Cabinet: -

1. Approve the extension of the universal Specialist support for women and children affected by domestic violence and abuse Contract and the Grant Agreements from 31<sup>st</sup> August 2019 to 31<sup>st</sup> July 2021.
2. Delegate Authority to award the extensions to the Executive Director People in consultation with Deputy Mayor (Communities).

**Corporate Strategy alignment: This aligns with the corporate strategy**

This aligns with the corporate strategy because it follows the principle of 'contributing to safer communities including zero-tolerance to abuse or crime based on gender, disability, race, age, religion or sexuality.'

Providing support for survivors of domestic and/ or sexual abuse will improve their 'physical and mental health and wellbeing' and this proposal also aligns with the corporate strategy's commitment to give children the best start in life by supporting survivors and hence aiming to break the cycle of violence and abuse.

**City Benefits:**

It is important to extend these agreements to ensure continuity of critical services to allow sufficient time to recommission and align procurement of all Domestic Violence & Sexual Abuse support services.

The services specifically have an impact on people from certain equality groups:

- Women are more likely than men to experience domestic and sexual abuse and women make up the majority of users of Domestic and Sexual violence support services, however we also need to review the offer for men, transgender and non-binary individuals and whether this is fit for purpose;
- Nationally women with a long-term illness or disability were more likely to be victims of any domestic abuse in the last year (16%), compared with those without a long-term illness or disability (Public Health England, 2015). Women with disabilities are currently accessing these services.
- The services work with a significant number of individuals from BAME communities, it is believed that domestic abuse and sexual abuse is under reported in many of these communities and we would like to investigate this further.

**Consultation Details:**

It is not planned to consult on this proposal at this stage as this would potentially alarm the most vulnerable individuals and increase further anxiety within the services themselves who are already under considerable pressure.

However continuation of funding until 31 July 2021 will allow for coproduction and consultation with partners, members, the public and other stakeholders on future provision of domestic and sexual abuse services within the city. We intend to adopt a social values framework for commissioning these services and an extended timeframe will allow for this.

**Background Documents:**

The Safer Bristol team transferred to Public Health in 2018, and following an overview of all our the commissioned services, we would like to pool all of the all of the commissioned Domestic Violence and Sexual Abuse services together so we can review, redesign and recommission them.

The background papers that have been used in the development of these recommendations are:

- Home Office –Strategy to end violence against women and girls 2016-2020  
<https://www.gov.uk/government/publications/strategy-to-end-violence-against-women-and-girls-2016-to-2020>
- NICE Guideline PH 50 Domestic Violence and Abuse: Multi Agency working  
<https://www.nice.org.uk/guidance/ph50>
- NICE Quality Standard 116 <https://www.nice.org.uk/guidance/qs116/chapter/Introduction>
- Sexual Violence Support Services – Voscur carried out a sexual violence needs assessment for Avon and Somerset  
[https://www.voscur.org/system/files/Needs%20Assessment\\_0.pdf](https://www.voscur.org/system/files/Needs%20Assessment_0.pdf)
- Identification and Referral to Improve Safety (IRIS) is an evidence based programme of training and support in primary health-care practices to increase identification of women experiencing domestic violence and their referral to specialist advocacy services. <https://www.ncbi.nlm.nih.gov/pubmed/22730555> & <http://www.irisdomesticviolence.org.uk/iris/>
- IDVAs in Hospital Emergency Departments-[http://safelives.org.uk/sites/default/files/resources/Cry for Health full report.pdf](http://safelives.org.uk/sites/default/files/resources/Cry%20for%20Health%20full%20report.pdf)

<b>Revenue Cost</b>	<b>£2,663,996 for 2 years</b>	<b>Source of Revenue Funding</b>	<i>General fund, Public Health Grant and</i>
<b>Capital Cost</b>	<b>£ N/A</b>	<b>Source of Capital Funding</b>	<i>e.g. grant/ prudential borrowing etc.</i>
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** This report is proposing to commit £1.332m in grants and contracts for Domestic Violence Substance Abuse Services. This is consistent with spending levels incurred in the previous two years for these services. Funding is available as indicated above.

Public Health Grant is experiencing reductions nationally. These proposals do not contribute towards these reductions but only £0.217m (16%) of the costs are to come from the Public Health Grant.

The grants, totalling £0.554m, and contracts with Next Link of £0.777m are for 2 full years from August 2019. The report indicates that arrangements will be made before the next procurement cycle to turn the grants into contracts for services. This will include scope to contributing to Public Health Grant reductions.

**Finance Business Partner:** David Tully – 10<sup>th</sup> May 2019.

**2. Legal Advice:** Extending the existing contract with Next Link is expressly provided for in the current contract, subject to agreement with the provider.

<b>Legal Team Leader:</b> Eric Andrews, Team Leader, Legal Service 10.5.19		
<b>3. Implications on IT:</b> There are no identifiable IT implications in this report. Ian Gale, 3 <sup>rd</sup> May 2019		
<b>IT Team Leader:</b> Ian Gale, 3 <sup>rd</sup> May 2019		
<b>4. HR Advice:</b> I can see no HR implications from the reports attached.		
<b>HR Partner:</b> Maddy Tyler, HR Consultancy Manager (People), 13 <sup>th</sup> May 2019		
<p><b>5. Reputational narrative:</b>          If this contract is not approved there is a reputational risk to the Council because vulnerable victims and their children affected by domestic violence and abuse would no longer be provided with specialist support. Without the provision of specialist support the safety and well-being of vulnerable people would be substantially reduced and the risks to women and their children would be considerably increased.</p> <p>For citizens there would be concern that there is no safe house provision for those fleeing domestic abuse in Bristol and no support for the children who need extra support to re-engage in schools and communities.          For service users there is the risk of becoming homeless if safe house provision was to close.</p> <p>This proposal supports Bristol City Council's Corporate Strategy of empowering and caring by supporting victims of domestic abuse and thus preventing potential homelessness. It also contributes to the Council's strategic aim to improve physical and mental wellbeing, which a positive PR consideration.</p>		
<b>PR officer:</b> Kathleen Manson, Senior Public Relations Officer – 9 May 2019		
<b>EDM Sign-off</b>	Jacqui Jensen	15 <sup>th</sup> May 2019
<b>Cabinet Member sign-off</b>	Cllr Asher Craig	23 <sup>rd</sup> May 2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor Rees	3 <sup>rd</sup> June 2019

<b>Appendix A – Further essential background / detail on the proposal</b> See CPG papers for more detail	<b>YES</b>
<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 (to follow)</b>	<b>YES</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 – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>



## Request to Award a Grant

Before completing this request please refer to the [guidance](#) and [funding method support tool](#)

Name of Officer:

Thara Raj

Directorate:

Adults, Children & Education

Name of Service Director Authorising Request

Christina Gray

Details of Services, Goods and/or Works to be supplied

Domestic Violence & Sexual Abuse Support Services

### **1. Background and Overview**

1.1 Please explain briefly what the grant is for, the desired benefits/outcomes of the project, and how you intend to measure success

This request is for a continuation of the funding to the current providers of Domestic Violence and Sexual Abuse Support Services in Bristol through from 31 August 2019 to 31 July 2021 in order to enable the continuity of critical services.

The term 'domestic violence and abuse' is used to mean any incident or pattern of incidents of controlling behaviour, coercive behaviour or threatening behaviour, violence or abuse between those aged 16 or over who are family members or who are, or have been, intimate partners. This includes psychological, physical, sexual, financial and emotional abuse. It also includes 'honour'-based violence and forced marriage. (NICE 2016).

The Bristol draft Adverse Childhood Experiences (ACES) strategy states 'we will work together to prevent ACEs in future generations, including breaking the cycle within families.' - Domestic Violence and Sexual Abuse Support commissioned services are key to achieving this aim within Bristol.

The supporting evidence of need for these services can be found in Technical Appendix 1 to the end of this document.

The rationale for extending the duration of the current service provision via a continuation of funding, rather than to go through the recommissioning process are;

- Domestic Violence and Sexual Abuse services now fall under the remit of the Public Health team. The Director of Public Health is reviewing all Public Health Commissioned Services and reviewing Domestic and Sexual abuse services.
- Brexit and the Pre-Election Period may be considered a sensitive time to alter current service provision.

We need to review current provision within the context of a wider geography so that there is seamless care and provision.

1.2 Detail the grounds for awarding this grant (and not as a contract) refer to the [guidance](#)

We currently have grants to a range of specialist organisations to enable them to meet their collective objectives of providing safety and resilience to survivors of domestic and sexual violence.

1.3 Please confirm the decision pathway (including whether this is a key decision); and what authorisation has already been given at what level

This is a key decision requiring Cabinet Approval – given the broad scope and value of grant to be awarded.

Referring to the guidance, is this (tick only one):

1. An [Officer Executive Decision](#)  Yes  No  
2. A [Key Decision](#)  Yes  No

1.4 Describe the consequences to the Council/Citizens/Service Users if this grant is not awarded

It is important to extend these agreements to ensure continuity of critical services in the short term and to allow sufficient time to recommission and align procurement of all Domestic Violence & Sexual Abuse support services.

If not approved, the main providers will need to time to seek alternative funding. This may put vulnerable citizens of Bristol at risk of not being able to access early intervention and crisis support services around domestic abuse and sexual violence resulting in long-term adverse consequences.

1.5 Please state what internal consultations, if any, have taken place with Legal / Finance / Procurement / HR / IT and identify any issues they may have raised and how they have been or will be dealt with

See their comments below.

1.6 Detail what additional social value is being sought through the award of this/these grant(s)

The continuation of the funding for Domestic and Sexual Violence Commissioned services contributes to the council's aspirations set out in the Social Value Policy and the Corporate Strategy. Awarding this funding is in line with;

- Improving partnerships with third and other public sector organisations are key outcomes. The strategic context for the Social Value outcomes identified below is derived from the key Council policy drivers.

These are:

- Maximising opportunities to work with partners and other stakeholders locally, nationally and globally.
- Planning inclusively with everyone in mind, but with a particular focus on our children and their future.
- Focusing on planned long-term outcomes not short-term fixes, prioritising early intervention and prevention.
- Contributing to safer communities, including zero-tolerance to abuse or crime

based on gender, disability, race, age religion or sexuality.

## **2. Grant award process**

### 2.1 Who is the intended/anticipated beneficiary of the grant

Various organisations as below:

	<b>Annual Amount</b>
<b>Victim Support</b> To provide specialist independent domestic violence support and advocacy to women and girls - embedded within Lighthouse Safeguarding Unit	£40,000
<b>Victim Support</b> To provide a dedicated independent domestic and sexual abuse advisor role specifically for male survivors	£41,649
<b>Next Link</b> To provide specialist independent domestic violence support and advocacy to BAME women and girls - in a community setting	£36,000
<b>Next Link</b> To provide 8 bed spaces for survivors requiring accommodation based support with enhanced on-site trauma informed support around substance misuse and mental ill-health	£134,000
<b>Next Link</b> To provide specialist support to BAME female survivors of domestic abuse requiring culturally sensitive practical and emotional support and assistance through the criminal justice system	£10,700
<b>Next Link</b> To provide group therapeutic interventions to survivors and families to ensure recovery from domestic related trauma	£50,000
<b>Somerset and Avon Rape and Sexual Abuse Support (SARSAS)</b> To provide a free and confidential telephone line advice service to victims and survivors of historic and current sexual abuse and to provide onward pathways for clients in to appropriate community based therapeutic interventions	£115,000
<b>One 25</b> Intensive support to street sex workers experiencing domestic and sexual violence including site based drop-ins and street outreach of practical, emotional support and pathways into treatment and recovery services	£38,200
<b>Next Link</b> Specialist domestic abuse support services embedded within the Families in Focus locality teams - aligned to the think family /early help services	£49,950
<b>Next Link</b> IRIS – training and coordination of GP practices in raising aware and recording of domestic abuse amongst practice patients	£39,000
<b>Total</b>	<b>£554,499</b>

### 2.2 What process will you undertake to arrive at this decision?

Grant variation agreements with existing providers – we are requesting this alongside a request to extend the main contract to bring all the Domestic Violence and Sexual Abuse

Support services inline and undertake recommissioning of these.

2.3 What are the proposed start and end dates of the grant

01.08.2019 to 31.07.2021

### **3. Funding, finance and savings**

3.1 State whether the request is for Statutory or Discretionary Spend

Discretionary

3.2 State whether the request is for Capital or Revenue spend

Revenue

3.3 State the funding Source e.g. General Fund / HRA / Grant / Public Health etc.

General Fund  
The Pooled Domestic Violence and Sexual Abuse budget comprises General Fund, Public Health and Home Office Grant

3.4 What is the proposed total value of the grant (Number of years x annual spend value)

£1,273,797

3.5 Do you expect this grant to deliver a saving or efficiency, compared to a previous grant or provision?

Yes  No

If yes,

What is the value of the saving?

N/A

What is the saving as a percentage of previous spend or budget for this contract?

N/A

Does this saving contribute to an existing savings plan?

Yes  No

If so, what is the savings tracker reference?

[Click here to enter text.](#)

3.6 Any other comments on savings:

This extension will enable us to undertake a full recommissioning of the domestic violence and sexual abuse support services which will deliver a saving

3.7 Please confirm the proposed inflation arrangements for this grant

(Please note the assumption is that all contracts and grants will have zero inflation)

None

3.8 Please give the following finance details:

Cost Centre and account code: 10937 R5200/5100	Budget Manager: Thara Raj
Current Budget (£): £1,025,230	

#### **4. Legal & Procurement Comments**

##### **4.1 Comments from Legal representative**

<p>The Officer submitting this grant for approval must be satisfied that these are grants, rather than contracts. In the event of any concerns in this regard, guidance may be found on the Source on the differences between grants and contracts.</p> <p>Whilst grants are not subject to the procurement rules, the award process should still be fair and transparent in order to mitigate the risk of challenge on the grounds of unreasonableness or procedural impropriety.</p>	
Legal Representative Name Thomas Palmer	Date 26/03/2019

##### **4.2 Comments from Category Manager**

<p>The majority of these grants relate to statutory, critical or preventative services – this makes their status as grants uncertain, particularly as the Council is requiring specific, measurable outcomes in exchange for funding. This creates a risk of challenge, as the grants may otherwise be considered contracts that have not then been properly procured.</p> <p>The commissioner has recognised this, and thus is intending to fold these grants into a wider, holistic domestic violence contract that will be properly procured. Given the scale of this contract, such a procurement would take approx. 12 months to conduct. Therefore, accounting for service design &amp; consultation prior to the procurement and the implementation and transition subsequent to award, the 24 months being requested for these grants is an appropriate period for this procurement to be awarded.</p> <p>The commissioner has commenced the service design process for the wider domestic violence contract, and will be commencing consultation regarding it in mid 2019. Therefore the future procurement will be in the public domain from the commencement of the grant. If challenged, the Council could merely indicate the procurement and invite the challenger to respond to that.</p> <p>On this basis I would recommend the award of these grants, but on the condition that the wider procurement is undertaken to replace them.</p>	
Category Manager Name Alistair Little	Date 18/04/2019

**Note.1: Comments from a corporate procurement representative must be received in advance of submitting this form. CPG will only accept forms if they have comments from our formally recognised Procurement colleagues ([procurement.support@bristol.gov.uk](mailto:procurement.support@bristol.gov.uk)).**

**Note.2:** You must not complete this section on behalf of the corporate procurement representative, previous advice must not be pasted or any electronic signature added on behalf of these representatives.

**5. Sign off**

**Service Director:**

I confirm that this is essential expenditure and that the efficiencies / savings are the best that could be achieved \_\_\_\_\_

**Signed:** .....  ..... **Date:** 26/04/2019

(Nb signature can be electronic)

## Technical Appendix 1: References

The evidence of need for these services can be found in the following documents:

- Home Office –Strategy to end violence against women and girls 2016-2020  
<https://www.gov.uk/government/publications/strategy-to-end-violence-against-women-and-girls-2016-to-2020>
- NICE Guideline PH 50 Domestic Violence and Abuse: Multi Agency working  
<https://www.nice.org.uk/guidance/ph50>
- NICE Quality Standard 116 <https://www.nice.org.uk/guidance/qs116/chapter/Introduction>
- Sexual Violence Support Services – Voscur carried out a sexual violence needs assessment for Avon and Somerset [https://www.voscur.org/system/files/Needs%20Assessment\\_0.pdf](https://www.voscur.org/system/files/Needs%20Assessment_0.pdf)
- Identification and Referral to Improve Safety ( IRIS) is an evidence based programme of training and support in primary health-care practices to increase identification of women experiencing domestic violence and their referral to specialist advocacy services.  
<https://www.ncbi.nlm.nih.gov/pubmed/22730555> & <http://www.irisdomesticviolence.org.uk/iris/>  
IDVAs in Hospital Emergency Departments-[http://safelives.org.uk/sites/default/files/resources/Cry for Health full report.pdf](http://safelives.org.uk/sites/default/files/resources/Cry_for_Health_full_report.pdf)



## Request to Extend an Existing Contract

This form is only to be used where an option to extend was included in the original contract.

The contract can be extended to the extent provided for in the original contract. If there was provision for some extension(s) but those extensions have already been used, they cannot be used again.

The assumption is that all contracts will have **zero inflation**. If it is proposed there be an increase in contract value, for the same goods, services and/or works this must be detailed below and must not be agreed unless CPG approval is confirmed.

### If this request is approved:

- 1. you must ensure the appropriate procedure, set out in the Contract, for implementing an extension is followed, including the appropriate notice being sent to the supplier.**
- where a contractor supplies an employee who provides a service to or on our behalf, where the criteria below applies, you must confirm they will pay these individuals at least the **Real Living Wage**. Details about the Real Living Wage can be found [here](#), section below must be completed.
- 3. Note: It is the responsibility of the Contract Manager to ensure a signed copy contract is attached to the contract record on ProContract.**

Name of Officer:

Thara Raj

Directorate:

Adult, Children & Education

Name of Service Director Authorising Request

Christina Gray

### 1. Extension details

#### 1.1 Services, Goods and/or Works supplied under the existing Contract

Specialist support for women and children affected by domestic violence and abuse. This includes the provision of a confidential helpline, telephone and face -to- face support, crisis intervention, safety planning, and outreach in the community (floating support for those who need to access other accommodation or remain in their own homes). In addition they provide safe house spaces for up to 40 women and their children across the city.

#### 1.2 Name of the Supplier

Next Link

#### 1.3 Contract Number (DNxxxxxx) of the original contract

DN280735

#### 1.4 Total value of the original contract (number of years x annual spend value) including all extensions to date

£1,554,988

1.5 Value of extension (number of years x annual spend)

£1,554,998

**Standard payment terms are 30 days from date of invoice. Any variation to this must be approved by the Section 151 officer.**

**Where payment in advance is proposed the formal written advice of the S151 officer is also required.**

1.6 Start and end dates of the original contract

01.08.2017 to 31.07.2019

1.7 Length of proposed extension (dates required)

01.08.2019 to 31.07.2021

1.8 Briefly outline the rationale for this extension

We would like to evoke the 2 year extension option to this contract.

We would like to develop a new service specification for all of the domestic violence and sexual abuse services in Bristol and recommission these to provide savings whilst ensuring quality outcomes. This extension will enable us to deliver this.

1.9 Outline whether a business case or commissioning plan exists for this work and what authorisation has already been given, and at what level

We are in the process of developing a commissioning plan for the new services and this request for a contract extension has been agreed by Christina Gray (Director of Public Health)

1.10 Detail the assessment undertaken to confirm that extending the contract provides good value for money (eg benchmarking, cost comparison with other options)

Next Link is the current service provider and provide a good service. Last year they received 2843 referrals and women and children 2586 engaged with their services. They accommodated 82 women in safe house provision and supported 415 women and their children to remain safely in their own homes and communities.

We don't believe that there is presently any other specialist domestic abuse organisation in Bristol that would be able to take over the contract at short notice.

We do want to review the service model in Bristol, to benchmark and consider other options as part of the development of a new service specification, extending the contract would enable us to do that thoroughly.

1.11 Give a brief summary of performance to date and how this will be monitored and managed for the duration of the extended term e.g. quality

Next Link have provided a good service to date. They provide quarterly monitoring information which demonstrates consistent outcomes across increased safety, reintegration into communities, improved health and well-being etc. There are also regular monitoring meetings and these will continue during the contract extension period. Targets are generally met or exceeded and when there are problems these are communicated and addressed promptly with the Council as commissioner and solutions discussed. We will ask Next Link to continue to obtain service user feedback during the extended term in order to monitor the quality of the service and to inform the future development of the commissioning of services in Bristol.

#### 1.12 Detail the additional social value benefit being delivered through this contract

The continuation of the funding for Domestic and Sexual Violence Commissioned services contributes to the council's aspirations set out in the Social Value Policy and the Corporate Strategy. Awarding this funding is in line with;

- Improving partnerships with third and other public sector organisations are key outcomes. The strategic context for the Social Value outcomes identified below is derived from the key Council policy drivers.

These are:

- Maximising opportunities to work with partners and other stakeholders locally, nationally and globally.
- Planning inclusively with everyone in mind, but with a particular focus on our children and their future.
- Focusing on planned long-term outcomes not short-term fixes, prioritising early intervention and prevention.

Contributing to safer communities, including zero-tolerance to abuse or crime based on gender, disability, race, age religion or sexuality.

#### 1.13 Confirm that GDPR clauses, where appropriate have been incorporated in to the Contract

Yes  Not Applicable

#### 1.14 Describe the consequences to the Council/Citizens/Service Users if this contract extension is not approved

If this contract is not approved there is a reputational risk to the Council as vulnerable victims and their children affected by domestic violence and abuse would no longer be provided with specialist support. Last year 964 women were assessed as high risk and 1177 as medium risk and without the provision of specialist support their safety and well-being would be substantially reduced and the risks to women and their children would be considerably increased.

For citizens there would be concern that there is no safe house provision for those fleeing domestic abuse in Bristol and no support for the children who need extra support to re-engage in schools and communities.

For service users there is the risk of becoming homeless if safe house provision was to close.

## **2. Decommissioning/recommissioning strategy**

Explain how any contract for on-going requirement will be competitively tendered and/or this contract brought to an end (where appropriate)

It is important to extend these agreements to ensure continuity of critical services in the short term and to allow sufficient time to recommission and align procurement of all Domestic Violence & Sexual Abuse support services.

If not approved, the main providers will need to time to seek alternative funding. This may put vulnerable citizens of Bristol at risk of not being able to access early intervention and crisis support services around domestic abuse and sexual violence resulting in long-term adverse consequences.

### 3. Finance and funding

3.1 State whether the request is for Statutory or Discretionary Spend

Discretionary

3.2 State whether the request is for Capital or Revenue spend

Revenue

3.3 State the funding Source e.g. General Fund / HRA / Grant / Public Health etc.

General Fund  
The Pooled Domestic Violence and Sexual Abuse budget comprises General Fund, Public Health and Home Office Grant

3.4 Do you expect this contract to deliver a saving or efficiency, compared to a previous contract or provision?

Yes  No

If yes,

What is the value of the saving?

N/A

What is the saving as a percentage of previous spend or budget for this contract?

N/A

Does this saving contribute to an existing savings plan?

Yes  No

If so, what is the savings tracker reference?

N/A

3.5 Any other comments on savings:

This extension will enable us to undertake a full recommissioning of the domestic violence and sexual abuse support services which will deliver a saving

3.6 Please confirm the proposed inflation arrangements for this contract  
(Please note the assumption is that all contracts will have zero inflation. If the contract provided for inflation uplift provide detail and copy contract)

None

3.7 Real Living Wage

Does this contract relate to the delivery of a service on:

- our premises, and/or
- property we own or occupy (including where we are a tenant and are providing building-related services through a Lease), and/or
- land which the Council is responsible for maintaining or on which it is required to work.

Yes  No

If yes, does the contractor supply an employee (other than an apprentice or intern) who provides a service to or on our behalf, involving 2 or more hours of work in any given day in a week, for 8 or more consecutive weeks in a year?

Yes       No

**If yes you must ensure the supplier makes a contractual commitment to pay those employees meeting this criteria at least the Real Living Wage.**

3.8 Please give the following finance details:

Cost Centre and account code: 10937 R5200/5100	Budget Manager: Thara Raj
Current Budget (£): £1,025,230	

#### **4. Contract Terms & Corporate Strategies**

4.1 Confirm that the relevant terms and conditions have been reviewed and include provision for extension as detailed above

Yes       No

4.2. Does this proposal support your service plans, corporate strategies and relevant Category Plans? If yes provide detail

Yes       No

The Bristol draft Adverse Childhood Experiences (ACES) strategy states 'we will work together to prevent ACEs in future generations, including breaking the cycle within families'. Domestic Violence commissioned services are key to achieving this aim within Bristol.

This proposal supports Bristol City Council's Corporate Strategy of **empowering and caring** by supporting victims of domestic abuse and thus preventing potential homelessness. It also contributes to the Council's strategic aim to **improve physical and mental wellbeing**.

4.3 Contract Manager Name

Thara Raj

#### **5. Consultation**

##### **5.1 Comments from Category Manager**

This is an in contract extension allowed for within the existing agreement. In the future, the commissioner is intending to fold this contract with a group of other domestic violence services into a wider, holistic domestic violence contract that will be properly procured. Given the scale of this contract, such a procurement would take approx. 12 months to conduct. Therefore, accounting for service design & consultation prior to the procurement and the implementation and transition subsequent to award, the 24 months being requested for these grants is an appropriate period for this procurement to be awarded.

The commissioner has commenced the service design process for the wider domestic violence contract, and will be commencing consultation regarding it in mid 2019. Therefore the future procurement will be in the public domain from the commencement of the extension.

On this basis I would recommend the award of this extension as it will provide service stability and best value whilst the procurement is being undertaken.	
Category Manager Name Alistair Little	Date 18/04/2019

**Note.1:** Comments from a corporate procurement representative must be received in advance of submitting this form. CPG will only accept forms if they have comments from our formally recognised Procurement colleagues ([procurement.support@bristol.gov.uk](mailto:procurement.support@bristol.gov.uk)).

**Note.2:** You must not complete this section on behalf of our corporate procurement representatives. Previous advice must not be pasted or any electronic signature added on behalf of these representatives

**6. Sign off**

**Service Director:**

I confirm that this is essential expenditure and that the efficiencies/savings are the best that could be achieved



**Signed:** ... ..... **Date:** 26/04/2019  
(Nb signature can be electronic)

# Decision Pathway – Report Template

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2018

<b>TITLE</b>	<b>Market and Docks capital investments programmes</b>										
<b>Ward(s)</b>	Citywide										
<b>Author:</b> Eric Dougall	<b>Job title:</b> Markets and Estate Services Manager										
<b>Cabinet lead:</b> Cllr Cheney	<b>Executive Director lead:</b> Mike Jackson, Executive Director Resources										
<b>Proposal origin:</b> <i>BCC Staff</i>											
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>											
<b>Purpose of Report:</b>											
<ol style="list-style-type: none"> <li>1. To approve Market and the City Docks Estate capital Budget Allocation from 2019 to 2022 at a cost of £750,000 as per appendix A4</li> </ol>											
<b>Evidence Base:</b>											
<p>St Nicholas Market and destination areas of the City Docks Estate require investment to significantly improve aging heritage premises features and public open space infrastructure.</p> <p>These cultural, destination assets are diminishing in quality and value and investment required to raise the standard of these assets is beyond revenue maintenance and repair budgets.</p> <p>This investment is required to ensure that these assets are fit for purpose, safe, welcoming and accessible to all. It will enable future effective repair and maintenance within revenue budgets.</p> <p>Current annual income generated from the markets and docks estate services through market and concession licence fees, event, promotional and filming site fees is £750,000. This investment will support sustaining and enhancing the services income generating capacity.</p> <p>Appendix A1 – Business Case Mandate: St Nicholas Market – infrastructure improvement works  Appendix A2 – Business Case Mandate: St Nicholas Market – Covered Market space redesign  Appendix A3 – Business Case Mandate: City Docks Estate – infrastructure improvement works</p> <p>Appendix A4– Financial and works planning proposal - 2019/20 to 2023/24):</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">19/20</td> <td>£250k</td> </tr> <tr> <td>20/21</td> <td>£250k</td> </tr> <tr> <td>21/22</td> <td>£250k</td> </tr> <tr> <td><b>Total</b></td> <td><b>£750k</b></td> </tr> </table>				19/20	£250k	20/21	£250k	21/22	£250k	<b>Total</b>	<b>£750k</b>
19/20	£250k										
20/21	£250k										
21/22	£250k										
<b>Total</b>	<b>£750k</b>										
<b>Cabinet Member / Officer Recommendations:</b>											
<i>That Cabinet: -</i>											

1. Approve the Market and the City Docks Estate capital Budget Allocation from 2019 to 2022 at a cost of £750,000
2. Delegate authority to the Executive Director Resources in consultation with the Cabinet Member for Commercialisation to procure the works set out in the planning proposal.

**Corporate Strategy alignment:**

The project aligns to and will support the Mayoral Corporate Strategy Themes of:

1. Empowering and Caring
  - Improved St Nicholas Market way-marking system, digital connectivity, disabled public toilet facilities and open space infrastructure repairs will facilitate inclusive access to services.
2. Fair and Inclusive
  - Additional, local, independent trading opportunities within the market and improvements to the trading environment through infrastructure improvements will increase footfall providing economic opportunity and diversity.
3. Well Connected
  - Wi-Fi installation will improve public connectivity to services and cultural activities. It will also facilitate service efficiencies and enhance market trader’s business opportunities.
  - New trading opportunities will connect people to people and jobs.
4. Wellbeing
  - The quality of and accessibility to public open space will be improved by infrastructure improvements.
  - Market traders will be supported to champion healthy eating and waste reduction initiatives.

**City Benefits:**

1. The Corporate Strategy recognises the positive health effects of good quality and a well maintained built environment
2. Providing effective support for business growth through developing additional market units and improving the overall standard of the trading environment in which independent businesses operate.
3. Ensuring that the markets and docks estate sites are safe and fit for purpose.
4. Upgrading aging electrical features will reduce energy consumption.

**Consultation Details:**

1. Cabinet member briefing
2. Commercialisation and Citizens DMT
3. Resources EDM

National Association of British Markets (NABMA) - Market Place. St Nicholas Market consultancy Report (2018)

**Background Documents:**

1. St Nicholas Market – National Association of British Markets (NABMA) Market Place consultancy Report (2018).

<b>Revenue Cost</b>	£0.00	<b>Source of Revenue Funding</b>	
<b>Capital Cost</b>	£750,000	<b>Source of Capital Funding</b>	Prudential Funding
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input checked="" type="checkbox"/>	<b>Income generation proposal</b> <input checked="" type="checkbox"/>

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

1. Finance Advice

This report requests approval to access £750k held as pending within the current Budget report as Approved by Full Council 24/02/19

See Appendix A4 – Financial and works planning proposal (2019/20 to 2023/24):

*PL36 Investment in Markets infrastructure & buildings –*

*Investment to improve Markets infrastructure and buildings as part of wider development opportunities.*

19/20 £250k

20/21 £250k

21/22 £250k

Total £750k

This funding would be spent across 2 to 3 years (profile still to be confirmed if business case is approved for development) and over 3 work streams. These work streams would be

1. upgrading market security and technology,
2. introducing new market trading facilities and
3. improving dock infrastructure.

Total annual savings/income are currently assessed to be £62k-£72k p.a and reflect increased volume of facilities applying for licence fees and reduced repairs and maintenance as a consequence of new capital investment.

This value would contribute to the savings/income already planned within the current MTFP.

Whilst reductions in energy costs and pest control costs and an increase in market footfall have also been described as opportunities it is noted that no financial value has been assessed and assumed at this stage.

**Finance Business Partner:**

Jemma Price 3/5/19

**2. Legal Advice:** The report identifies the specific individual cost relating to budget allocation for the Market and Docks capital investments programmes. Appropriate approval should be sought for any spending in accordance with the Council’s decision pathway and the level of spend, and the works must be procured in compliance with the Council’s procurement rules as the value is above £15k.

**Legal Team Leader:** Husinara Jones 07/05/19

**3. Implications on IT:**

There are a number of actual and potential IT implications in this report, mostly regarding provision of Wi-Fi for service users. These requirements will need to be considered during the planning and implementation phases of these proposals and scheduled into the IT Service workload in line with CLB priorities

**IT Team Leader:** Ian Gale 03/05/19

**HR Advice:**

Works will be delivered within current staffing resources.

**HR Partner:** James Brereton (People & Culture Manager), 3<sup>rd</sup> May 2019

<b>EDM Sign-off</b>	Penny Fell	24/04/19
<b>Cabinet Member sign-off</b>	Cllr Cheney	15/04/19
<b>For Key Decisions - Mayor’s Office sign-off</b>	Mayor’s Office	05/06/19

**Appendix A – Further essential background / detail on the proposal**

Appendix A1 – Business Case Mandate: St Nicholas Market – infrastructure improvement works  
 Appendix A2 – Business Case Mandate: St Nicholas Market – Covered Market space redesign  
 Appendix A3 – Business Case Mandate: City Docks Estate – infrastructure improvement works  
 Appendix A4 – Financial and works planning proposal  
 Appendix A5 – Appendix A5 - National Association of British Markets - Market Place - St Nicholas

**YES**

Market Consultancy Report (2018)	
<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>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>YES</b>
<b>Appendix H – Legal Advice</b>	<b>YES</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

# Business Case

Includes Mandate, Outline Business Case and Full Business Case documents



## A. PROJECT SUMMARY INFORMATION

<b>Project Name:</b>	<b>Markets Infrastructure improvements and technologies – Capital Investment programme</b>		
<b>Project ID (if known):</b>	<b>To follow</b>		
<b>Cabinet Member:</b>	Clr Cheney	<b>Lead Officer (Sponsor):</b>	Eric Dougall
<b>Directorate(s):</b>	Resources (impact on all Directorates/staff)	<b>Associated service areas:</b>	Markets and Estates
<b>Report lead author(s):</b>	<b>Mandate:</b> Eric Dougall		
<b>Report recipients:</b>	DMT, EDM		

## B. ORGANISATIONAL CONTEXT

<b>Alignment to corporate theme(s):</b>	<b>Growth, economic and social regeneration, wellbeing, Well Connected, fair and Inclusive</b>		
<b>Project category:</b>	<input type="checkbox"/> Saving delivery	<input type="checkbox"/> Compliance / Statutory	<input checked="" type="checkbox"/> Risk reduction
	<input checked="" type="checkbox"/> Cost avoidance	<input checked="" type="checkbox"/> Improved outcomes	<input checked="" type="checkbox"/> Enabling
<b>Council Budget saving delivery:</b>	N/a		

## C. DOCUMENT CONTROL

<b>Sections complete:</b>	<input checked="" type="checkbox"/> Mandate <input type="checkbox"/> Outline Business Case <input type="checkbox"/> Full Business Case																						
<b>Document status:</b>	<input checked="" type="checkbox"/> Draft <input type="checkbox"/> Final																						
<b>Document owner:</b>	Eric Dougall																						
<b>Version control</b>	<table border="1"> <thead> <tr> <th>Version</th> <th>Author(s)</th> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>V00_01</td> <td>Eric Dougall</td> <td>First draft</td> <td>22/03/2019</td> </tr> <tr> <td>V00_02</td> <td>Sian Hodumont</td> <td>Suggestions /comments for lead author's consideration</td> <td>22/03/2019</td> </tr> <tr> <td>V00_03</td> <td>Eric Dougal;</td> <td>Accepted changes and adjustment as per suggestions ref wifi &amp; CCTV</td> <td>02/05/19</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			Version	Author(s)	Description	Date	V00_01	Eric Dougall	First draft	22/03/2019	V00_02	Sian Hodumont	Suggestions /comments for lead author's consideration	22/03/2019	V00_03	Eric Dougal;	Accepted changes and adjustment as per suggestions ref wifi & CCTV	02/05/19				
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# EXECUTIVE SUMMARY: DECISION REQUIRED

## Mandate stage

### Decisions requested from Resources EDM 09/04/19

1. Approve drawdown of £363,000 capital spend for St Nicholas Markets buildings, features and technologies improvements to be implemented over 3 years (capital budget PL36)
2. Agree Markets team can progress with implementation of outlined infrastructure improvements (i.e. no further work on business case required i.e. OBC/FBC)
3. Note that the Operations Centre’s CCTV project (within SMART City Programme) has been engaged with and agreed that equipment will be purchased in line with their procurement arrangements once they have been established through a pending procurement exercise (dates to be agreed).
4. Agreement in place for BCC Building Practice to facilitate infrastructure improvement works for 11% cost of works.
5. Works programme delivered within current service resources levels

### This proposal seeks to deliver:

#### As an early estimate this proposal could achieve the following benefits:

- Significate improvements to aging infrastructure and conservation of important heritage assets.
- Reduction of energy cost through lighting upgrade to LED fittings.
- Reduced environmental risk associated with pest control issues.
- A higher quality customer experience and better access by improving on-site information and way-marking.
- Improve independent trading conditions for business operating within the market.
- Crime reduction and public safety improvements though replacement of inefficient CCTV system.
- Provide visitor numbers statistics enable assessing success of events, marketing and promotional campaigns.
- Availability of Wi-Fi connectivity to support service management, independent trading business opportunities and customer’s experience.
- Relieve pressure on repair and maintenance elements of revenue budgets.

#### Any decisions / endorsements already secured:

- Capital funds included within the capital programme for 19/20 as part of Full Council budget setting (PL36) – final draw down pending business case approval

<b>New costs to deliver OBC:</b>	n/a – proposing to move straight to delivery
<b>Funding required:</b>	<b>£363,000 + inclusive of 11%</b> rechargeable resource costs for BCC Building Practice to support (see Appendix A for detailed

	breakdown of costs attached)
<b>Funding source(s):</b>	Capital - PL36
<b>Est. timescale for OBC to return for sign-off:</b>	n/a – proposing to move straight to delivery - monthly updates on progress will be provided to DMT

\*OBC = Outline Business Case

## MANDATE

---

### 1. The problem I want to solve / the outcome I want to achieve...:

- This work addresses the need to deliver service efficiencies and streamline operational functions as the market infrastructure and technologies become updated and fit for purpose.
- A coordinated way-marking and signage system will improve visitor information, accessibility and promotion of individual traders locations within the market. This will result in removal of all required individual trader A Boards that are currently causing clutter access restrictions.
- Improvement of the overall appearance of the market will improve the visitor experience and trading conditions.
- It is important that statistics regarding footfall figures are captures to enable monitoring of trading conditions, of the success of advertising campaigns and future potential for increases in rental fees and expansion of trading times.
- Traders will be able to develop and grow their businesses through having access to high quality Wi-Fi connectivity.
- It will facilitate the need to capitalise on the markets current success and positive reputation as a city centre trading hub that hosts 60 independent businesses.
- Ensure that the market does not become stagnant, is in a position to support growth and forward planning to increase income generation opportunities. To support the aspiration to extend opening hours to include evenings, bank holidays and Sundays
- Place the market in a strong position to support future commercialisation and redevelopment initiatives.
- We are currently operating aging assets with limited ability to improve with available revenue budget.
- We are not able to carry out required improvements within the current revenue repair and maintenance budgets. The aging assets are deteriorating year on year.
- There is a pressing need to repair heritage building features to ensure they are safe and protect heritage features.
- There is a need for comprehensive re-decoration of site features to tidy up the markets overall appearance and improve the quality of the visitor experience.

- There is currently no Wi-Fi connective for traders to access and utilise for their business development or to enhance the visitor experience.
- The analogue CCTV system is no longer fit for purpose and on no use in deterring crime and anti-social behaviour. We have no accurate means to collect and analyse footfall data.
- There is no coordinated site way-marking system in place. The ad hoc placement of A board to promote business within the market clutter and restrict access.
- The disabled toilet facility is not easily accessible.
- The aging lighting and electrical installation within the within grade 1 listed Exchange Hall is diminishing the quality of the heritage environment and incurring inflated energy and maintenance cost due to the need to be upgraded to LED fittings.
- There is a need to position the market to fulfil Strategic Commercialisation and regeneration targets.

## **2. We will know we have succeeded when . . . .**

- Sustain full indoor market stall occupancy and rental income sustained year on year (450K)
- Reduce safety risk and support crime reduction by installing CCTV deterrent and improving infrastructure. Specific footfall data collected to set base line for monitoring success.
- Footfall increase by 15% by 2020
- Reduction of annual repair and maintenance revenue spend by 30% (£22.5k)
- Improved accessibility. Way-marking system in place to improve customer experience and promotion of business.
- Improve quality of the physical environment and customer experience through physical work programmes including: decoration, upgrade to lighting features, roof structures repairs and surfacing.
- Raised profile as a destination attraction through targeted marketing campaign and positive visitor reviews (Trip Advisor ratings and positive media profile).
- Generation of high interest in independent businesses desire to trade at the market. Establish a programme to support start-up businesses and operate a waiting list.
- Develop proposals to increased opening hours to include Sundays and evenings by 2020
- Improved customer and trader facilities due to high quality on-site information, CCTV, Wi-Fi connectivity.
- Sustained full Glass Arcade food trader occupancy and 10% rental fee increase (£45k) by 2021, in line with 2018 Market Strategy Rental Fee report recommendations.

### 3. Scope

In Scope
<ul style="list-style-type: none"> <li>• Capital projects listed on funding bid as per detailed items in Appendix A.</li> <li>• Outcomes managed, monitored and controlled within current staffing / service structure, support from BCC Building Practice to deliver capital spends projects.</li> <li>• Bringing updated technology to ensure efficient management systems, enable independent business development and to allow for growth.</li> <li>• Enable target marketing, understanding of customer demographic.</li> <li>• Heritage feature conservation.</li> </ul>

	Out of scope	Any risks/consequences associated with “Out of scope” items
<b>1</b>	Potential to attract investment interest for major redevelopment of the market	Need to understand opportunities and any constraints
<b>2</b>	Old City Heritage projects	Need to understand opportunities and any constraints
<b>3</b>	Market trading licence condition updates	Requirement to realise growth

### 4. Dependencies, Constraints and Service Context

#### 4.1 What other work is happening that this connects with or is reliant upon?

- Full BCC Commercialisation Strategy
- Have established that Wi-Fi and CCTV equipment will be procured via the BCC Operations Centre procurement arrangements once they have established through a pending procurement exercise.
- There is a required to update or market trader licence agreements in order to increase opening hours and any rental fee increases.
- Coordinated consultation and communications plan will be need to support changes plans to alter trading conditions and licence fee reviews.
- Aspects of the Exchange Hall and market premises development will require advice on planning consent requirements.

#### 4.2 What limitations do you have to work within?

- Spend will be within the capital funds and profile.
- Potential impact of Brexit may negatively affect independent businesses’ success and subsequent rental fee income. There is a reliance on the viability of independent businesses’ within the market to ensure success of the market as a whole.
- There will be a requirement to review and update market trader licences as some of the current conditions would restrict growth initiatives.
- Resources and capacity to deliver this work within the Markets service, and support from Building Practice.

#### 4.3 Current contracts relevant to scope

- Market trading licence conditions
- BCC Building Practice premises maintenance contracts

#### 4.4 Current technology systems and solutions relevant to scope

- Currently no public or trader Wi-Fi connectivity. Installation of upgraded Wi-Fi system with reach across the whole market site.

- Currently no fit for purpose CCTV monitoring system – Installation of upgraded CCTV system with footfall counter capability. Potential link to BCC Operation Centre CCTV projects

#### 4.5 Learning from previous work

- Benchmarking of licence fees – review of successful markets
- Understanding of independent trading environment
- Rental review Report established recommendations
- Commercialisation Strategy

### 5. Possible Approach & Resource required to progress to Outline Business Case

#### 5.1 Approach

It is proposed that:

- Markets service will lead and deliver the change required on the assumption that support from resources below can be provided
- The work will be planned over a 3 year timeframe, starting as soon as approval and funding draw down has been confirmed. Detailed plan/timeline to be developed.
- The work will report monthly to DMT to ensure progress/monitoring.

#### 5.2 Resources Required

Note the resources outlined below are required to work up both detailed spec/plans and **also** for implementation.

Role	What they will do	Days needed	Cost per day	Total Cost	Opportunity Cost	New Cost	Funding source(s)
BCC Building Practice surveyor	Detailed specification and costing of work items						11% of Capital spend (BCC Building Practice charges)
BCC Building Practice surveyor/ Markets Team	Devise years 1 to 3 capital spend programme						
BCC Building Practice surveyor	Ongoing management of works contracts and projects						
BCC Building Practice	Ensure corporate compliance						
BCC Design Team / Markets Team	On-site signage and way-marking project						Capital spend
BCC Marketing & Comms	Communications Plan						

<b>Total opportunity costs</b>	<b>xx</b>
<b>Total new costs</b>	<b>£</b>
<b>Total resource costs</b>	<b>£</b>
<b>Total funding being sought</b>	<b>xx</b>

## 6. Consultation Approach

- We will be engaging with market traders on opportunities and impact of change
- Marketing and Communications, consultation plans established to inform public and stakeholder of changes.
- No impact on public expected at this stage therefore no public consultation required.
- Cabinet, portfolio and ward councillors briefings

## 7. Equalities and Privacy Impact Relevance Check Outcome

- EQIA Relevance Check – Complete
- Information Governance Relevance Check – N/A

## 8. Detail of key stakeholder engagement to date

Key stakeholder	Date(s) of key engagement	Nature of engagement
Cllr Cheney	15/04/2019	Cllr Briefing
Commercialisation	24/04/2019	DMT
Resources	24/04/19	EDM
	<DD/MM/YYYY>	

## 9. Mandate sign off

Name	Job Title	Date circulated
DMT	Director - Commercialisation	24/04/2019
EDM	Executive Director - Resources	24/04/2019
		<DD/MM/YYYY>

<b>Decision making authority</b>	Officer / Exc OED form
<b>Date seeking endorsement</b>	

# APPENDIX

## A. Required commentary and recommended consultation

<You are expected to engage and consult all key individuals/groups throughout the business case lifecycle. You are also expected to involve subject matter experts throughout your business case development and seek their advice and professional commentary.>

MANDATE/ IDEA STAGE	
Recommended bodies for consultation ahead of submission:	Date
Executive Director Meeting (EDM)	<a href="#">Click here to enter a date.</a>
<b>MANDATORY FOR ALL MANDATES WITH A RESOURCE REQUEST</b> PMO Operations Manager <Name>	

OUTLINE BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to DWG:	Commentary (if any)	Date
Cabinet Lead		<a href="#">Click here to enter a date.</a>
Executive Director Meeting (EDM)		<a href="#">Click here to enter a date.</a>
Professional Views	Commentary	Date
<b>MANDATORY – and must include confirmation of funding source(s)</b> Finance Business Partner Jemma Prince	General commentary: See comments on overarching Decision Pathway report  <u>Confirmation of funding source(s):</u> PL36 Capital Fund	03/05/2019
<b>MANDATORY FOR ALL OUTLINE BUSINESS CASES WITH A RESOURCE REQUEST</b> PMO Operations Manager <Name>	N/A	<a href="#">Click here to enter a date.</a>
HR Business Partner James Brereton	Works will be delivered within current staffing resources.	03/05/2019
Change Services View <Name>		<a href="#">Click here to enter a date.</a>
IT View Ian Gale	There are a number of actual and potential IT implications in this report, mostly regarding provision of Wi-Fi for service users. These requirements will need to be considered during the planning and implementation phases of these proposals and scheduled into the IT Service workload in line with CLB priorities	03/05/2019
Enterprise / Solution Architecture View		<a href="#">Click here to</a>

<Name>		enter a date.
<b>Property View</b> <Name>		Click here to enter a date.
<b>Legal View</b> <Name>		Click here to enter a date.
<b>Commissioning &amp; Procurement View</b> <Name>		Click here to enter a date.
<b>Information Security View</b> <Name>		Click here to enter a date.
<b>Other consulted parties (as required)</b>	<b>Commentary</b>	<b>Date</b>
		Click here to enter a date.
		Click here to enter a date.
		Click here to enter a date.

<b>FULL BUSINESS CASE</b>		
<b>Recommended bodies/individuals for consultation ahead of submission to DWG:</b>	<b>Commentary (if any)</b>	<b>Date</b>
Cabinet Lead		Click here to enter a date.
Executive Director Meeting (EDM)		Click here to enter a date.
<b>Professional Views</b>	<b>Commentary</b>	<b>Date</b>
<b>MANDATORY – and must include confirmation of funding source(s)</b> <b>Finance Business Partner</b> <Name>	<u>General commentary:</u> <Text here>  <u>Confirmation of funding source(s):</u> <Text here>	Click here to enter a date.
<b>MANDATORY FOR ALL FULL BUSINESS CASES WITH A RESOURCE REQUEST</b> <b>PMO Operations Manager</b> <Name>		Click here to enter a date.
<b>HR Business Partner</b> <Name>		Click here to enter a date.
<b>Change Services View</b> <Name>		Click here to enter a date.
<b>IT View</b> <Name>		Click here to enter a date.
<b>Enterprise / Solution Architecture View</b> <Name>		Click here to enter a date.
<b>Property View</b> <Name>		Click here to enter a date.
<b>Legal View</b> <Name>		Click here to enter a date.

<b>Commissioning &amp; Procurement View</b> <Name>		Click here to enter a date.
<b>Information Security View</b> <Name>		Click here to enter a date.
<b>Other consulted parties (as required)</b>	<b>Commentary</b>	<b>Date</b>
		Click here to enter a date.
		Click here to enter a date.
		Click here to enter a date.

## B. Mandatory Project Documents

<It is expected that documents required to support both Outline Business Case (OBC) and Full Business Case (FBC), will be less detailed with lower confidence levels at OBC stage and more detailed with high confidence levels at FBC stage. Please provide a link to the relevant document, insert as an object, or add as an additional Appendix item.>

Document Name (& links to templates)	Stage required	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
<a href="#">EQIA Relevance Check</a> For guidance and support in completing the EQUIAR contact <a href="#">Equalities and Cohesion team</a>	Mandate	Yes	Eric Dougall	<i>Note this will be completed if EDM support progression to CLB</i>
<a href="#">Privacy Impact Assessment Relevance check</a> For guidance and support in completing the PIAR contact <a href="#">Information Management</a>	Mandate	No		<i>Note this will be completed if EDM support progression to CLB</i>
<a href="#">Options Appraisal</a>	OBC			
<a href="#">Project Financial Spreadsheet</a> (costs and benefits/ sources of funding/ benefits contracts)	OBC & FBC	Yes		Draft attached Appendix 1: Financial Spreadsheet
<a href="#">RAID Log</a>	OBC & FBC			
<a href="#">Project Plan</a>	OBC & FBC			
<a href="#">EQIA Equalities and Cohesion team</a>	OBC & FBC			
<a href="#">EcoIA</a>	OBC & FBC			
Info: <a href="#">General Data Protection Regulation</a>	OBC & FBC			

<a href="#">Privacy Impact Assessment template</a> <a href="#">Information Management</a> .				
Project Board Terms Of Reference	FBC (Recommended OBC)			
<b>Solution Design</b> <i>(No template – this should be unique in content/ structure/ detail for each project)</i>	FBC			

### C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1					
2					
3					

# Business Case

Includes Mandate, Outline Business Case and Full Business Case documents



## A. PROJECT SUMMARY INFORMATION

<b>Project Name:</b>	<b>St Nicholas Market, Covered Market space development – Capital Investment programme</b>		
<b>Project ID (if known):</b>	<b>To follow</b>		
<b>Cabinet Member:</b>	Clr Cheney	<b>Lead Officer (Sponsor):</b>	Eric Dougall
<b>Directorate(s):</b>	Resources (impact on all Directorates/staff)	<b>Associated service areas:</b>	Markets and Docks Estates Service
<b>Report lead author(s):</b>	<b>Mandate:</b> Eric Dougall		
<b>Report recipients:</b>	DMT, EDM, CLB		

## B. ORGANISATIONAL CONTEXT

<b>Alignment to corporate theme(s):</b>	<b>Growth, economic and social regeneration, wellbeing, Well Connected, fair and Inclusive</b>		
<b>Project category:</b>	<input checked="" type="checkbox"/> Saving delivery	<input type="checkbox"/> Compliance / Statutory	<input type="checkbox"/> Risk reduction
	<input type="checkbox"/> Cost avoidance	<input checked="" type="checkbox"/> Improved outcomes	<input checked="" type="checkbox"/> Enabling
<b>Council Budget saving delivery:</b>	N/a		

## C. DOCUMENT CONTROL

<b>Sections complete:</b>	<input checked="" type="checkbox"/> Mandate <input type="checkbox"/> Outline Business Case <input type="checkbox"/> Full Business Case																						
<b>Document status:</b>	<input checked="" type="checkbox"/> Draft <input type="checkbox"/> Final																						
<b>Document owner:</b>	Eric Dougall																						
<b>Version control</b>	<table border="1"> <thead> <tr> <th>Version</th> <th>Author(s)</th> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>V00_01</td> <td>Eric Dougall</td> <td>Draft</td> <td>02/05/2019</td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>			Version	Author(s)	Description	Date	V00_01	Eric Dougall	Draft	02/05/2019												
Version	Author(s)	Description	Date																				
V00_01	Eric Dougall	Draft	02/05/2019																				

## EXECUTIVE SUMMARY: DECISION REQUIRED

### Mandate stage

#### Decisions requested from Resources EDM 08/05/2019

1. Approve drawdown of £144,000 capital spend for St Nicholas Markets, Covered Market space development to alter present stall layout and tenancies, construct additional trading units and covered seating area and event space. To be implemented over 2/3 years (Capital budget PL36).
2. Agree that Markets Team can progress with implementation of works and associated processes (i.e. with or without further work on OBC and FBC?)
3. Agreement in place for BCC Building Practice to facilitate infrastructure improvement works. An 11% cost to will be applied.
4. Project delivered within current Markets and Estate staff resource levels.

#### This proposal seeks to deliver:

- Business development and income growth through increased the number of trading units and rental fees.
- Provide 5/7 new trading opportunities for independent traders and the potential to allocate trading space dedicated to support start-up businesses.
- Develop a much needed communal undercover seating and event space in the market.
- Increased footfall to an area of the market that is currently experiences the lowest footfall. This will improve the trading conditions for traders operating in this area.
- Improved the overall market trading environment and visitor experience through the addition of a new zone including high quality food and drink offerings within the market.
- An opportunity for the market to development as a destination attraction.
- Capitalising on positive BCC and St Nicholas Markets food offer brand.

#### As an early estimate this proposal could achieve the following benefits:

- Improving the customer experience, trading environment and reputation of the market.
- Provide additional market trading opportunities to increase diversity in the market.
- Attracting wider, younger demographic of visitors and market traders.
- Business growth through estimated £20 / £30k per year increased in licence fee I income from the redeveloped space.

#### Any decisions / endorsements already secured:

- Capital funds included within the capital programme for 19/20 as part of Full Council budget setting (PL36) – final draw down pending business case approval

\*OBC = Outline Business Case

<b>New costs to deliver OBC:</b>	n/a – proposing to move straight to delivery
<b>Funding required:</b>	<b>£144,000 +</b> including 11% costs for BCC Building Practice to support (see Appendix A for detailed breakdown of costs attached)
<b>Funding source(s):</b>	Capital - PL36
<b>Est. timescale for OBC to return for sign-off:</b>	n/a – proposing to move straight to

# MANDATE

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## 1. The problem I want to solve / the outcome I want to achieve...:

- The projects seeks to increase the licence fee income for the Covered Market area of St Nicholas Market from £23k p/a to £40 to £50k p/a through the development of new trading facilities, predominantly for additional food offers.
- Trading within this area of the market is fragile. It suffers from low footfall in comparison to the rest of the market and there is a relatively high turnover of traders occupying the units. These changes would develop a new focal point within market and improve trading conditions for current traders in this space and across the venue.
- There is a lack of covered communal seating within the market. Developing a communal, 50 / 60 capacity seating and animation space in conjunction with an additional 5 / 7 trading units would improve the quality of the customer experience and in turn support business viability.
- There is now an established trend in developing city centre locations to accommodate multiple high quality food outlets operating within a shared spaces. The opportunity exists to develop a specific undercover area of the market for this purpose.
- It is envisaged that this development would accommodate additional food and accompanying retails trading units. It would build on the success of well-established Glass Arcade and Street Food offers at the market.
- The food scene in Bristol is strong and we are confident that high quality businesses would be attracted to trading in relatively affordable and already successful location.
- Diversity of traders would increase by offering 5/7 new trading opportunities to independent businesses.
- Support growth and forward planning to increase licence fee income and extend opening hours across the market as a whole.
- This new area would be ideally placed to host events and support future plans to extend opening hour to include Sunday, bank holidays and evenings
- Place the market in a strong position to compete with other similar trading locations being established in the city.
- It will facilitate the need to capitalise on the markets current success and positive reputation as a city centre trading hub that hosts 60 independent businesses.
- This development proposal will ensure that the market does not become stagnant, is in a position to support growth and forward planning to increase income generation opportunities. To support the aspiration to extend opening hours to include evenings, bank holidays and Sundays.
- There is a need to position the market to fulfil Strategic Commercialisation and regeneration targets.

## 2. We will know we have succeeded when . . . .

- When a feasibility study has been conducted to establish:

The commercial potential of the development – initial estimation of a £30k per year income growth if recent licence terms and fees are applied.

A suitable design for the space is established.

A viable model and timescales for associated works are set.

Formal planning consent has been granted for changes.

- Successfully negotiated changes to use of space with current traders operating within the area.
- Increased year on year footfall to the Covered Market and market as a whole.
- Improve quality of the physical environment and customer experience through improving the appearance of an untidy area of the market.
- Raised the profile of the market as a destination attraction through targeted marketing campaign and positive visitor reviews (Trip Advisor ratings and positive media profile).
- Increased opening hours to include Sunday and evenings by 2020

## 3. Scope

### In Scope

- Capital projects listed on funding bid – detailed items
- Outcomes managed, monitored and controlled within current staffing / service structure, support from BCC Building Practice to deliver capital spend projects
- Development and improvements to aging market infrastructure to make fit for purpose
- Introduce new undercover communal seating space.
- Carryout a feasibility study to agree redesign of the new seating and event space and trading units.
- Establish income potential from redesign.
- Seek planning consent for changes and approvals to implement.
- Consult and coordinate with present traders on changes and potential impacts. Providing new trading opportunities.
- Improving visitor and customer experience.
- Heritage feature conservation.
- Marketing and communication planning regarding changes and potential future plans for evening and Sunday opening.
- Legal advice on alterations in line with the current licence agreements and conditions.

	<b>Out of scope</b>	<b>Any risks/consequences associated with “Out of scope” items</b>
1	Potential to attract investment interest for major redevelopment of the market	
2	Old City Heritage projects	Need to understand future opportunities and any constraints
3	Market trading licence update	Requirement to realise growth

## **4. Dependencies, Constraints and Service Context**

### **4.1 What other work is happening that this connects with or is reliant upon?**

- Full BCC Commercialisation Strategy
- Capital works programme to improve the Market infrastructure throughout the market
- Coordinated communications plan to support changes
- Licence condition review.
- Exchange Hall and market premises infrastructure improvements
- Old City heritage projects

### **4.2 What limitations do you have to work within ?**

- Spend will be within the capital funds
- Potential impact of Brexit on independent business success and visitor profile and spend
- Reliance on success of independent businesses within the market
- There will be a requirement to review and update market trader licences as some of the current conditions would restrict growth if not initiated in 2019/20 period.
- BCC Building Practice to support works.
- Markets Team to manage market operational changes. Assessment will be required to establish priorities within the team / service to allow dedicated officer time to coordinate the process

### **4.3 Current contracts relevant to scope**

Current Market trading licence conditions

### **4.4 Current technology systems and solutions relevant to scope**

- Plans for improved Wi-Fi connectivity

### **4.5 Learning from previous work**

- Bench marking of licence fees – review of successful markets on other cities
- Understanding of independent trading environment and national market offer and development trends
- Rental review Report established recommendations to focus on capitalising on food offer development
- Commercialisation Strategy

## **5. Possible Approach & Resource required to progress to Outline Business Case**

It is proposed that:

- Markets and Estate service will lead and deliver the change required on the assumption that support from resources below can be provided

- The work will be planned over a 3 year timeframe, starting as soon as approval and funding draw down has been confirmed. Detailed plan/timeline to be developed.
- The work will report monthly to DMT to ensure progress/monitoring.

## 4.2 Resources Required

Note the resources outlined below are required to work up both detailed spec/plans and **also** for implementation.

Role	What they will do	Days needed	Cost per day	Total Cost	Opportunity Cost	New Cost	Funding source(s)
BCC Building Practice surveyor	Ongoing management of works contracts and projects						11% of Capital spend
BCC Marketing & Comms	Communications and Plan	3 days	£250	£750			Capital fund
BCC Consultation and Engagements	Facilitate market traders engagement exercises	5	£350	£1,750			Capital fund
BCC Legal Service	Market licence review and update	7 x (7.5 hrs)	£769	£3,870			Capital fund

<b>Total opportunity costs</b>	<b>xx</b>
<b>Total new costs</b>	<b>£</b>
<b>Total resource costs</b>	<b>£6,370</b>
<b>Total funding being sought</b>	<b>xx</b>

## 5. Consultation Approach

- We will be engaging formally with market traders on opportunities and impact of change
- Marketing and Communications, consultation plans established to inform public and stakeholder of changes.
- No impact on public expected at this stage therefore no public consultation required.
- Cabinet, portfolio and ward councillors briefings

## 7. Equalities and Privacy Impact Relevance Check Outcome

- EQIA Relevance Check – Complete
- Information Governance Relevance Check – N/A

## 8. Detail of key stakeholder engagement to date

Key stakeholder	Date(s) of key engagement	Nature of engagement
Cllr Pearce (Commercialisation)	18/02/2019	Cllr Pearce briefing – market fee increases and the need for capital investment projects to support this action.
Cabinet member briefing	15/04/19	Cllr Cheney

Commercialisation	24/04/2019	DMT
Resources	24/04/2019	EDM
Growth and Regeneration		Capital Board (pending)
	<DD/MM/YYYY>	

## 9. Mandate sign off

Name	Job Title	Date circulated
DMT	Director - Commercialisation	24/04/2019
EDM	Director - Resources	24/04/2019
CLB		
		<DD/MM/YYYY>

<b>Decision making authority</b>	Officer / Exc OED form
<b>Date seeking endorsement</b>	

# APPENDIX

## A. Required commentary and recommended consultation

<You are expected to engage and consult all key individuals/groups throughout the business case lifecycle. You are also expected to involve subject matter experts throughout your business case development and seek their advice and professional commentary.>

MANDATE/ IDEA STAGE	
Recommended bodies for consultation ahead of submission:	Date
Executive Director Meeting (EMD)	24/04/2019
<b>MANDATORY FOR ALL MANDATES WITH A RESOURCE REQUEST</b> PMO Operations Manager <Name>	

OUTLINE BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to DWG:	Commentary (if any)	Date
Cabinet Lead		<a href="#">Click here to enter a date.</a>
Executive Director Meeting (EDM)		<a href="#">Click here to enter a date.</a>
Professional Views	Commentary	Date
<b>MANDATORY – and must include confirmation of funding source(s)</b> Finance Business Partner Jemma Prince	<u>General commentary:</u> See comments on overarching Decision Pathway report  <u>Confirmation of funding source(s):</u> PL36 Capital Fund	03/05/2019
<b>MANDATORY FOR ALL OUTLINE BUSINESS CASES WITH A RESOURCE REQUEST</b> PMO Operations Manager <Name>		<a href="#">Click here to enter a date.</a>
<b>HR Business Partner</b> James Brereton	Works will be delivered within current staffing resources	03/05/2019
<b>Change Services View</b> <Name>		<a href="#">Click here to enter a date.</a>
<b>IT View</b> Ian Gale	There are a number of actual and potential IT implications in this report, mostly regarding provision of Wi-Fi for service users. These requirements will need to be considered during the planning and implementation phases of these proposals and scheduled into the IT Service workload in line with CLB priorities	03/05/2019
<b>Enterprise / Solution Architecture View</b>		<a href="#">Click here to</a>

<Name>		enter a date.
<b>Property View</b> <Name>		Click here to enter a date.
<b>Legal View</b> <Name>		Click here to enter a date.
<b>Commissioning &amp; Procurement View</b> <Name>		Click here to enter a date.
<b>Information Security View</b> <Name>		Click here to enter a date.
<b>Other consulted parties (as required)</b>	<b>Commentary</b>	<b>Date</b>
		Click here to enter a date.
		Click here to enter a date.
		Click here to enter a date.

<b>FULL BUSINESS CASE</b>		
<b>Recommended bodies/individuals for consultation ahead of submission to DWG:</b>	<b>Commentary (if any)</b>	<b>Date</b>
Cabinet Lead		Click here to enter a date.
Executive Director Meeting (EDM)		Click here to enter a date.
<b>Professional Views</b>	<b>Commentary</b>	<b>Date</b>
<b>MANDATORY – and must include confirmation of funding source(s)</b> <b>Finance Business Partner</b> <Name>	<u>General commentary:</u> <Text here>  <u>Confirmation of funding source(s):</u> <Text here>	Click here to enter a date.
<b>MANDATORY FOR ALL FULL BUSINESS CASES WITH A RESOURCE REQUEST</b> <b>PMO Operations Manager</b> <Name>		Click here to enter a date.
<b>HR Business Partner</b> <Name>		Click here to enter a date.
<b>Change Services View</b> <Name>		Click here to enter a date.
<b>IT View</b> <Name>		Click here to enter a date.
<b>Enterprise / Solution Architecture View</b> <Name>		Click here to enter a date.
<b>Property View</b> <Name>		Click here to enter a date.
<b>Legal View</b> <Name>		Click here to enter a date.

<b>Commissioning &amp; Procurement View</b> <Name>		Click here to enter a date.
<b>Information Security View</b> <Name>		Click here to enter a date.
<b>Other consulted parties (as required)</b>	<b>Commentary</b>	<b>Date</b>
		Click here to enter a date.
		Click here to enter a date.
		Click here to enter a date.

## B. Mandatory Project Documents

<It is expected that documents required to support both Outline Business Case (OBC) and Full Business Case (FBC), will be less detailed with lower confidence levels at OBC stage and more detailed with high confidence levels at FBC stage. Please provide a link to the relevant document, insert as an object, or add as an additional Appendix item.>

Document Name (& links to templates)	Stage required	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
<a href="#">EQIA Relevance Check</a> For guidance and support in completing the EQUIAR contact <a href="#">Equalities and Cohesion team</a>	Mandate	Yes		<i>Note this will be completed if EDM support progression to CLB</i>
<a href="#">Privacy Impact Assessment Relevance check</a> For guidance and support in completing the PIAR contact <a href="#">Information Management</a>	Mandate	No		<i>Note this will be completed if EDM support progression to CLB</i>
<a href="#">Options Appraisal</a>	OBC			
<a href="#">Project Financial Spreadsheet (costs and benefits/ sources of funding/ benefits contracts)</a>	OBC & FBC	Yes	Eric Dougall	
<a href="#">RAID Log</a>	OBC & FBC			
<a href="#">Project Plan</a>	OBC & FBC			
<a href="#">EQIA Equalities and Cohesion team</a>	OBC & FBC			
<a href="#">EcoIA</a>	OBC & FBC			
Info: <a href="#">General Data Protection Regulation</a> <a href="#">Privacy Impact Assessment</a>	OBC & FBC			

<a href="#">template</a> <b>Information Management</b> .				
Project Board Terms Of Reference	FBC (Recommended OBC)			
<b>Solution Design</b> <i>(No template – this should be unique in content/ structure/ detail for each project)</i>	FBC			

### C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1					
2					
3					

# Business Case

Includes Mandate, Outline Business Case and Full Business Case documents



## A. PROJECT SUMMARY INFORMATION

<b>Project Name:</b>	<b>City Docks Estate – infrastructure improvement works</b>		
<b>Project ID (if known):</b>	<b>To follow</b>		
<b>Cabinet Member:</b>	CLlr Cheney	<b>Lead Officer (Sponsor):</b>	Eric Dougall
<b>Directorate(s):</b>	Resources (impact on all Directorates/staff)	<b>Associated service areas:</b>	Markets and Estates
<b>Report lead author(s):</b>	<b>Mandate:</b> Eric Dougall		
<b>Report recipients:</b>	DMT, EDM, CLB		

## B. ORGANISATIONAL CONTEXT

<b>Alignment to corporate theme(s):</b>	<b>Growth, economic and social regeneration, wellbeing, Well Connected, fair and Inclusive</b>		
<b>Project category:</b>	<input checked="" type="checkbox"/> Saving delivery	<input type="checkbox"/> Compliance / Statutory	<input checked="" type="checkbox"/> Risk reduction
	<input checked="" type="checkbox"/> Cost avoidance	<input checked="" type="checkbox"/> Improved outcomes	<input checked="" type="checkbox"/> Enabling
<b>Council Budget saving delivery:</b>	N/a		

## C. DOCUMENT CONTROL

<b>Sections complete:</b>	<input checked="" type="checkbox"/> Mandate <input type="checkbox"/> Outline Business Case <input type="checkbox"/> Full Business Case		
<b>Document status:</b>	<input checked="" type="checkbox"/> Draft <input type="checkbox"/> Final		
<b>Document owner:</b>	Eric Dougall		
<b>Version control</b>	<b>Version</b>	<b>Author(s)</b>	<b>Description</b>
	V00_01	Eric Dougall	Report

## EXECUTIVE SUMMARY: DECISION REQUIRED

### Mandate stage

#### Decisions requested from Resources EDM 24/04/2019)

1. Approve drawdown of £213,000 capital spend for the Docks Estate open space site features improvements to be implemented over 3 years (capital budget PL36)
2. Markets and Estates team can progress with implementation of infrastructure improvements (i.e. no further work on business case required i.e. OBC/FBC)
3. Agreement in place for BCC Building Practice to facilitate infrastructure improvement works for 11% cost of works.
4. Work programme has been specified and is to be delivered with current service resources.

#### This proposal seeks to deliver:

- Improved docks estate environment and visitor experience.
- Reduce public safety risks associated with upgrading aging infrastructure.
- Development as a destination attraction and mitigate negative reputational impact of poor quality open spaces.
- £22k per year saving (25%) on revenue R & M spend over 3 year programme
- Capitalising on positive BCC visitor brand
- Ensure continued attraction of fee paying events, concession traders and promotional activity.

#### As an early estimate this proposal could achieve the following benefits:

- Significant improvements to aging infrastructure and conservation of important heritage assets.
- Reduction of energy cost through lighting upgrade to LED fittings in Queen Square.
- Reduced environmental risk associated with poor quality degrading site features.
- A higher quality customer experience and better access by improving quality of site features.
- Relieve pressure on repair and maintenance elements of revenue budgets.

#### Any decisions / endorsements already secured:

- Capital funds have been agreed pending business case approval

\*OBC = Outline Business Case

<b>New costs to deliver OBC:</b>	n/a – proposing to move straight to delivery
<b>Funding required:</b>	<b>£213,000 + inclusive of 11%</b> rechargeable resource costs for BCC Building Practice to support (see Appendix A for detailed breakdown of costs attached)
<b>Funding source(s):</b>	Capital - PL36
<b>Est. timescale for OBC to return for sign-off:</b>	n/a – proposing to move straight to delivery - monthly updates on progress will be provided to DMT

# MANDATE

---

## 1. The problem I want to solve / the outcome I want to achieve...:

What's the 'as-is' situation – current pain points or impact of ways of current working?

- There has been minimum investments in maintaining and repairing key destination open space sites over the past 10 years due to the Some of the key destination open space site due to the limits of revenue R & M budgets.
- This investment will return them to a high standard and improving the customer experience.
- Improvemets will support the success and ongoing viability of concessions bussinesses that operate from the Centre Promanade and Queen Sq (£50k p/a).
- Income from event and promotional activity site fees is maintained and enhanced (£30k p/a).
- We are currently operating aging assets with limited ability to improve with available revenue budget.
- We are not able to carry out required improvements within the current revenue repair and maintenance budgets. The aging assets are deteriorating year on year.
- There is a pressing need to repair heritage building features to ensure they are safe and protect heritage features.
- There is a need to position the Docks Estate to fulfil Strategic Commercialisation and regeneration targets.

## 2. We will know we have succeeded when . . . .

- When infrastructure improvements have been made to improve the safety and quality of the open spaces and we are able to maintain effectively within revenue budgets.

## 3. Scope

In Scope
<ul style="list-style-type: none"><li>• Capital projects listed on funding bid as per detailed items.</li><li>• Outcomes managed, monitored and controlled within current staffing / service structure, support from BCC Building Practice to deliver capital spends projects.</li><li>• Heritage open space feature conservation.</li></ul>

	<b>Out of scope</b>	<b>Any risks/consequences associated with “Out of scope” items</b>
1	Concession trading agreements and income	
2	Events, Filming and promotional activities and income	
3	Docks assest are not adopted highways	

## **4. Dependencies, Constraints and Service Context**

### **4.1 What other work is happening that this connects with or is reliant upon?**

- Full BCC Commercialisation Strategy

### **4.2 What limitations do you have to work within ?**

- Work will need to be coordinated to minimise disruption during the high season.

### **4.3 Current contracts relevant to scope**

- BCC Building Practice fountain maintenance contract

### **4.4 Current technology systems and solutions relevant to scope**

- N/A

### **4.5 Learning from previous work**

- 

## **5. Possible Approach & Resource required to progress to Outline Business Case**

### **5.1 Approach**

**Given the various constraints listed above, and connections to other projects, an early steer from EDM is requested as to how to proceed. Options are outlined below:**

Option	Description	Pros	Cons	Recommended by Service
<b>1</b>	BCC Building Practice to manage works elements.	11% fee charged that will lower the actual spend on improvements	Support and coordination will provide professional knowledge and addition time resource to progress and monitor spending	
<b>2</b>				
<b>3</b>				

## 5.2 Resources Required

Role	What they will do	Days needed	Cost per day	Total Cost	Opportunity Cost	New Cost	Funding source(s)
BCC Building Practice surveyor/ Markets Team	Devise years 1 to 3 capital spend programme						11% of Capital spend Percentage of Capital spend

<b>Total opportunity costs</b>	<b>xx</b>
<b>Total new costs</b>	<b>£</b>
<b>Total resource costs</b>	<b>£</b>
<b>Total funding being sought</b>	<b>xx</b>

## 6. Consultation Approach

- Requirement to allocate dedicated staff time to manage the spend programme. Engagement with key stakeholders such as Destination Bristol, BCC Highways and on-site concession traders .
- Cabinet, portfolio and ward councillors briefings

## 7. Equalities and Privacy Impact Relevance Check Outcome

- EQIA Relevance Check – Complete
- Information Governance Relevance Check

## 8. Detail of key stakeholder engagement to date

Key stakeholder	Date(s) of key engagement	Nature of engagement
Cabinet briefing (Commercialisation)	15/04/19	Cllr Cheney
Commercialisation	24/04/2019	DMT
Resources	24/05/2019	EDM
Growth and Regeneration		
	<DD/MM/YYYY>	

## 9. Mandate sign off

Name	Job Title	Date circulated
DMT	Director (Commercialisation)	09/04/2019
EDM	Director (Resources)	24/04/2019
CLB		
Sharon Foster / Sara book DMT		<DD/MM/YYYY>

<b>Decision making authority</b>	Officer / Exc OED form
<b>Date seeking endorsement</b>	

# APPENDIX

## A. Required commentary and recommended consultation

<You are expected to engage and consult all key individuals/groups throughout the business case lifecycle. You are also expected to involve subject matter experts throughout your business case development and seek their advice and professional commentary.>

MANDATE/ IDEA STAGE	
Recommended bodies for consultation ahead of submission:	Date
Executive Director Meeting (EMD)	24/04/2019
<b>MANDATORY FOR ALL MANDATES WITH A RESOURCE REQUEST</b> PMO Operations Manager <Name>	

OUTLINE BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to DWG:	Commentary (if any)	Date
Cabinet Lead		<a href="#">Click here to enter a date.</a>
Executive Director Meeting (EDM)		<a href="#">Click here to enter a date.</a>
Professional Views	Commentary	Date
<b>MANDATORY – and must include confirmation of funding source(s)</b> Finance Business Partner Jemma Prince	<u>General commentary:</u> See comments on overarching Decision Pathway report  <u>Confirmation of funding source(s):</u> PL36 Capital Fund	03/05/2019
<b>MANDATORY FOR ALL OUTLINE BUSINESS CASES WITH A RESOURCE REQUEST</b> PMO Operations Manager		<a href="#">Click here to enter a date.</a>
HR Business Partner James Brereton	Works will be delivered within current staffing resources	03/05/2019
Change Services View <Name>		<a href="#">Click here to enter a date.</a>
IT View Ian Gale	There are a number of actual and potential IT implications in this report, mostly regarding provision of Wi-Fi for service users. These requirements will need to be considered during the planning and implementation phases of these proposals and scheduled into the IT Service workload in line with CLB priorities	03/05/2019
Enterprise / Solution Architecture View		<a href="#">Click here to</a>

<Name>		enter a date.
<b>Property View</b> <Name>		Click here to enter a date.
<b>Legal View</b> <Name>		Click here to enter a date.
<b>Commissioning &amp; Procurement View</b> <Name>		Click here to enter a date.
<b>Information Security View</b> <Name>		Click here to enter a date.
<b>Other consulted parties (as required)</b>	<b>Commentary</b>	<b>Date</b>
		Click here to enter a date.
		Click here to enter a date.
		Click here to enter a date.

<b>FULL BUSINESS CASE</b>		
<b>Recommended bodies/individuals for consultation ahead of submission to DWG:</b>	<b>Commentary (if any)</b>	<b>Date</b>
Cabinet Lead		Click here to enter a date.
Executive Director Meeting (EDM)		Click here to enter a date.
<b>Professional Views</b>	<b>Commentary</b>	<b>Date</b>
<b>MANDATORY – and must include confirmation of funding source(s)</b> <b>Finance Business Partner</b> <Name>	<u>General commentary:</u> <Text here>  <u>Confirmation of funding source(s):</u> <Text here>	Click here to enter a date.
<b>MANDATORY FOR ALL FULL BUSINESS CASES WITH A RESOURCE REQUEST</b> <b>PMO Operations Manager</b> <Name>		Click here to enter a date.
<b>HR Business Partner</b> <Name>		Click here to enter a date.
<b>Change Services View</b> <Name>		Click here to enter a date.
<b>IT View</b> <Name>		Click here to enter a date.
<b>Enterprise / Solution Architecture View</b> <Name>		Click here to enter a date.
<b>Property View</b> <Name>		Click here to enter a date.
<b>Legal View</b> <Name>		Click here to enter a date.

<b>Commissioning &amp; Procurement View</b> <Name>		Click here to enter a date.
<b>Information Security View</b> <Name>		Click here to enter a date.
<b>Other consulted parties (as required)</b>	<b>Commentary</b>	<b>Date</b>
		Click here to enter a date.
		Click here to enter a date.
		Click here to enter a date.

## B. Mandatory Project Documents

<It is expected that documents required to support both Outline Business Case (OBC) and Full Business Case (FBC), will be less detailed with lower confidence levels at OBC stage and more detailed with high confidence levels at FBC stage. Please provide a link to the relevant document, insert as an object, or add as an additional Appendix item.>

Document Name (& links to templates)	Stage required	Document Exists? (Yes/ No)	Document Owner	Hyperlink to document
<a href="#">EQIA Relevance Check</a> For guidance and support in completing the EQUIAR contact <a href="#">Equalities and Cohesion team</a>	Mandate	Yes		<i>Note this will be completed if EDM support progression to CLB</i>
<a href="#">Privacy Impact Assessment Relevance check</a> For guidance and support in completing the PIAR contact <a href="#">Information Management</a>	Mandate	N/A		<i>Note this will be completed if EDM support progression to CLB</i>
<a href="#">Options Appraisal</a>	OBC			
<a href="#">Project Financial Spreadsheet (costs and benefits/ sources of funding/ benefits contracts)</a>	OBC & FBC			
<a href="#">RAID Log</a>	OBC & FBC			
<a href="#">Project Plan</a>	OBC & FBC			
<a href="#">EQIA Equalities and Cohesion team</a>	OBC & FBC			
<a href="#">EcoIA</a>	OBC & FBC			
Info: <a href="#">General Data Protection Regulation</a> <a href="#">Privacy Impact Assessment</a>	OBC & FBC			

<a href="#">template</a> <b>Information Management</b> .				
Project Board Terms Of Reference	FBC (Recommended OBC)			
<b>Solution Design</b> <i>(No template – this should be unique in content/ structure/ detail for each project)</i>	FBC			

### C. Timeline of approvals and any associated conditions

#	Meeting	Date	Action / Decision / Condition	Date for completion (If applicable)	Owner
1					
2					
3					



# **Market Consultancy Report**

## **Bristol City Council**

**Report – October 2018**

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# 1. Introduction

In June 2018 Nabma Market Place (NMP) were appointed by Bristol City Council to provide an appraisal on the current market offer and in particular a review of the market rents at St. Nicholas market.

Listed below are the key elements identified in the brief.

The brief to include:

- A review of the market rents at St. Nicholas market
- A review of the market service
- To engage with identified key stakeholders
- Assess current health, vitality and performance of St. Nicholas Market

## Methodology

In order to carry out the review, the following project methodology was adopted:

### Desktop review

This stage of the review used a combination of web-based and documentary research that included a social media search. This included strategic and operational information and data provided by Bristol City council markets team.

### Site visits

Several visits were made to St. Nicholas market and visits made to other markets within the city centre.

### Stakeholder engagement

In addition to the site visits NMP also engaged with the following key stakeholders. These were:

- Ward Councillors
- Market Manager and Operational Team
- Markets Directorate
- Property Team
- Economic Development
- Finance
- Bristol Culture
- Destination Bristol
- Food Development officer for St. Nicholas market

# 2. Background Information

## The Markets Industry

The Retail Market Industry in the UK has experienced mixed fortunes over the last 25 years reaching post maturity as a retail model in the mid 1990's over the same period, geographical differences in the UK (in terms of format) amplified the pace and direction of change in the industry.

The economic downturn brought change in the retail landscape of the Country coming at a time when online sales were still relatively small. The almost instantaneous loss of disposable income saw retailers dealing with customers who were now predicating purchase decisions on value for money. At the same time, many High Street names ceased trading (Woolworths, TJ Hughes, Brantano, British Home Stores and more recently Toys R Us leaving large gaps in frontages at shopping centers and in the High Street. With Marks and Spencer, House of Fraser and Homebase announcing the closure of some of its less profitable stores and New Look considering closing up to 60 stores it appears to be a continuing trend. In addition, as Amazon enters the Grocery market more pressure will be put on existing grocers. Experts predict that by 2021 Amazon will be the third largest retail grocer.

Concurrently the market industry (retail and wholesale) began to see a reduction in the number of professional tenants and traders nationally. The National Market Traders Federation has seen their membership of regular and traditional market traders fall by 30%.

In response to the demise of the town centre high street, the Government commissioned Mary Portas to undertake a review of the issue, she produced 28 recommendations for reform. Whilst the success (or otherwise) of the Portas Pilots and other interventions is still the subject of debate, recommendation No 17, a national market day, was grasped by the retail market industry. In May 2012, the first 'Love Your Local Market Fortnight' (LYLM) was rolled out as an annual national celebration of all things positive about retail markets in the UK.

Markets are increasingly faced with external competition and in particular the growth in online sales. In March 2017, Next reported that their Next Directory sales have been rising every year for the past 10. This year they rose by 4% to £1.7bn but sales in the stores - pretty much flat for the past 10 years - fell by nearly 3% to £2.3bn.

Retail Markets, however, continue, to make a meaningful contribution to Towns and Cities across the UK. The successful markets we see today are those which have embraced change and adapted alongside the town in which they trade, as the demographics of a town change a successful market will reflect this change and continue to cater for and attract the residents, creating a vibrant and successful market, this will in turn attract visitors from outside the district and increase the value of the market.

There has been some recent research undertaken to support the benefits of Markets.

In 2005 the First National Survey of Market was undertaken. The survey, often referred to as the Rhodes Report after its author, found that there are over 1,150 retail markets operating in the UK, providing approximately 150,000 stalls each week. However, the average stall occupancy rates are about 75 per cent and falling. In terms of economic outputs, the Survey found that there were 46,000 market traders and that the industry offers employment to more than 96,000 people across the UK.

The Rhodes Report concluded that general markets across the UK are in decline, with falling customer numbers, stall occupancy rates and a perceived decline in the markets' turnover. However, alongside a general decline in the fortunes of traditional retail markets there has been a significant growth in the provision and popularity of specialty markets, particularly farmers' markets. Indeed, the report found that there had been a 250 per cent increase in farmers' markets between 1998 and 2004.

Since then further reports in 2009 from the Communities and Local Government Committee Inquiry into traditional markets and 2009 survey work undertaken for the Retail Markets Alliance both indicate that the general decline in traditional retail markets, coupled with a then increase in farmers' markets.

Today it is generally accepted within the industry that the heyday of markets is well and truly over and the future success of markets is dependent on a strong food offer with reduction in the general trading space supplemented and enhanced by an increase in the specialty offer, such as Artisan and Makers markets.

The general decline in the performance of general retail markets across the UK can be attributed to several factors including:

- Consumers now have higher expectations from their shopping experience.
- Increased competition from supermarket chains
- Online shopping
- Bargain basement shops now on the High Street
- The demise of the High Street
- Ageing market shopper base
- Ageing market trader base
- In some cases, unsympathetic city centre redevelopment has served to marginalise the market.
- General lack of investment and/or operator expertise by the local council
- The slowness of the market industry to adapt to change

Despite the national decline, however, traditional markets still dominate the markets sector as a whole in terms of turnover. Of the total turnover generated by markets across the UK (£3.5 billion), approximately 93.5 per cent is from traditional retail markets by 83.6 per cent of total traders.

NABMA has undertaken an annual retail survey since 2011 and when comparing the trends from these surveys it is important to note the incremental trends that are reflective in the findings.

In 2011 some 24% of Markets reported that they were trading better than the previous year. In 2016 only 17% reported that they were doing better and looking at the year on year figures there is a small decrease reflected each year. In September 2016 Nabma announced its latest annual results. The survey was based on over 310 returns from market operators across the UK.

The relevant findings applicable to this report are as follows:

### Core Performance Measures

	Decreased	Same	Increased
Number of stall lettings	39%	36%	25%
Number of traders	39%	36%	25%
Number of market days	1%	96%	3%
Footfall	43%	40%	17%
Stall income	38%	40%	22%
Operational/management staff employed	20%	73%	7%
Market profit/loss	40%	42%	18%
Trader Turnover	42%	45%	13%
Market investment	12%	64%	24%

*This table shows how each market has performed comparing 2016 data to 2015.*

The trend demonstrates that 39% of markets have both lost traders and seen a fall in stall occupancy rates. This also correlates to a fall in stall income and a decline in an annual market surplus. One of the most notable statistic is that 43% of all respondents suggest that footfall into the markets has declined while a further 40% claim it has remained the same.

There is little evidence of growth across the UK. Where there is growth it is in periodic niche markets e.g. Shrewsbury and Ludlow.

There has been no significant investment (over £50,000) made in any of the outdoor markets in 2016.

### Market Finances

The tables below show the regularity of Local Authorities reviewing their market rents and the results of the review. In 2016 out of 310 Local Authorities, just over half 167 reviewed their rents in the last year and from those only 71 Authorities increased the rent.

Rent Review of Income	Leased Rents	Daily/Weekly Tolls	Licence Fees
Last Year	54%	58%	58%
In the Last 5 Years	26%	28%	24%
Over 5 Years	20%	14%	18%

Result of Rent Review of Income	Leased Rents	Daily/Weekly Tolls	Licence Fees
Increased	43%	43%	41%
Decreased	9%	6%	24%
Same	48%	51%	18%

*\* Mission for Markets Survey 2016*

In addition, the survey found that 20% of operators had not reviewed their market rents in the last five years and of those that did, an overwhelming majority, either increased or retained the level of rent. Few reduced the rent.

## **Market Traders**

NMP believe that over the last ten years there has been a significant shift in the type of person that trades on our markets.

Market traders traditionally would trade on one or two markets within a week and often trade at markets held within a 15 mile radius of their base. They would trade generally between 3 and 7 days a week and it would be their sole income. These traders built up a strong business and generally when retiring looked to pass the business on to the next generation in the family.

This provided great continuity for the market.

Since the mid 1990's market trading has not been so appealing to the next generation and so now when traders look to retire often there is little interest for the business and the stalls subsequently are handed back to the operator for them to source a new occupant or they remain vacant.

This is an increasing problem across the UK as there is a clear drop in career traders who see market trading as a viable sole source of income.

However, there is the new generation of market trader that has a more fluid and transient way of trading. These traders are looking at a market as a base from which to operate their business. They are looking for markets that offer a competitive rent, good footfall and free Wi-Fi. This enables the trader to generate face to face sales at the market but more often they complement their market turnover by trading online and maximise the use of social media to promote their business. The added value that this gives makes the option of a market stall more viable as it is a base for face to face trading, gives online customers the confidence of buying from a business that has a physical presence and allows cross pollination of online customer to market customer and vice versa.

Market Traders historically used to start life trading on outdoor markets progressing into a leased indoor market unit and then possibly on to the high street over a period of time as the business matured. Businesses such as Tesco, Dunelm, Red or Dead and Poundland all started life in the market industry. This has changed in line with the changing face of retail with many entrepreneurs now seeing the market as a testbed for the viability of their product. From this they are then moving the business not onto the high street but straight to online retailing in order to grow and reach maturity, meaning there are fewer life career traders around. With this comes the opportunity to keep the market refreshed with different new products and ideas as the market becomes an incubation unit for future online retailers. Big names such as Boohoo started life on a market stall and are now solely internet retailers.

Free Wi-Fi across the markets is becoming an essential requirement and undoubtedly helps to recruit and retain new traders and increases customer dwell time.

## **The Changing High Street**

Historically market trading was the one thing that a budding entrepreneur could afford to fail at. The easy terms and conditions alongside low set up costs reduced the risk. As town centres throughout the UK continue to report high vacancy rates, and with big brand names leaving the High Street, property owners are offering, cheap rents with flexible terms, giving first time business owners an alternative way to market test their product. Rather than use the market as a pathway to the high street, many new businesses are moving straight onto the high street. This needs to be kept in mind when reviewing market rents as it is another factor affecting the value of market stalls in less vibrant Town Centres.

More than ever, consumers are going online as part of their decision making process, the first port of call before visiting a venue is the internet, so this is an essential tool for engaging with potential customers and selling the market. The next generation of trader will be media savvy and as such will be looking to trade at a market that has a marketing strategy that they can piggyback onto to increase the exposure of their business, the website needs to be informative to both potential traders and market customers.

## 3. Findings

### 3.1 The Market

St. Nicholas market is open 6 days per week and is in the heart of the old city. The market began trade in 1743. The market area is in a conservation area with the Exchange building a Grade 1 listed building.

The market is split into 3 different trading areas. The Exchange, Covered market and the Glass Arcade. Each market has its own unique feel and houses around 50 trading units per site.

The Exchange and Covered market traders principally sell dry products and each area has their own cafeterias. The Glass Arcade offers 50 trading units principally for the sale of fast food.

The market is operated by Bristol City Council who employ an operational team of 7 full time and 4 part time staff. The markets management also employ a food coordinator who supports the team in the delivery of food markets.

NMP have assessed St. Nicholas market and conclude that apart from some London markets it is quite unique. The market building, particularly the Exchange and Arcade are splendid buildings. The markets are accessible and easy to navigate. The traders in the Exchange and Covered markets offer specialist items and are more likely to attract their own type of clientele. The Arcade offers a superb lunch time offer. A variety of hot and cold foods in a pleasant airy environment is without doubt the core offer of the market. The Arcade market bucks the national trend with traders, employees and customer being much younger than you would normally see at a more traditional market. Most of these visitors however do not shop in the Exchange or Covered markets.

The markets appear to be operated well with high stall occupancy rates. When vacancies do occur, there is strong demand for empty stalls. St. Nicholas market is without doubt in the top quartile of the Country's markets.

A SWOT analysis of St. Nicholas market provides an overview.

<b>Strengths</b>	<b>Weaknesses</b>
<p>Markets operate in a proven location</p> <p>The market is the heart of the City</p> <p>Good atmosphere</p> <p>Wide retail offer</p> <p>Local transport nearby</p> <p>Car parks nearby but expensive</p> <p>History and heritage</p> <p>Protected by charter</p> <p>Traditional traders</p> <p>Good loyal and stable trader base</p> <p>Good mix of diverse traders</p> <p>Personal service/expert knowledge</p> <p>Product knowledge</p> <p>Variety of choice</p> <p>Loyal customer base</p> <p>Competitive prices</p> <p>New markets being introduced</p> <p>University City</p> <p>Tourist Attraction</p> <p>Stable occupancy rates</p>	<p>Little or no investment</p> <p>Very dated image - needs updating</p> <p>No Wi-Fi</p> <p>Not strong social media presence</p> <p>No CCTV</p> <p>Inability to free up space</p>
<b>Opportunities</b>	<b>Threats</b>
<p>Better food offer</p> <p>Food court</p> <p>Improved signage</p> <p>Promote what we have</p> <p>Greater use of Social media</p> <p>Increase income</p>	<p>Early closing</p> <p>Selling things, the same for many years</p> <p>Online shopping/product comparison</p> <p>Lack of investment</p> <p>Exchange / covered market falls away</p> <p>VAT on stall rents</p>

### **3.2 Other Markets**

In addition to St. Nicholas market the market management team operate the Farmers Market, Nails market, Wine Street Food market and the new Vegan market. All these markets seem to be well supported by traders and the public alike and trader numbers are reasonable and fairly static.

The markets on Corn Street do support St. Nicholas market. NMP believe there is a reluctance from the Wine Street traders to be relocated into Corn Street. However, it is felt that the market would trade equally well in Corn Street if there was an insistence to relocate it.

### **3.3 Market Finances**

The market team have an operating budget that incorporates the whole service. The Council currently generates a surplus of approximately £315,000 per annum. None of this surplus is reinvested back into the service.

The bulk of the Income is generated by St. Nicholas market with other income coming from events, filming, market charter fees.

### **3.4 Market Franchise Rights**

St. Nicholas market is a charter market and therefore the Council hold the statutory powers.

Bristol City Council do have a market policy and thus can derive income from licensing markets/car boots sales held within a 6 2/3rds mile boundary of its own market. The current policy provides that any such market shall pay the markets management £2 per day per stall.

It was clear in NMP's visits to Bristol that rival markets are being operated across the City. The Harbourside, Temple Quay, Easton to name but a few and new markets e.g. Finzels Reach are being established on an almost frequent basis. In addition, pockets of street traders, some in clusters, are located within the city boundary.

NMP understand that the policy governs some of these markets however the policy is not enforced consistently. As a consequence, the Council is not only potentially losing income (possibly up to £30,000 per annum) but more importantly any legal action against unwanted markets is weakened due to an inconsistent approach.

NMP believe that £2 per stall per day is relatively cheap, particularly to the commercial operator, however to increase the fee charge now and strictly enforce maybe politically sensitive. In time, a revised policy which treats commercial operators and charitable organisations differently (separate fee structure) maybe more politically palatable.

Possible structure:

Commercial fee £100 per day or £2 per stall whichever the greater

Non commercial fee £1 per stall per day

### **3.5 Market Licences**

The Market management have been reviewing the existing market licences and their terms and conditions. NMP have been shown a draft document and changes have been made in line with current activity and the licence looks fit for purpose.

### **3.6 Other Facilities**

The market is still very much a retail facility and could potentially offer the facilities such as Wi-Fi and On-line delivery lockers. In addition, tenants should be encouraged to maximise the use of wi-fi by introducing innovation and interacting with their shoppers, particularly the young.



One very notable issue is the use of A boards or noticeboards. There are several A boards around the market and most noticeably in Corn Street. There is not anything unduly wrong with allowing a trader an A board however when there are 8-10 clustered in an area it should be questioned whether they are causing an obstacle in the street and secondly how much of an impact does any sign have as they all appear self-defeating.

## 4. Market Rent Review

### 4.1 Market Rents

Within St. Nicholas market there are three individual segments – The Exchange, Covered Market and the Glass Arcade. Each area has 50 trading units. All traders are issued a licence which is operated on a rolling weekly basis.

The rent for each stall has historically been determined based on the square meterage within each unit. The square metre charge is not the same across all 3 markets and indeed there are numerous examples where the square metre charge is different even within the same market area. In addition, there is no premium given to the location of a stall so NMP can only conclude that the rents have been agreed without any long term structure or strategy.

Such anomalies are historic and are a result of several years rent negotiations with individual traders. This situation is not uncommon in markets around the UK and especially in markets that have needed to be rebranded and remodelled such as the case with the Glass Arcade.

In addition to the stall rent, each unit has a separate business rate which most licensees currently do not pay as they are eligible for small business rate relief.

The Glass Arcade, Covered market and Spice Up Your Life also pay electricity. Each unit being separately metred.

In undertaking a rent review NMP analysed each traders individual rent and the size of their selling space. Furthermore, each trading day (Monday to Saturday) has been observed so that the volume of trade can be forecast.

With regards to the existing rents NMP have taken each traders total rent and calculated the price per square metre and considered the cost of a weekly rent per trading unit. (See Appendix 1).

The Appendices details in chronological order which traders are paying the most per square metre. The charges range significantly not only across the market but also within each market. For example:

Glass Arcade	ranges from £237.00 to £535.71 per square metre
The Exchange	ranges from £214.38 to £364.91 per square metre
Covered Market	ranges from £203.22 to £352.39 per square metre

What seems more relevant however is how the weekly rents compare across all three markets. The weekly rent within each trading area fluctuates greatly Stall rents from each area ranges as follows:

Glass Arcade ranges from £24.19 to £35.86 per stall  
 The Exchange ranges from £35.96 to £94.63 per stall  
 (Also, in the Exchange the two cafes Royce Rolls pay £145.00 per week/Be Natural Café £157.48 per week)  
 Covered Market ranges from £31.26 to £100.50 per stall

Market Gate's two traders stall rents range from £55.38 to £61.54 per stall.

What is strikingly clear is that the traders from the Exchange and Covered market are nearly all paying more stall rent each week than the Glass Arcade. This is because they have a larger trading area.

In compiling the daily rents in chronological order (see below) out of the 50 individual traders across the three markets the first trader to appear from the Glass Arcade is ranked 32<sup>nd</sup> out of 50 whilst Chilli Daddy is paying £24.19 per unit per week which equates to £4.03 per day.

		Rent Per unit Per Week
		£
Royce Rolls	EX43A	145.66
Instant Services	CV57	100.50
Stalhelm	EX09-10	94.63
Chaos Cycles	EX06 / EX07A	90.21
Phone Junkies	CV76	82.76
New Flower	EX03 / EX04-05	66.83
Beware of the Leopard	CV66-69, 77	64.00
Rules of Play (LPS Games)	CV72-73	62.98
Hot Sauce Emporium	EX02	61.74
Avon Textiles	MG01-02	61.54
Matina	MG03-04	55.38
The Bong Shop	CV58-60	55.26
Midtown	EX17-18 / EX19-20	53.83
Market Bargains	EX25-26	52.67
	EX13 & EX14 Seating / EX15	
Be Natural Café	cafe	52.50
Exchange Stamps	EX16	51.55
World Fossils	EX08 / EX39-40	51.10
Spice Up Your Life	EA7	48.81
The Rock Shop	CV79-81	48.49
Aardvark	EX11-12 /27-28/33-36	47.76
Memories	EX31-32	44.96
Quadrant Trading	EX37-38	43.98
Orient Express Silver	EX41-42	43.98
Hugs	CV64-65	41.68
Sew & Sew	CV51-54	39.68
A & P Jewellery	CV55-56	39.68
Face the Dawn	CV78 and 84-85	38.34
Gravel Pit	CV82 - 83	36.15
Wanted Records	CV86, 96-100 storage	36.02
Payback Records	EX45 / 48	35.96
Over Here	EX43 / 44 / 49 / 50	35.96
Portuguese Taste	GA31-32	35.86
The Juice Bar	GA21-22	35.86

Grillstock	GA33-34	35.86
The Moorish Café	GA23-27	35.86
Bristol Sausage Shop	GA28-30	35.86
Kalahari Moon	CV74-75, 88-91	34.59
Pure Pasta	GA35-39	34.48
The Olive Company	GA40-42	34.48
Vicbric Art	EX46 / 47	31.47
Studio 7	CV61-63	31.26
Caribbean Wrap	GA47-50	30.34
Beast	EX21-23 / 22-24 / 29-30	29.18
Zak's Café	CV92-95	29.12
Lucy Anna Flowers	GA13-15	26.74
Pieminister	GA43-46	26.21
Brozen	GA16-20	25.55
Chilli Daddy	GA09-12	24.19
Aah Toots	GA04-08	24.19
Eat A Pitta	GA01-03	24.19

Blue – Glass Arcade Traders

Orange – Covered Market

Green – Exchange and Market Gate

#### 4.2 Observations

NMP observed the trading activity at St. Nicholas market across the whole week. Customer flows, spending and general activity was observed. While the observations were undertaken during a 4 week period, and it is understood that there may be seasonal trends, however NMP believe they have a good understanding of a typical trading week.

On reflection the business activity did not differ greatly from day to day. The market opened at 09.30 with few shoppers visiting. The Glass Arcade traders generally use the time between 09.30 and 11.30 to prepare for the lunch time trade.

The Exchange and Covered market customer numbers are generally low. The footfall peaks at lunchtime but it remains relatively small with little circulation. Shoppers who are visiting both markets generally do so with a purpose to buy. Footfall either side of 12.00-14.00 is no more than 200 shoppers per hour.

The Glass Arcade however is extremely successful. The Arcade trades well from 12.00 to 14.00 and much longer into the day on a Saturday. Visitors are looking for fast take away foods and during peak times there are queues at each fast food stall. The popular stalls could very often have a queue 20 deep.

The Glass Arcade generates most of the footfall with the Exchange and Covered markets enjoying the spinoffs. Without a successful Glass Arcade St. Nicholas market would not be as popular as it is, and stall vacancy rates would surely increase.

Comparing footfall and the level of trade in each area it is clear that the daily rents are not a true reflection of activity.

The Exchange and Covered market traders are paying a far higher daily rent than those in the Glass Arcade. Trade in these two areas is minimal. NMP would suggest that some of these traders are using St. Nicholas market as a base and will be trading online or alternatively have other retail outlets. It is difficult to see that the traders in these two areas could sustain a business without other outlets.

With trading volumes low and trade fragile, it is difficult to recommend any rent increase in the Exchange or Covered market for the short to medium term. Only if trading levels increase would a rent increase be

recommended. Any rent increase could increase pressure on existing businesses which may lead to some stall units becoming vacant. Thus, defeating the object.

In reviewing the Exchange and Covered market rents there is no consistency in the fees and charges. The logical approach would be to leave the rents as they are however in time consideration maybe given to work towards some parity within each area.

Excluding the cafes in these areas, NMP have calculated the average square metre charge and applied this evenly across the two markets - there are some wide parameters.

#### **4.3 Covered Market**

Existing meterage ranges from £203.22 to £352.39 per square metre

Apply average meterage £277.90 per square metre.

Hugs would receive a 21.13% reduction (£916.88) while Kalahari Moon would see a 143% increase (£7,117.41)

#### **4.4 The Exchange**

Existing meterage ranges from £214.38 to £364.91 per square metre

Apply average meterage £334.19.

Payback Records would receive a 9.75% reduction (£364.99) and Hot Sauce Emporium would see a 35.32% increase (£1134.03)

By calculating the average square metre and applying the rate evenly the income remains the same however there are significant winners and losers which in the short term would be unpalatable and unsustainable increases for some.

In view of the level of trade and the inconsistency in the rents it is recommended not to amend the rents in either market and if in future the rents were to be increased then a percentage increase would be recommended.

#### **4.5 Glass Arcade**

With regards to the Glass Arcade this is clearly the most successful area of the market and underpins the viability of the whole market operation. Historically the rents appear to have been set low and possibly deliberately to kick start life into the market. Without doubt this strategy has worked well and it maybe timely to review the rents and activity in this area whilst also however being mindful not to damage existing business for local traders or the popularity of the market.

The Glass Arcade is predominantly a fast food outlet except for Lucy Anna Flowers and Aah Toots (cakes)

Most traders occupy more than one unit and trade on the line (or beyond) of the stall frontage. Several offer seating for customers within their units. Some traders offer seating outside their unit and others have an external facility although only Eat A Pitta pays for this privilege.

In reviewing the rents NMP have also considered the rentals for Bristol City Council's outdoor food markets and the unit occupied by Eat A Pitta in the Broadmead.

These rents are as follows:

#### **Food connections (Farmers Market)**

£30.00 per day

#### **Vegan**

£37.00 per day

#### **Nails**

Friday £25.00

Saturday £30.00

## **Wine Street Food Market**

Friday and Tuesday

£37.00 per day

## **Broadmead – Eat A Pitta**

£25,000 to £30,000 per annum or minimum £480.76 per week

The outdoor market rents (Farmers, Vegan, Nails and Wine Street) are reasonably priced and in line with most street markets across the UK. In accounting for footfall, potential spend and consistency in trader numbers the rents support a sustainable business and are more commercial.

Compare these rents with the Glass Arcades highest weekly rent of £35.86 per unit per week or an average daily rent of £7.50 per unit it clearly demonstrates the Glass Arcade rents are undervalued.

The Glass Arcade weekly rent ranges from £24.19 to £35.86 per unit. This is largely due to stalls 1-20 being smaller in depth than stalls 21-50 however this appears not to detract from business as the frontage is the key selling area.

Comparing rents, there is little consistency. Eat A Pitta, for example, probably one of the most successful businesses pays £24.19 per unit per week while The Bristol Sausage Shop, also with 3 units, pays £35.86 per unit per week. A difference of £1820.69 or £35 per week.

Eat A Pitta also have a fixed unit in the Broadmead paying a minimum £480 per week and having observed the unit across trading hours does not appear to trade any better than their Glass Arcade business.

Add to the mix, Matina who operate very successfully from 2 units in Market Gate, directly adjacent to the Glass Arcade paying £55.38 per unit per week, £1986.21 per annum more than Eat A Pitta. Matina are sustaining a very successful business at £55.38 per unit per week which could be used as a benchmark for other fast food outlets.

Brozen on the other hand pay the highest fee per square metre however on observation NMP believe they are the least successful food business in the Arcade. They are not fast food and NMP believe their trade is fragile.

Even the seating is ad hoc with some traders offering seating within their paid unit, others pay for external seating while it appears some traders make external seating available without any charge.

Given that it is recommended that the Exchange and the Covered market rents remain unaltered it is acknowledged that it maybe sensitive to highlight one particular area of the market for a rent increase. However, the rents at the Glass Arcade appear heavily undervalued.

NMP are also aware of the sensitivity of increasing the rents for take away food traders and consequently have provided several options for consideration. It should be noted that these options do not include non-fast food traders (Aah Toots, Brozen and Lucy Anna Flowers) as trade volumes are not comparable.

The options are as follows:

- A. All fast food units to be charged the same weekly rent in line with current highest payer.
- B. 10% increase based on square metres
- C. 20% increase based on square metres
- D. Commercial footing each business paying £50 per unit per week

### A. All Units to be charged the same weekly rent

This option provides for the same unit price to be applied across all units irrespective of the square meterage. Given the inconsistency of the rents across the Arcade NMP are mindful that certain trades would receive a large increase and consequently it is proposed to take a sensible approach and bring all rents in line with the highest payer.

Trader	Current Weekly Rent Per Unit	Same Rent	Difference annum	per	% Difference
Eat A Pitta	24.19	35.86	1820.30		48.23
Chilli Daddy	24.19	35.86	2427.15		48.23
Pieminister	26.21	35.86	2007.84		36.83
Carribbean Wrap	30.34	35.86	1147.15		18.17
The Olive Company	34.48	35.86	214.85		3.99
Pure Pasta	34.48	35.86	358.08		3.99
The Moorish Café	35.86	35.86	0		0
Bristol Sausage Shop	35.86	35.86	0		0
Portuguese Taste	35.86	35.86	0		0
Grillstock	35.86	35.86	0		0
The Juice Bar	35.86	35.86	0		0

**Additional income generated £7,975.37 per annum**

#### NMP comments:

This approach certainly simplifies matters and provides a clear rental structure to the Arcade. This will provide greater transparency for any future percentage increases. NMP believe that these increases are easily affordable.

The £35.86 proposed increase still does not reach the rent charged to Matina £55.38 per unit.

### B. 10% increase based on square metres

To apply an even 10% rent increase across all fast food traders

Trader	Annual Rent	10% Increase	Proposed Rent
Eat A Pitta	3773.80	377.38	4151.18
Chilli Daddy	5031.73	503.17	5534.90
Pieminister	5451.04	545.10	5996.14
Carribbean Wrap	6311.73	631.17	6942.90
The Olive Company	5379.31	537.93	5917.24
Pure Pasta	9108.97	910.89	10019.86
The Moorish Café	9324.15	932.41	10256.56
Bristol Sausage Shop	5594.49	559.44	6153.93
Portuguese Taste	3729.66	372.96	4102.62
Grillstock	3729.66	372.96	4102.62
The Juice Bar	3729.66	372.96	4102.62
Matina	5760.01	576.00	6336.01
Spice Up Your life	2537.93	253.79	2791.72

**Additional income generated £6,946.16 per annum**

#### NMP comments:

A simple solution is to increase all existing rents by an agreed percentage. A 10% increase is the minimum increase and again NMP believes that their rents are comfortably sustainable.

Matina and Spice Up Your Life have been added for this exercise.

### C. 20% increase based on square metres

To apply an even 20% rent increase across all fast food traders

Trader	Annual Rent	20% Increase	Proposed Rent
Eat A Pitta	3773.80	754.76	4528.56
Chilli Daddy	5031.73	1006.34	6038.07
Pieminister	5451.04	1090.20	6541.24
Carribbean Wrap	6311.73	1262.34	7574.07
The Olive Company	5379.31	1075.86	6455.17
Pure Pasta	9108.97	1821.79	10930.76
The Moorish Café	9324.15	1864.83	11188.98
Bristol Sausage Shop	5594.49	1118.89	6713.38
Portuguese Taste	3729.66	745.93	4475.59
Grillstock	3729.66	745.93	4475.59
The Juice Bar	3729.66	745.93	4475.59
Matina	5760.01	1152.00	6912.01
Spice Up Your Life	2537.93	507.58	3045.51

**Additional income generated £13,892.31 per annum**

#### NMP comments:

A simple solution is to increase all existing rents by an agreed percentage. A 20% increase is the minimum increase and again NMP believe that this level of increase is sustainable.

Matina and Spice Up Your Life have been added for this exercise.

### D. Commercial footing each business paying £50 per unit per week

NMP believe that the Glass Arcade traders are trading in a very popular retail environment. They have a steady flow of visitors every midweek day between 11.45 and 14.15 and the day trades longer on a Saturday.

NMP would also suggest that the Arcade trades better than, any of the street markets who pay anything from £30-£37 per day and Eat A Pitta's Broadmead outlet £480 per week, consequently it would not be unreasonable to suggest that an increase to £50 per unit per week would move to establish a platform for rents to be on a more commercial footing.

The impact would be as follows:

Trader	Annual Rent	£50 per unit per week	% Increase
Eat A Pitta	3773.80	7800	106.68
Chilli Daddy	5031.73	10400	106.68
Pieminister	5451.04	10400	90.78
Carribbean Wrap	6311.73	10400	64.77
The Olive Company	5379.31	7800	45.00
Pure Pasta	9108.97	13000	42.71
The Moorish Café	9324.15	13000	39.42
Bristol Sausage Shop	5594.49	7800	39.42
Portuguese Taste	3729.66	5200	39.42
Grillstock	3729.66	5200	39.42
The Juice Bar	3729.66	5200	39.42

**Additional income generated £35,035.85 per annum**

#### NMP comments:

The increase in the Arcade rents can look high in percentage terms however that is only because the current baseline is so low. These rents are still realistic and very achievable. In our experience when increases are implemented there is always the possibility that traders leave or look to reduce their stall numbers as they do

not think their business would be sustainable. To avoid this problem, NMP believes that Bristol City Council should introduce a policy prior to implementing a rent increase that traders with multiple units can only terminate their agreement by terminating two or more units unless the Council agrees otherwise.

This policy should be introduced to eliminate an Arcade trader terminating one out of their multiple units that would leave the Markets team with one spare unlettable unit.

Matina has not been added to the table as they are already paying over £50 per unit per day.

#### 4.6 Seating

The seating in the Glass Arcade is ad hoc with some traders offering seating within their paid unit, others pay for external seating while it appears some traders make external seating available without any charge. It appears that the seating requirements are not controlled and management should be mindful that external seating can cause problems amongst traders and block main alleyways.

To provide a structure to seating it is suggested that:

1. All traders providing seating within their units do so to provide a service. This should be allowed to continue.
2. All external seating to be charged. Eat A Pitta currently pay £1817.77 per annum for their seating area which is adjacent to their unit. This offers 10 covers. This equates to £181.77 per cover per annum.



It is recommended that all external seating in the Glass Arcade should be charged in the same way.

#### 4.7 Glass Arcade - Non-Fast Food Traders

In the Glass Arcade there are three non-fast food traders. NMP would suggest that these traders would not be able to afford a commercial rent applied to the fast food traders and a non-fast food rate should be introduced. Currently Lucy Anna Flowers pays £26.74 per unit per week, Brozen £25.55 per unit per week while Aah Toots pays £24.19 per day. Consideration maybe given to apply an even £25 per unit across the non-fast food businesses (half the fast food rate).

In applying this charge Lucy Anna Flowers would see a reduction of £271.04, Brozen a reduction of £143 and Aah Toots an increase of £210.33 per annum. The net reduction of £203.71 per annum.

#### 4.8 Café's

With regards to the café's located in the Exchange and Covered market these do not perform as well as the Glass Arcade traders. The café's, Be Natural, Eatchu and Zaks Café add value to areas of lower footfall and in NMP's opinion the rents for these café's should remain unchanged.

#### 4.9 Market Gate and Spice Up Your Life

The remaining tenant on Market Gate, Avon Textiles, is paying £61.53 per unit per week. This is obviously a historical charge and the trader has occupied those units for some time.

It is recommended not to change the rent and if and when it becomes available to let it to another food outlet and review the charge in line with the other 2 units in Market Gate currently occupied by Matina.

With regards to Spice Up Your Life, located between the Exchange and Glass Arcade, trade volumes are good but not as high as the Arcade. Spice Up Your life currently pay £48.81 per week (£8.13 per day) for their unit. Consequently, they are already paying higher than option 1, option 2 and 3 are applicable and achievable while option 4 provides for a premium rate for being in the Arcade.

#### 4.10 Specialist Street Markets

As part of the review NMP also visited the street markets. These included the Farmers Market, Vegan Market, Nails Market and Wine Street Food market.

Each market is located in Corn Street and Wine Street near to St. Nicholas market. The rents for these days are:

**Farmers Market** Wednesday £30.00 per day

**Vegan market** Monday £37.00 per day

**Nails Market** Friday £25.00, Saturday £30.00

**Wine Street Food Market** Tuesday and Friday £37.00 per day

The traders are provided with a good trading location, market umbrella, waste removal and electric and NMP believe the rents are at the right level and in keeping with a popular street market scene in a city the size of Bristol.



#### 4.11 Other

In undertaking this exercise NMP explored the possibility of introducing a service charge however such would be the difficulties of pinpointing exact costs from the service accounts to the traders that it was felt unpracticable.

Rent increases are always a sensitive issue however as part of the fees and charges report part of the additional monies could be used to reinvest back into the service and maintain and improve building maintenance.

It is strongly recommended that a fees and charges report on any future market rent increase is approved at committee level before implementation.

## 5. Benchmarking Rents

Market operators adopt benchmarking to compare relevant performance data against other markets. Subjects typically measured are stall occupancy rates, income, trading expenditure and market rents. In comparing this data, it is possible to learn from each other and establish best practice.

Benchmarking is a valid tool that is often used to compare, however it is noted that benchmarking within the markets industry has been spasmodic with few meaningful outcomes.

NMP have undertaken the exercise of benchmarking Bristol Markets rents against other local authorities' market rents. Benchmarking has been undertaken at a regional level rather than on a national basis. Many market traders live within a 15-mile radius of the market(s) that they trade from. The main driver for them is to trade on markets where they will make the highest return. In choosing their market venue they will consider a combination of rent levels, turnover and distance to travel as deciding factors. Market traders will move to other markets if they feel that it will be beneficial. Consequently, NMP have focussed on markets within this radius.

Benchmarking is a valid exercise enabling market operators to compare the value for money they are offering against local competitors and national influencers. The rent however is not the sole salient factor and it is worth pointing out that market stalls that command less rent, may offer this due to other reasons such as less trade, lower visitor numbers, falling trader numbers or a less proactive markets team. The national trends point to a declining trader base and declining turnover.

Rents are as follows:

Market	Days	Rent
Wells Outdoor	Weds / Fri	£24 / £29
Chichester	Weds / Sat	£30 per day
Worcester	Weds to Fri / Sat	£25 / £30
Oxford Outdoor	Mon- Sat	£30 per day
Ludlow	Mon/Weds/Fri/Sat	£12 - £20
Cirencester	Mon / Fri	£25

Given the examples provided and the population of these towns and cities against Bristol it is suggested that the outdoor markets in Bristol are fairly priced and a further clear indication of the current value of the Glass Arcade rents.

## 6. Options

The success of St. Nicholas market is undoubtedly the Glass Arcade. Trade volumes are high and the average age of the shopper is far younger than at most UK markets.

Without doubt the core of the markets success is its food offer. Alongside the Arcade is the development of street food markets such as Wine Street, Farmers market, Vegan market and the increasingly successful Night market.

On the flip side the Exchange and Covered market traders are coming under increasing pressure with footfall into these two venues being relatively low. All traders in these locations are provided with a rolling weekly licence and market management are unable to significantly change the offer and are reliant on traders terminating their existing agreements. These vacancies are few and far between and so unless bold decisions are made to close the Exchange or covered market innovation is stifled.

Without doubt is the popularity of food and Bristol City would greatly benefit from having a really high quality food hall. Such a facility, located in the Exchange, would provide a unique facility to the City, enhance the market area and complement all other market activity in and around St. Nicholas market.

A food hall that offered eateries, butchers, fishmongers, delicatessen, bakers etc. would be a fabulous asset to the City. The market would become the central hub for high end food and a place where you can meet and socialise.

The Exchange would become the real 'Jewell in the Crown' and maximise the potential of the fabulous building.

The indoor market could be exceptional. With its stunning architecture complemented by completely overhauling the internal stall layout it is suggested that Bristol could offer a completely new iconic food hall. This aspiration would retain and attract high quality traders and will also provide Bristol with a really strong retail anchor to increase footfall into this area of the City.

Ideas:

- **To remove all the fabric at ground floor level**
- **To remove all the existing stalls in the Indoor Area**
- **To remove all the fittings above the stalls**
- **To increase the natural lighting**
- **To enhance the lighting within the Indoor area.**
- **To introduce a visible and attractive main entrance into the Exchange**
- **To introduce a more spacious market layout**
- **To introduce a high end Food Court**





## 7. Conclusions

Bristol City Council employ a relatively small operational team to operate St. Nicholas market and other street markets. St. Nicholas market is the core business. This market offers 150 trading spaces 6 days a week in the heart of the old city.

Stall occupancy rates are near 100%, there is very little turnover of traders and in terms of occupancy rates the market is in the top quartile of the country.

The markets team operate the market in a professional and business like manner and all relevant operational information is to hand.

In addition to St. Nicholas market the Council operate several street markets with a strong food emphasis. NMP feel that this is the right direction and each market appears strong.

On visiting the City, NMP noticed several street markets (5 or more sellers) and other street sellers located around the city. NMP understands that the Council do have a Market Rights Policy however this should be adopted consistently so that statutory rights remain protected and in addition it should generate additional income. A revised policy in time, could be introduced.

The main focus of this report has been a review of the market rents. St. Nicholas market has 3 markets, Exchange, Covered and Glass Arcade. There is no baseline rent for the markets and even within each separate market there are many inconsistencies in the rental structure. Such anomalies are historic and are a result of several years rent negotiations with individual traders. This situation is not uncommon in markets around the UK and especially in markets that have needed to be rebranded and remodelled such as the case with the Glass Arcade.

It would appear that the rental structure has not been reviewed for some time and the fees and charges are now out of sync with the trading reality.

The Exchange and Covered markets trade is fragile. Most trades in these markets offer specialist items and therefore have a loyal customer base. General footfall in both markets is low. While the Arcade is exceptionally busy this does not filter out into these two markets. It is suggested that given the footfall levels and static occupancy rates most trades have other outlets or online offerings. That said, rents are not particularly cheap. Under normal circumstances given the static and high stall occupancy rates it would be fair to conclude that rents could be increased however with the apparent volume of business generated on site NMP would urge extreme caution.

The Glass Arcade however is a different situation. The Arcade is extremely popular, especially at lunch time and it trades later into the day on Saturdays. The units in the Arcade are long and linear and as the rents have been historically based on square meterage the unit rents are incredibly low and certainly do not reflect the level of business.

The fast food stalls are the most popular stalls and when comparing their £7.50 per unit per day rent to a trader in Wine Street paying five times as much it emphasizes the imbalance.

NMP are very conscious that to increase the rents to a more commercial and realistic footing maybe initially a step too far however an incremental increase to reach the ultimate goal is recommended.

NMP would recommend a separate rent for the fast food and non-fast food traders in the Arcade that provides a more accurate platform with which to increase rents in future years.

NMP have also recommended that external seating in the Arcade is controlled and a fair and consistent charge applied for this facility.

It is strongly recommended that a Council committee needs to formally approve the new market licences that also incorporates a revised fees and charges structure. This report should be approved prior to implementation coupled with the introduction of a policy that controls the number of units that can be vacated at any one time.

For St. Nicholas market to develop in the long term some very bold decisions would need to be made. The Exchange and Covered markets are underperforming especially given its city centre location. To change the offer is difficult however as few traders leave the market and if they do only one or two stalls are frequented and not enough to make a significant impact. One of the market halls would need to be cleared for the market to provide a real iconic offer and one that complements the City's retail offer. A high-end food offer would be a fabulous addition.

## 8. Recommendations

Market Place would make the following recommendations:

### Rent Review

- The Exchange and Covered market rents to remain unchanged
- For the café rents in the Exchange and Covered markets to remain unchanged.
- The Arcade rents to be increased with the aim of reaching a realistic commercial value.
- For the Arcade traders a separate rate introduced for fast food and non fast food traders
- Realign the rents in the two categories that provides a platform for more transparent increases.
- For the rents at Market Gate to be unchanged.
- For Fast Food trader Spice Up Your life rent to be increased
- For a seating tariff in the Arcade to be introduced and consistently applied.
- To introduce a lettings policy, prior to any rent increase, where an Arcade trader must terminate at least two of their units
- To obtain Committee approval of any rent increase prior to implementation
- To maintain existing rent levels for all street markets.
- Any additional income generated by a rent increase could be partly used to fund additional maintenance

### Other Operational Issues

- To obtain Committee approval of the market licences prior to implementation
- To review and consistently enforce the Council's Market Franchise Rights.
- To continue to build upon the successful and growing food offer.
- The A Boards from the Exchange and Covered markets in Corn Street need to be managed
- To explore the concept of developing the Exchange or covered market into a high-end food hall.

## Appendix 1 – Square Metre Charge

		Sq Metres	Annual Charge £	Per sq m.	Per Week £
Brozen	GA16-20	12.4	6642.77	535.71	127.75
Chilli Daddy	GA09-12	10	5031.73	503.17	96.76
Aah Toots	GA04-08	12.7	6289.67	495.25	120.96
Lucy Anna Flowers	GA13-15	8.5	4171.04	490.71	80.21
Avon Textiles	MG01-02	14.9	6400.01	429.53	123.08
Eat A Pitta	GA01-03	9.1	3773.80	414.70	72.57
The Olive Company	GA40-42	14.7	5379.31	365.94	103.45
Over Here	EX43 / 44 / 49 / 50	20.5	7480.63	364.91	143.86
New Flower	EX03 / EX04-05	29.1	10426.13	358.29	200.50
Royce Rolls	EX43A	21.2	7574.14	357.27	145.66
Matina	MG03-04	16.2	5760.01	355.56	110.77
Hugs	CV64-65	12.3	4334.35	352.39	83.35
Vicbric Art	EX46 / 47	9.3	3272.78	351.91	62.94
Chaos Cycles	EX06 / EX07A	26.8	9381.96	350.07	180.42
World Fossils	EX08 / EX39-40	22.8	7971.55	349.63	153.30
Stalhelm	EX09-10	28.4	9841.70	346.54	189.26
Grillstock	GA33-34	11	3729.66	339.06	71.72
Beast	EX21-23 / 22-24 / 29-30	36.1	12139.87	336.28	233.46
Portuguese Taste	GA31-32	11.2	3729.66	333.01	71.72
The Juice Bar	GA21-22	11.2	3729.66	333.01	71.72
Aardvark	EX11-12 / 27-28/33-36	59.9	19866.52	331.66	382.05
Pure Pasta	GA35-39	27.2	8965.52	329.61	172.41
Memories	EX31-32	14.2	4675.39	329.25	89.91
Midtown	EX17-18 / EX19-20	34.8	11195.62	321.71	215.30
The Moorish Café	GA23-27	29.1	9324.15	320.42	179.31
Instant Services	CV57	16.5	5226.12	316.73	100.50
Exchange Stamps	EX16	8.5	2680.56	315.36	51.55
Market Bargains	EX25-26	17.4	5478.00	314.83	105.35
Bristol Sausage Shop	GA28-30	17.8	5594.49	314.30	107.59
Quadrant Trading	EX37-38	14.6	4574.10	313.29	87.96
Face the Dawn	CV78 and 84-85	19.6	5980.70	305.14	115.01
Orient Express Silver	EX41-42	15.1	4574.10	302.92	87.96
Caribbean Wrap	GA47-50	22.4	6311.73	281.77	121.38
The Rock Shop	CV79-81	28	7564.15	270.15	145.46
Phone Junkies	CV76	16.3	4303.45	264.02	82.76
Wanted Records	CV86, 96-100 storage	43.4	11238.64	258.95	216.13
Sew & Sew	CV51-54	32.5	8253.80	253.96	158.73
Rules of Play (LPS Games)	CV72-73	25.8	6549.96	253.87	125.96
Kalahari Moon	CV74-75, 88-91	43.4	10791.73	248.66	207.53
Beware of the Leopard	CV66-69, 77	67.3	16640.02	247.25	320.00
A & P Jewellery	CV55-56	16.7	4126.90	247.12	79.36

Hot Sauce Emporium	EX02	13	3210.44	246.96	61.74
Zak's Café	CV92-95	24.7	6057.94	245.26	116.50
Gravel Pit	CV82 - 83	15.8	3760.00	241.03	72.31
The Bong Shop	CV58-60	36.2	8620.14	238.13	165.77
Pieminister	GA43-46	23	5451.04	237.00	104.83
Spice Up Your Life	EA7	11.8	2537.93	215.08	48.81
Payback Records	EX45 / 48	10.1	3740.31	215.07	71.93
Be Natural Café	EX13 & EX14 Seating / EX15 cafe	38.2	8189.41	214.38	157.49
Studio 7	CV61-63	24	4877.25	203.22	93.79

Be Natural Products	EX1A & 1B		4017.40		
Treasure Island Sweets	CV70-71		4441.38		
Japonica	EX01		5376.70		
Fil Blanc	EX07B		2696.15		

**Blue – Glass Arcade Traders**

**Orange – Covered Market**

**Green – Exchange and Market Gate**

## Bristol City Council Equality Impact Relevance Check



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

What is the proposal?	
Name of proposal	Markets and Estate Capital Programme Allocation 2019 – 2022 (3 year project)
Please outline the proposal.	The capital allocation is aligned to significant infrastructure improvement work and facilities improvement at St Nicholas Market and the City Docks Estate (scope of works outlined App A)
What savings will this proposal achieve?	Increased market licence fee income and reduction in repair and maintenance revenue spending
Name of Lead Officer	Eric Dougall

Could your proposal impact citizens with protected characteristics? (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
<p>App A provides the detail of the capital spend items.</p> <p>Generally the programme will ensure the properties and public realm spaces remain safe to access for all.</p> <p>The addition of indoor communal seating at the market will improve customer experience.</p> <p>The proposed market way-marking system will improve on site information and access to facilities and trade areas. This will also facilitate the removal of a large number of business advertising boards around the market access point.</p> <p>Public access to Wi-Fi at the market will improve access to services.</p> <p>The proposed new disabled access toilet will offer improved facilities at the market.</p> <p><b>All works design and installation will meet accessibility conditions of the Construction Charter.</b></p> <p>Work proposed to be completed would have a positive impact on all users.</p>
Please outline where there may be significant negative impacts, and for whom.
<p>We have not identified and do not anticipate any negative impacts for people with protected characteristics arising from this proposal. The programme includes several projects and where required separate equalities relevance checks and/or equality impact assessments (EQIAs) will be carried out for these on a case by case basis.</p> <p>As individual budgets within the Markets and Estate Capital Programme may be re-profiled to reflect changes facing the individual projects, there is scope to accommodate</p>

mitigations should an equalities impact identify the need to address specific project/scheme concerns, where it has been identified that any groups may be unfairly disadvantaged by the proposal – e.g. costings for accessible toilet.

**Could your proposal impact staff with protected characteristics?**

(i.e. reduction in posts, changes to working hours or locations, changes in pay)

Please outline where there may be significant opportunities or positive impacts, and for whom.

This work will ensure sites remain compliant for all businesses, colleagues and visitors to use and operate in.

Please outline where there may be negative impacts, and for whom.

We have not identified any negative impacts from this programme of works at this stage.

**Is a full Equality Impact Assessment required?**

Does the proposal have the potential to impact on people with protected characteristics in the following ways:

- access to or participation in a service,
- levels of representation in our workforce, or
- reducing quality of life (i.e. health, education, standard of living) ?

Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.

No. This programme of work is planned to ensure the buildings listed are safe and fit for purpose so all colleagues can continue to use and occupy them.

Service Director sign-off and date:



Penny Fell 16/05/2019

Equalities Officer sign-off and date:



Duncan Fleming 3/5/2019

**Project Business Case - Financial Spreadsheet**

Line No.	Assum	P ID	% Conf.	Cost / Saving description	Cost Centre & Account	1 Yr 19/20	2 Yr 20/21	3 Yr 21/22	4 Yr 22/23	5 Yr 23/24	Row total
				<b>1. St Nicholas Market - infrastructure improvement works</b>							
				BCC Property Asset Management	PL36						
				BCC Building Practice	PL36						
				BCC Legal Services	PL36	£5,390					<b>£5,390</b>
				BCC Marketing and Communication / consultation	PL36	£1,800					<b>£1,800</b>
				BCC Planning	PL36	0					<b>0</b>
				WiFi installation (BCC IT Team)	PL36	10,000					<b>10,000</b>
				Pest and pigeon control proofing (BCC Building Practice)	PL36	13,000					<b>13,000</b>
				CCTV and footfall counter system installation (BCC Ops Centre framework)	PL36	35,000					<b>35,000</b>
				Disabled toilet installation (BCC Building Practice)	PL36		10,000				<b>10,000</b>
				Exchange Hall heritage lighting and electrical system upgrade (BCC Building Practice)	PL36			145,000			<b>145,000</b>
				On-site information and way-marking system (BCC Design Team)	PL36	35,000					<b>35,000</b>
				Decorations (BCC Building Practice)	PL36	20,000	20,000				<b>40,000</b>
				Glass Arcade roof repairs (BCC Building Practice)	PL36		57,000				<b>57,000</b>
				Exchange Hall floor recondition (BCC Building Practice)	PL36	18,000					<b>18,000</b>
				<b>2. St Nicholas Market - Covered Market development</b>							
				Current trader occupation changes / valuation of space re changes	PL36	0					
				New space design, layout and specifications prepared (BCC Building Practice)	PL36	10,000					<b>10,000</b>
				Utilities / services install to support new trading units (BCC Building Practice)	PL36		35,000				<b>35,000</b>
				Old trading units removed			11,000				<b>11,000</b>

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**Project Business Case - Financial Spreadsheet**

	Install of trade units (BCC Building Practice)	PL36			70,000			<b>70,000</b>
	Common area seating and animation (BCC Building Practice)	PL36		18,000				<b>18,000</b>
	<b>3. Docks Estate - infrastructure improvement works</b>							
	Fountains system upgrade (BCC Building Practice)	PL36	15,000	15,000				<b>30,000</b>
	Centre Prom decking, seating and surfacing (BCC Building Practice)	PL36	40,000	40,000				<b>80,000</b>
	Queen Sq surfacing and site feature improvements (BCC Highways framework)	PL36	27,000	28,000				<b>55,000</b>
	College Green event power supply installation (BCC Building Practice)	PL36		8,000				<b>8,000</b>
	Queen Sq ground lighting features (BCC Street Lighting framework)	PL36			25,000			<b>25,000</b>
	Genotaph anti-skate ground fixtures (BCC Urban Design)	PL36	15,000					<b>15,000</b>
	CONTINGENCIES	PL36	4,610	8,200	10,000			<b>22,810</b>
								<b>0</b>
	<b>Total new costs:</b>		<b>249,800</b>	<b>250,200</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>750,000</b>
	<Enter description of opportunity costs>							<b>0</b>
								<b>0</b>
								<b>0</b>
	<b>Total opportunity costs:</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total project expenditure (new + opp costs):</b>						<b>0</b>	<b>0</b>
	<Enter on-going costs (dis-benefits) here inc. increased operational costs>							<b>0</b>
								<b>0</b>
								<b>0</b>
								<b>0</b>
	<b>Total on-going costs:</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
	<Enter savings <b>ID number</b> & description here>							<b>0</b>
	Increased market licence income (Glass Arcade Food traders)		(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	<b>(125,000)</b>
	Addition market licence income (Additional Covered Market trading units)		(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	<b>(90,000)</b>
						0		<b>0</b>
	<b>Gross total savings:</b>		<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(215,000)</b>
	<b>Total net savings ( less on-going costs):</b>		<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(215,000)</b>

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Project Business Case - Financial Spreadsheet

<b>NET Total (net savings less total expenditure)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(215,000)</b>
<b>Cumulative net total:</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(103,000)</b>	

Projected payback period (yrs):

5

Additional financial analysis table:

	£'000	£'000	£'000	£'000	£'000
	Yr 1	Yr 2	Yr3	Yr4	Yr 5
<b>Total funded partners:</b>					
<b>Total funded by Bristol City Council:</b>	248	252	250	0	0
<b>Total benefits accruing to partners:</b>					
<b>Total benefits accruing to Bristol City Council:</b>	(43,000)	(43,000)	(85,000)	(85,000)	(43,000)
<b>Annual Capital 'principal' repayments (if applicable) :</b>					
<b>Annual net benefits after 'capital' repayments (if applicable) :</b>	(43,000)	(43,000)	(85,000)	(85,000)	(43,000)
<b>Cumulative total borrowing cashflow:</b>	206,800	207,200	207,000	(43,000)	(43,000)

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- Raw costs
- Opportunity costs
- Dis-benefits
- Benefits
- Repayments

# Decision Pathway – Report Template

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>Print and Mail Contracts Review</b>		
<b>Ward(s)</b>	<b>Bristol City Wide</b>		
<b>Author: Kieron Draper</b>		<b>Job title: Print and Mail Operations Manager</b>	
<b>Cabinet lead: Cllr Cheney</b>		<b>Executive Director lead: Mike Jackson</b>	
<b>Proposal origin:</b> <i>BCC Staff</i>			
<b>Decision maker:</b> <b>Cabinet Member</b>			
<b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b>			
This Report seeks approval as follows :			
<ol style="list-style-type: none"> <li>1. For further extension to current Print and Mail contract (no more than 6 months, and estimated value £0.7m)</li> <li>2. For procurement process via CCS framework for Print and Mail contracts (up to £2.1m cost for up to 18 months from date of expiry of current contract)</li> <li>3. To delegate the contract(s) award to Executive Director for Resources.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. <b>Context</b> <ul style="list-style-type: none"> <li>- Bristol Council has agreements with 7 suppliers for the provision of services such as print, franking, delivery, collection and courier services. The total cost of these contracts is currently £1.4m per annum, in addition to the running costs of the in-house Print and Mail service (approx. 4 FTE staff).</li> <li>- In August 2016, Cabinet considered a proposal to review the Print and Mail service, and agreed to the commencement of a tendering process for Print and Mail services and delegation to award. Since then, the Print and Mail service has managed to reduce costs (on average 10% per year over 4 years). In fact, the review called for in 2016 has proved to be more complicated and time consuming than expected, and has required greater resourcing, and for these reasons has taken longer to complete than first planned. The proposal to call off under the framework gives breathing space to finalise this process, whilst also rectifying the procurement issues, reflecting subsequent changes to the service landscape. Additionally, the service has been preparing for a procurement process that ensures Print and Mail contracts are compliant (and mitigate the procurement risk). However, it has become apparent that it may not be possible to complete this exercise by October 2019 (the deadline previously agreed by Cabinet in October 2018) and therefore a further extension to current arrangements is required to allow for completion and to ensure a compliant solution.</li> </ul> </li> <li>2. <b>What's being proposed?</b> <ul style="list-style-type: none"> <li>- Since the October 2018 Cabinet decision, the Print and Mail project team have been working to collate service requirements, and prepare a specification to go to market. The intention now is to use an established route to market, using the Crown Commissioning Service (CCS) framework, to procure compliant contracts for service provision, for a period of 18 months to February 2021, the maximum available time within the provisions of this current framework, with an estimated value of £2.1m (up to £1.4m x 18 months). It should be noted that the current CCS framework expires in February 2021, to be replaced by a new</li> </ul> </li> </ol>			

framework, hence the 18 months' time limit on any contracts commissioned under the current framework. The procurement Lots chosen are therefore as follows:

- Lot 1 - collection/delivery of mail (expected spend of up to £0.14m p.a.):direct award; and,
- Lot 3 - using a hybrid solution (expected spend of up to £1.21m p.a.) - mini-tender

The route to market has been identified based on best value and quality of service, and low cost/resource to progress.

- Based on expected procurement and implementation timescales (see appendix A2 – Timeline) there is a risk that the process will not conclude until after the current contract end date of October 2019, and therefore a contract extension of no more than 6 months is required, with a value of up to £0.7m.
- During the new contract period, the service will complete their review of a longer term solution.

#### Cabinet Member / Officer Recommendations:

It is recommended that Cabinet:

1. Approve a further extension to the current Print and Mail contract for the period 31 October 2019 to 31 March 2020, at an estimated value not exceeding £0.7m.
2. Approve the procurement of Print and Mail services using the Crown Commercial Services framework for the period 1 April 2020 to 28 February 2021 at an estimated cost of £2.1m cost.
3. Delegate authority to the Executive Director for Resources in consultation with Deputy Mayor (Finance, Governance and Performance) to take all necessary measures to award contract

#### Corporate Strategy alignment:

This proposal contributes to the following corporate strategy themes/ principles:

1. Redesign the council to work effectively as a smaller organisation

#### City Benefits:

N/A

#### Consultation Details:

Public consultation not applicable. Internal engagement has been completed.

<b>Revenue Cost</b>	<b>up to £1.4 million/annum</b>	<b>Source of Revenue Funding</b>	Mail Budget – Cost Centre 11636
<b>Capital Cost</b>	n/a	<b>Source of Capital Funding</b>	n/a
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

##### 1. Finance Advice:

*This report recaps that on 11/08/2016 Cabinet approved the commencement of a tendering process for Print and Mail and a 2 year interim waiver. On 02/10/2018 Cabinet approved a second waiver for a further 1 year in order to allow Print and Mail to follow a compliant procurement process and implement an alternative delivery model. This report goes on to request now a further extension of up to 6 months whilst Print and Mail concludes implementation of contract(s) up to 18 months in duration.*

*The report also requests that Cabinet delegate authority to the Executive Director of the Resources Directorate both to award these contract(s) and any further extensions to this 6 month waiver considered necessary. It also advises that thereafter the FM Service will undertake a strategic review of the delivery model for Print and Mail.*

*Finance would highlight that the budget for Print and Mail has been reduced to incorporate recent Council savings challenges so that Print and Mail's total gross expenditure budget (i.e. budget before internal recharge income) for the financial year 19/20 is £1.0m. For Print and Mail to meet its net budget it must either not exceed this gross expenditure budget or qualifying internal recharges must offset any delta increase. Otherwise the FM Service is expected to identify alternative mitigating opportunities.*

**Finance Business Partner: Jemma Prince - 07/05/2019**

**2. Legal Advice:** At its October 2018 meeting, Cabinet resolved “to approve the extension of the existing Print and Mail services contracts for a period of no more than 12 months, to allow for a compliant procurement and tendering process, and an alternative delivery model, to be implemented” i.e. to October 2019. It is recognised (as was pointed out in the October 2018 report), that the extension of the current contract places the Council in a situation where it may breach the procurement regulations. The difficulties faced by the service in getting to a position where it can retender the services are set out in the report. The further, relatively short, extension (no more than 6 months and probably less in practice) is to allow for a call off under an EU compliant framework, which will put the service in a compliant arrangement, whilst the service review continues in readiness for a retender in 2021. The fact that the extension is required to allow time for the Council to run a fully compliant tendering process (initially via a framework) will help mitigate the risk of a challenge. Legal services will advise and assist officers with regard to the conduct of the proposed procurement process and the resulting contractual arrangements.

**Legal Team Leader:** Eric Andrews –04/06/2019

**3. Implications on IT:** IT Services have been engaged with the longer term proposals referred to in the paper, and recognise the need for this interim requirement. (For the avoidance of doubt, this proposal refers to specialist print/mail services, not the provision of day to day office printing facilities.)”

**IT Team Leader:** Ian Gale - 05/05/2019

**4. HR Advice:** TUPE Regulations may apply where there is a service provision change. The Council’s Managing Change Policy will apply to any workforce changes. Early and on-going communication and consultation with affected staff and their trade union representatives is essential, alongside support from HR.

**HR Partner:** James Brereton (People & Culture Manager), 3<sup>rd</sup> May 2019

**Background Documents:**

August 2016– Cabinet report - Facilities Management Print & Mail service review

October 2018– Cabinet report – Waiver request

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
<b>Appendix B – Details of consultation carried out</b>	<b>YES</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment risks documented in Appendix B</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

Print and Mail Services Current Spend

Purpose	Current Spend*	Third Party Spend	Third Party Spend	Not contracted with Third Party Spend (waiver)	Third Party Spend (waiver)	Notes
Costs for collection and delivery of mail	£609,000	£600,000	Print to post (files sent to contractor, printed and enclosed, the contractor uses BCC account with Royal Mail is used billing)	£9,000	Mail collected and franked. Also includes costs for licences, P O s and recorded mail, stamps which is recharge back to teams.	Franked mail is where mail is collected locally and the postage tariff is added by Print and Mail Services. This is approximately £210,000 (16%)
Service contract on franking machine	£14,500 lease of equipment £135,000 prepaid	£135,000		£14,500	Operation costs (this may be higher when lease runs out or is extended).	Temporary hire until contract is in place. Previous 3 maintenance contract ended.
Courier Service	£10,000			£10,000	Spend to provide this service	Invoiced monthly
Third Party Postage	£55,000	£65,000				
DX Service	£7,500			£7,500	Spend to provide this service	One off annual subscription
Maintenance of copier, supplies	£15,000			£15,000	Operation costs for bulk printing	Waiver to cover year. Time line of new contract has a bearing.
Print and enclosing services	£400,000	£400,000	Print to post (files sent to contractor, printed and enclosed.			Waiver to cover year. Time line of new contract has a bearing. Continued to be used until a contract in place.
Print and enclosing services	£50,000	£144,000	print to post (files sent to contractor, printed and enclosed. Part of the spend includes postage. The contractor does not use Royal Mail as is postal carrier			Used until new contract is in place.
		£1,344,000		£56,000		

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Print and Mail Services Future Spend

CSS Framework RM1063	Purpose	Value per annum/thousand £	Estimate value to life of contract/per thousand £
Lot 1	Collection of mail from BCC Site	135	202.5
Lot 3	To print and post offsite	1,209	1813.5
Under threshold	Day to day Operation	56	84

Current Timeline for Print / Mail Tender

Date (week commencing)	22/04/19	29/04/19	06/05/19	13/05/19	20/05/19	27/05/19	03/06/19	10/06/19	17/06/19	24/06/19	01/07/19	08/07/19	15/07/19	22/07/19	29/07/19	05/08/19	12/08/19	19/08/19	26/08/19	02/09/19	09/09/19	16/09/19	23/09/19	30/09/19	07/10/19	14/10/19	21/10/19	28/10/19	04/11/19	11/11/19
<b>Countdown (weeks)</b>	30	29	28	27	26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
EDM approval			08/05/19																											
Cabinet approval																														
CPG Approval																														
Complete other tendering documentation: (ITT, Pricing Schedule, Quality / Social Value Questions, Call-off Terms, Form of Tender, Non Collusive & Non Cavasing Certificate etc. Most of these documents are completed once the specification has been completed.)																														
Creating Tender on System <i>inc. loading a large number of bidders to receive tender.</i>																														
Out to tender (Published) <i>Advise allowing 4 weeks for bidders to respond.</i>																														
Evaluation <i>Period of time depends upon the number of responses that we receive. Holidays may still be a factor at this time.</i>																														
Moderation <i>Period of time depends upon the number of responses that we receive.</i>																														
Award Process <i>incl. completion of tender report and creating award/ unsuccessful letters. Period of time depends upon the number of responses that we receive. Completion of Contract with successful bidders</i>																														
(Queries /challenge of award(s) ??? <i>Don't know if we will receive any queries or challenges to our award(s)</i> )																														
Start Contract																														
Milestone																														
Implementation																														

## Supporting Information

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### 1. Consultation details:

- Engagement with Procurement to determine timescales, actions and risks
- Engagement with Crown Commercial Service to determine processing
- Engagement with Business Change to determine analysis and process approval
- Engagement with Senior Officers to determine strategy
- Engagement with third party supplier to determine suitability and implementation

### 2. Procurement route and timeline:

#### 2.1 Timelines (see separate attachment)

Any timescales greatly depend on the number of responses received for this tender.

The tender published time is highlighted in blue and would advise not reducing as bidders need time to digest the requirement to enable them to formulate a good response.

#### 2.2 Crown Commercial Service

CCS have confirmed that both a Direct Award process and a Mini-Tender exercise can only run to the date of 16<sup>th</sup> February 2021, which is when the Framework Agreement expires.

There are rules within the framework that will need to be adhered to.

#### 2.3 Contract Length

A direct award or a mini-tender exercise to the date of 16th February 2021, which is when the Framework Agreement expires.

For example, if it was agreed to run a direct award and a mini-tender exercise using this framework agreement which started on 1<sup>st</sup> July 2019 then the duration using this framework could only be approx. 18 months.

## Bristol City Council Equality Impact Relevance Check



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

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

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

<b>Could your proposal impact staff with protected characteristics?</b> (i.e. reduction in posts, changes to working hours or locations, changes in pay)
Please outline where there may be significant opportunities or positive impacts, and for whom.
There would be a positive impact on staff affected if the services remain in-house as staff will retain their jobs. Profile Characteristics: 25% of staff are aged 50-64 0% of staff are BME 0% of staff are women
Please outline where there may be negative impacts, and for whom.
There would be a negative impact for all staff if the service is outsourced as staff will lose their jobs unless TUPE applies. Men would be disproportionately affected by any decision to outsource. This could potentially be mitigated by good offers for severance and retirement packages for staff aged over 50.

<b>Is a full Equality Impact Assessment required?</b>
---

Does the proposal have the potential to impact on people with protected characteristics in the following ways:

- access to or participation in a service,
- levels of representation in our workforce, or
- reducing quality of life (i.e. health, education, standard of living) ?

Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.

No. There is low equalities relevance for this function. In the event of outsourcing, any staffing changes would be carried out in line with BCC Managing Change Policy.

Service Director sign-off and date:

Equalities Officer sign-off and date:



Duncan Fleming 25/03/2019

## Eco Impact Checklist

<b>Title of report: Review Print and Mail Model</b>				
<b>Report author: Kieron Draper</b>				
<b>Anticipated date of key decision: 2019</b>				
<b>Summary of proposals:</b>				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ive	Closure/ reduction of office space and decommission of machinery used	
		-ive	Use of external company who will use energy and travel etc.	Contractors to be made aware of BCC environmental policy and operate in line with this. Look at awarding contract to local suppliers, to reduce travel distance and impacts. Consider environmental actions of the company during procurement, including the company having an operating environmental management system, ideally accredited to the ISO 14001 standard.
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	Yes	+ive	Modernising System to encourage a paperless/ digital system	Reduction in resources used and travel to deliver items. Although it's important that staff are trained appropriately to use the system and will not simply print out the mail when it has reached its destination and where possible mail stays digital.
		-ive	Contractor will procure resources	During procurement process request FSC

			such as paper and printing supplies and use non-renewable resources such as energy etc.	paper or recycled, ideally vegetable based inks and modern efficient printers and other machinery.
Production, recycling or disposal of waste	Yes	-ive	Closure of Wilway Street/ Disposal redundant of materials/ machinery	Ensure all waste generated is disposed of in line with waste legislation and that the waste hierarchy is followed
		-ive	Waste produced through the process of scanning mail	Ensure paper waste is recycled, this could be reviewed in contractor review meetings etc. Ensure contractors embrace the waste hierarchy, this could be reviewed as part of contract management.
The appearance of the city?	No			
Pollution to land, water, or air?	Yes	+ive	Reduction of travel through digitalisation of mail	Look at awarding contract to local suppliers, to reduce travel distance and impacts. Look at suppliers with efficient fleet, hierarchy as follows (Best to worst): <ul style="list-style-type: none"> <li>• <i>Electric Vehicles</i></li> <li>• <i>Plug in Petrol Hybrid</i></li> <li>• <i>Petrol hybrid</i></li> <li>• <i>Gas or petrol</i></li> <li>• <i>Plug in Diesel Hybrid</i></li> </ul>
		-ive	Some mail exempt and still to be delivered	

				<ul style="list-style-type: none"> <li>• <i>Diesel Hybrid</i></li> <li>• <i>Diesel</i></li> </ul>
Wildlife and habitats?	No			
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
<p>The significant impacts of this proposal are... reduction of direct resource use and travel from BCC through digitalisation. Outsourcing to a third party company reduces control over energy use, procurement and travel.</p> <p>The proposals include the following measures to mitigate the impacts... Consider travel, procurement processes and environmental aims when procuring third party contractor.</p> <p>The net effects of the proposals are mixed.</p>				
<b>Checklist completed by:</b>				
Name:				
Dept.:				
Extension:				
Date:		27/03/2019		
Verified by Environmental Performance Team		Nicola Hares – Environmental Project Manager		

## Decision Pathway – Report Template

---

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>Extension of Contract for Voice and Data connectivity</b>		
<b>Ward(s)</b>	N/A		
<b>Author:</b>	<b>Ian Gale</b>	<b>Job title:</b>	<b>Acting Head of IT Services</b>
<b>Cabinet lead:</b>	<b>Cllr Cheney</b>	<b>Executive Director lead:</b>	<b>Mike Jackson</b>
<b>Proposal origin:</b> <i>BCC Staff</i>			
<b>Decision maker:</b> <b>Cabinet Member</b>			
<b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b> This report requests that Cabinet approve the extension of the existing Virgin Media contract in accordance with contract terms, in order to provide voice and data connectivity, and supporting services, for the BCC network at a cost of £1.5m per annum.			
<b>Evidence Base:</b> BCC has a contract with Virgin Media Business for the supply of voice and data lines, plus supporting services. This 5 year contract, with the ability for up to 2 x 1 year extensions, was placed in 2014 and is at its first 1 year extension opportunity in September 2019.			
BCC is highly dependent on network connectivity between sites, with external organisations' and remote working to perform its core activities.			
Extending current contract is permitted within contract terms and procurement regulations and will provide continuation of service. This continuity will provide the opportunity for a review of BCC network architecture under the IT Transformation Programme.			
<b>Cabinet Member / Officer Recommendations:</b>			
That Cabinet: -			
1. Approve 2 x 1 year contract extensions in accordance with contract terms			
<b>Corporate Strategy alignment:</b> This proposal is a key enabler for Bristol City Council Business Plan 2019/20 Organisational Priority number 2, Action 1: <i>Equip our colleagues to be as productive and efficient as possible</i> - Given some of our outdated IT infrastructure and policies, undertake a Transformation Programme to restructure IT Services and bring in new technology to drive the council's Digital Transformation Strategy. This includes undertaking technology redesign and replacement to improve effectiveness, enhance cyber security, technology resilience and improve staff efficiencies through new software tools and hardware.			
<b>City Benefits:</b> This contract facilitates the infrastructure that supports the council operation, and many of the services delivered to the city.			
<b>Consultation Details:</b> No consultation is considered necessary			
<b>Background Documents:</b> None			

<b>Revenue Cost</b>	<b>Approx £1.5m (p.a.)</b>	<b>Source of Revenue Funding</b>	General Fund
<b>Capital Cost</b>	<b>£ Nil</b>	<b>Source of Capital Funding</b>	N/A

One off cost <input type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>
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**Required information to be completed by Financial/Legal/ICT/ HR partners:**

**1. Finance Advice:** The current ICT budget envelope for 2019/20 contains £1.5m of funding specifically identified for Voice and Data connectivity payments to Virgin Media Business

**Finance Business Partner: Guy Curtis (Principal Accountant) 5 June 2019.**

**2. Legal Advice:** The extension of the contract as recommended is in accordance with the terms of the current contract and complies with the requirements of the Council's procurement rules and the Public Contract Regulations 2015.

**Legal Team Leader:** Husinara Jones, Team Leader, 2 May 2019.

**3. Implications on IT:** The continuation of these services, via this compliant route, is essential to maintaining core BCC services.

**IT Team Leader:** Ian Gale, 3rd May 2019

**4. HR Advice:** There are no HR implications.

**HR Partner:** Mark Williams, Head of Human Resources, 2 May 2019

<b>EDM Sign-off</b>	Simon Oliver	7th May
<b>Cabinet Member sign-off</b>	Cllr Cheney	13 <sup>th</sup> May
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayors Office	3 <sup>rd</sup> June 2019

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>NO</b>
<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</b>	<b>YES</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 – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

## Bristol City Council Equality Impact Relevance Check



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

<b>What is the proposal?</b>	
Name of proposal	Extension of Contract for Voice and Data connectivity
Please outline the proposal.	Extension of existing Virgin Media contract in accordance with contract terms, in order to provide voice and data connectivity, and supporting services, for the BCC network.
What savings will this proposal achieve?	There are no savings associated with this proposal.
Name of Lead Officer	Ian Gale

<b>Could your proposal impact citizens with protected characteristics?</b> (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
This proposal is for the continuation of existing services, so no change of impact is anticipated.
Please outline where there may be significant negative impacts, and for whom.
Functionality, such as telephony, is delivered via these services that impact on all citizens, so not continuing these services will have a significant negative impact on council services, with consequences for all citizens, including these with protected characteristics.

<b>Could your proposal impact staff with protected characteristics?</b> (i.e. reduction in posts, changes to working hours or locations, changes in pay)
Please outline where there may be significant opportunities or positive impacts, and for whom.
This proposal is for the continuation of existing services, so no change of impact is anticipated.
Please outline where there may be negative impacts, and for whom.
Functionality, such as telephony, is delivered via these services that impact on all staff, so not continuing these services will have a significant negative impact on council services, with consequences for all staff, including these with protected characteristics.

<b>Is a full Equality Impact Assessment required?</b>	
Does the proposal have the potential to impact on people with protected characteristics in the following ways:	
<ul style="list-style-type: none"> <li>• access to or participation in a service,</li> <li>• levels of representation in our workforce, or</li> <li>• reducing quality of life (i.e. health, education, standard of living) ?</li> </ul>	
Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is	No, the proposal, as stated, will not have the potential to impact as described.

no, please provide a justification.	
Service Director sign-off and date: 3/5/19 	Equalities Officer sign-off and date:



# Decision Pathway – Report Template

**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>Procurement of managed service provider for contingent workers and search services for permanent recruitment from April 2020</b>		
<b>Ward(s)</b>	<i>Not applicable</i>		
<b>Author:</b> Mark Williams	<b>Job title:</b> Head of Human Resources		
<b>Cabinet lead:</b> Craig Cheney	<b>Executive Director lead:</b> Mike Jackson		
<b>Proposal origin:</b> <i>BCC Staff</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>To seek approval to commission a Managed Service Provider using the Eastern Shires Procurement Organisation MStar 3 framework.</li> <li>To request delegated authority is granted to the Director of Workforce and Change to award a contract to a Managed Service Provider for Contingent Workers and search services for permanent recruitment from April 2020 in consultation with the Deputy Mayor – Finance, Governance and Performance and the Director of Finance (Section 151 Officer)</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>Since April 2016, the Council has engaged Guidant Global (Carlisle Staffing PLC) to supply temporary contingent workers. Guidant directly supply workers in roles up to Bristol Grade 9 and when required they also have a supply chain that can also fill roles. For all roles at Bristol Grade 10 and above, Guidant acts as a managed service supplier and hires agency workers via their supply chain.</li> <li>Over the past three years, the contract has delivered significant cost efficiencies for BCC. This has been achieved through having strong collaborative and partnership working with the current supplier having an active onsite presence enabling close working relationships with hiring managers and supporting the strategic aims of the HR service.</li> <li>The current contract expires on 3<sup>rd</sup> April 2020 and the Council has an obligation to secure Best Value and test the market and make further efficiency savings and improvements.</li> <li>It is proposed the service will be tendered via the Eastern Shires Procurement Organisation (ESPO). This is compliant with EU procurement law. A new updated framework (Mstar3) has been in place since 11 April 2019. BCC used Mstar2 to procure our current contract with Guidant. The Mstar3 framework offers an efficient, coherent and competitive route to procuring a managed service provider. All of the suppliers on the MStar3 framework have been selected for their ability to provide customers with a comprehensive range of services that combine quality and value. Tenders will be sought on both 30 days 14 day payment terms to assess whether any additional benefits can be derived from early payment which might also encourage inclusion of more local SME's. This will enable BCC to make a commercially informed decision. The key</li> </ol>			

features of the specification will remain unchanged. For example, the requirement to have a site based service offer. However, the new tender specification will also include provision to supply specialist skills expertise through statements of works for projects and also the facility to supply candidates for permanent roles in hard to recruit areas. This will lead to more efficiencies and reduce recruitment costs. Currently, specialist search and recruitment support for permanent staff is commissioned on an ad hoc basis which is not cost effective or efficient.

5. The West of England Combined Authority will be part of the contract.
6. The specification will also include the facility for our neighbouring Local Authorities to join the contract i.e. Bath and North East Somerset Council, North Somerset Council and South Gloucestershire Council.

#### **Recommendations:**

1. That Cabinet approves the commissioning of a Managed Service Provider for contingent workers and search services for permanent recruitment from April 2020 using the Eastern Shires Procurement Organisation MStar 3 framework.
2. That Cabinet delegates authority to the Director of Workforce and Change to award a contract to a managed service provider to supply contingent workers and search services for permanent recruitment for 4 years with effect from 4<sup>th</sup> April 2020 (with the option to extend the contract for up to 2 years) in consultation with the Deputy Mayor – Finance, Governance and Performance and the Director of Finance (Section 151 Officer).

#### **Corporate Strategy alignment:**

1. Our contingent workforce are essential part of our organisation and to the effective running of the organisation. The proposals align with our objective to make sure we have an inclusive, high-performing and healthy and motivated workforce.

#### **City Benefits:**

1. All bidders must be able to demonstrate how they will deliver social value and meet the requirements of the Council's social value policy. Tenders will be evaluated on the basis of 40% quality, 20% social value and 40% on price.
2. The specification includes a requirement that all agency staff must be paid in accordance with Bristol City Council pay grades to ensure equal treatment.
3. The specification includes a requirement that there must be compliance with the Council's Equalities and Diversity Policies including recruitment and selection. This would apply to the successful managed service provider as well as their suppliers.
4. The length of the contract and extension provisions should lead to an overall efficiency savings to the Council.

#### **Consultation Details:**

1. There have been wide-ranging discussions with the West of England Heads of HR Group. The arrangements set out in this proposal have been agreed with them. The option of entering in to a collaborative procurement exercise with **all** authorities has been considered. This was not considered viable at the moment but it has been agreed that they will be provided the benefit of accessing services provided under the contract if they wish. However, it has been agreed WECA will form part of the BCC contract. WECA only employ a very small number of agency and interim staff and they will not participate in the procurement process. BCC will charge a management fee for the provision of this service.

#### **Background Documents:**

Link to Mstar3 Framework Information page:

[https://www.espo.org/Frameworks/People-Professional-Services/653F\\_19-MSTAR3-Managed-Services-for-Temp-Agency](https://www.espo.org/Frameworks/People-Professional-Services/653F_19-MSTAR3-Managed-Services-for-Temp-Agency)

Link to Office of the Journal of the European Union notice:  
[https://ted.europa.eu/TED/notice/udl?uri=TED:NOTICE:510439-2018:TEXT:EN:HTML&WT.mc\\_id=RSS-Feed&WT.rss\\_f=Printing+and+Publishing&WT.rss\\_a=510439-2018&WT.rss\\_ev=a](https://ted.europa.eu/TED/notice/udl?uri=TED:NOTICE:510439-2018:TEXT:EN:HTML&WT.mc_id=RSS-Feed&WT.rss_f=Printing+and+Publishing&WT.rss_a=510439-2018&WT.rss_ev=a)

<b>Revenue Cost</b>	<b>Approx £12M per annum</b>	<b>Source of Revenue Funding</b>	<i>Service Budgets</i>
<b>Capital Cost</b>	<b>£N/A</b>	<b>Source of Capital Funding</b>	<i>N/A</i>
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:**

**Finance Business Partner:**

It is proposed to utilise the appropriate ESPO Framework for the re-procurement of managed service provider for contingent workers and search services for permanent recruitment, as the existing contract is due to expire in April 2020. This will be a competitive process involving those will be listed on the framework, and following review, is deemed by officers the most cost-effective route to the provision of appropriately skilled temporary resources. Tender arrangements will be designed to maximise social value outcomes.

Last year the Council spent some £12m on agency staff through the existing managed services contract. Ongoing review should therefore be undertaken to ensure best value is being achieved from recruitment processes.

*Chris Holme – Head of Corporate Finance 04/06/19.*

**2. Legal Advice:**

The proposed procurement through the ESPO Framework is legally compliant and the Framework Agreement and the Customer terms are quite comprehensive and adequately protect interests of the user authorities. They also provide flexibility to adjust the terms in accordance with the specific needs of the Council. The neighbouring authorities will be able to use this contract for meeting their temporary labour needs but it will be discretionary for them and there will not be any compulsion or commitment for them to use this contract. (The framework will not be available to the Council’s Teckal companies and other options will have to be considered by them). TUPE Regulations will apply in case of change of provider however; no serious or significant issues are foreseen at this stage. Equalities

The Public Sector Equality duty requires the decision maker to consider the need to promote equality for persons with “protected characteristics” and to have due regard to the need to i) eliminate discrimination, harassment, and victimisation; ii) advance equality of opportunity; and iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.

The Equalities Impact Check/Assessment is designed to assess whether there are any barriers in place that may prevent people with a protected characteristic using a service or benefiting from a policy. The decision maker must take into consideration the information in the check/assessment before taking the decision.

A decision can be made where there is a negative impact if it is clear that it is necessary, it is not possible to reduce or remove the negative impact by looking at alternatives and the means by which the aim of the decision is being implemented is both necessary and appropriate.”

**Legal Team Leader:** Eric Andrews, Team Leader, 31.5.19

**3. Implications on IT:** There are a couple of likely IT implications arising from this proposal. 1) There will likely be

activity should there be a change of supplier, such as system integrations or equipment provision. Although these are not likely to be significant, they will need to be considered during any transition arrangements. 2) IT Services, as other business functions, has specific technical skills requirements and these will need to be available in any new agency supply contract

**IT Team Leader:** Ian Gale, Head of IT – 5<sup>th</sup> April 2019

**4. HR Advice:** No HR implications for BCC of re-tendering.

**HR Partner:** James Brereton (People & Culture Manager), 5<sup>th</sup> April 2019.

<b>EDM Sign-off</b>	Mike Jackson	10 April 2019
<b>Cabinet Member sign-off</b>	Craig Cheney	29 April 2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	3 June 2019

<b>Appendix A – Scope of the Tender</b>	<b>YES</b>
<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>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</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 – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

## Scope of Tender

### Agency staff

Supply of agency staff at all levels and grades in BCC. This includes interim managers.

### Statement of works

For specialist projects the supplier will provide a worker/s through a statement of works.

Note - A Statement of Works (SoW) is a detailed description of specific services or tasks a company is required to complete, within the SoW it clearly identifies the specific activities, deliverables and timelines that the task has to adhere to. Payments are either paid on completion of the entire project or during specific milestones throughout a project. Payments are made based on client specifications being met by the company.

### Permanent recruitment

Where permanent recruitment through direct advertising is not successful or appropriate, the framework will be used to provide search services and/or candidates for consideration for hard to recruit roles.



## Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Procurement of Managed Services provider for Contingent Workers and a “call off” contract for permanent recruitment
Directorate and Service Area	Workforce & Change
Name of Lead Officer	Mark Williams (Head of HR)

### Step 1: What is the proposal?

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

#### 1.1 What is the proposal?

Award a contract of approximately £12m per annum for the provision of contingent labour on a managed service provider basis for 4 years with an option to extend by a further 2 years to commence on April 2020 through the Eastern Shires Procurement Organisation (ESPO) on an Mstar3 framework.

### Step 2: What information do we have?

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

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

Bristol City Council (excluding schools) currently operates a managed service provider model and works with multiple suppliers to resource its workforce. Contingent workers are primarily sourced through external agency suppliers via Guidant Global.

The current contingency worker profile as at 31<sup>st</sup> March 2019 is as follows:

**Age:**

The agency contract has a better representation (10%) of 16 -24 year old as compared to the Council's own workforce profile (4%).

**Disability:**

Representation amongst agency workers is currently 3%, compared to the Council's own workforce profile 8%. Regular communication and engagement with Agencies who employ these workers to encourage disclosure will continue.

**Ethnicity:**

Through the current agency contract we are seeing better representation of BAME workers, 16% of workers are from BAME background as compared with the Council Workforce of 13%.

**Sex/Gender:**

The current contingency worker profile has a gender balance of 60% of male and 39% female, which is below the Councils workforce profile of 60% female. More work is required to improve the gender balance amongst agency contract staff. Some of these are for historic and cultural reasons (national and local), which will take time to find a resolution. These include encouraging female applicants into traditional male occupations (e.g. Information Technology and Technical Professional roles).

**Religion/Belief:**

44% of current agency workers have declared having a religion/belief; this is similar to the Councils workforce profile of 49%. More work needs to be done to encourage Agency Workers to declare this element of their protected characteristics.

**Sexual Orientation:**

7% of current agency workers have declared having a religion/belief; this is similar to the Councils workforce profile of 6%. More work needs to be done to encourage Agency Workers to declare this element of their protected characteristics.

**Gender Reassignment:**

1% of current agency workers who identify as having gone through part of a gender reassignment process. More work needs to be done to encourage all workers to declare this element of their protected characteristics.

**Marriage / Civil Partnership:**

No information is held. More work needs to be done to encourage Agency Workers to declare this element of their protected characteristics but this amount of disclosure is reflective of the market. Regular communication and engagement with Agencies who employ these workers to encourage disclosure will continue.

**Pregnancy and Maternity:**

No information is held. More work needs to be done to encourage Agency Workers to declare this element of their protected characteristics but this amount of disclosure is reflective of the market. Regular communication and engagement with Agencies who employ these workers to encourage disclosure will continue.

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

As identified above.

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

There will be a social value obligation in the contract which will require the successful bidder to source agency workers from local communities and in particular agency workers from our 10% most deprived communities. Further there will be a requirement to proactively work with local communities and schools.

**Step 3: Who might the proposal impact?**

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

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

Currently, there is particularly favourable representation in relation to BAME communities. However, in relation to gender and disability there is unfavourable representation. This is due in part to issues of occupational segregation in relation to gender i.e. where agency workers are located e.g. ICT and Engineering roles. In relation to disability, the successful supplier will be required to improve representation. Also, more work needs to be done to encourage Agency Workers to declare their protected characteristics.

Based on the evidence we have collected to date, there are no identified risks that these proposals could potentially have a disproportionate or adverse impact on any of the Protected Characteristics.

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

Yes. The supplier is being commissioned from a Framework where the public sector equality duty has already been addressed. The MStar3 Framework requires the Managed Service Provider to ensure that they consider, promote and demonstrate equality and diversity within their own organisation and that they proactively work with Agencies to ensure that they take similar steps with regards to their own organisations and when recruiting and supplying candidates for the Customer.

In addition, through our procurement process all tenders will be evaluated in accordance with our Social Value policy and diversity and inclusion will be a key feature of the tender evaluation process. Tenders will be evaluated on the basis of 60% quality (of which 20% social value) and 40% on price. Post award there will be quarterly review meetings with the successful supplier to review performance and the workforce profile and agency workers including actions to address representation issues.

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

Yes. The procurement framework and specification requires the contract supplier to proactively address equality issues such as any under-representation in their own workforce and with their supply chains, and allows

us as a customer to require the Managed Service Provider to target specific groups for Agency Assignments where appropriate.

3.4 Can they be maximised? If so, how?

Suppliers will be required to demonstrate how they will improve diversity and inclusion through the tendering process.

#### **Step 4: So what?**

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

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

By ensuring that when tenders are evaluated bidders will be required to demonstrate how they will improve the diversity of their workforce and in their supply chains.

4.2 What actions have been identified going forward?

To work in partnership with the successful agency provider to ensure they provide local community based recruitment fairs, unconscious bias training, understand and hire workers taking in to account the council's values.

The successful supplier training and educating all their council based team to work in accordance with our values and above all work closely with staff and managers to achieve a workforce that reflects our community and eliminates discrimination.

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

Key Performance Indicators, Annual reporting on Equality and Quarterly Contract Review meetings.

Service Director Sign-Off:  John Walsh	Equalities Officer Sign Off:  Duncan Fleming
Date: 23/5/2019	Date: 22/5/2019

# Decision Pathway – Report Template

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	Avon Mutual Regional Community Bank		
<b>Ward(s)</b>	City Wide		
<b>Author:</b> Denise Murray	<b>Job title:</b> Director of Finance		
<b>Cabinet lead:</b> Councillor Craig Cheney	<b>Executive Director lead:</b> Mike Jackson		
<b>Proposal origin:</b> <i>Other</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b> The report sets out the proposal being explored to create a regional local bank with an inclusive finance ethos that supports the local community and economy, and seeks approval for Bristol City Council (BCC) to make an initial investment that will support its establishment.			
<b>Evidence Base:</b>			
<b>What is the proposition?</b>			
<p>The Community Savings Bank Association, registered with the Financial Conduct Authority is seeking to develop 19 regional community banking models across the UK, with London and the South West already in the pipeline and Wales and some other regions following close behind. Avon Mutual was established to create a regional community bank for the West of England covering Bristol, South Gloucestershire, Bath, Gloucestershire, Wiltshire and North Somerset. Avon Mutual have approached potential social investors and regional anchor institutions (including BCC), that share the social and economic ethos of the mutual, to invest circa £20m of the share capital required. In April 2019, Avon Mutual opened their first offices at SETsquared Bristol and is part of the Business Acceleration mentoring programme.</p> <p>Avon Mutual will have a social mission focused on the following:</p> <ul style="list-style-type: none"> <li>• the creation of a bank to serve the everyday financial needs of ordinary people, local community groups and small and medium sized companies;</li> <li>• help redress regional inequalities, make financial inclusion the norm, build and store community wealth;</li> <li>• significantly increase the proportion of bank lending going to the ‘real’ (non-financialised) economy and SME’s instead of the financial economy;</li> <li>• build regional economic resilience; and</li> <li>• bring about a renaissance of customer service, relationship banking and mutual trust.</li> </ul> <p>In addition to the above, this investment could complement the local investment that has been made in support of the Bristol Pound (B£) and the Bristol Credit Union and via collaboration of these parties, help build the region’s evolving alternative finance ecosystem.</p> <p>Local banks supporting local businesses have been successful in Germany with around 70% of banking carried out by some 1,700 local co-operative banks. With a change in the bank licensing rules, less onerous / capital intensive process and support from anchor organisations, not only in the set up but in utilisation, this model could be</p>			

sustainable in the UK.

Avon mutual anticipates a timeframe from concept to trading from 2018 – 2021 and is seeking total investment of £20.5m in 3 rounds.

- Round 1 - 2018 - £500,000 - initial investment to build initial team and start licensing process - Investment in this round will result in two free shares for every share purchased which AM estimate equates to circa 20% IRR.
- Round 2 - 2019 - £2.0m - Investment to finalise licensing, test systems, build bank team and first branches and HQ – Investment in this round will result in one free share for every share purchased which AM estimate equates to circa 15% IRR.
- Round 3 – 2020/21 - Investment drawn down day after license gained to capitalize the bank. Operations go live with branches fitted out and systems integrated and trading commence £18m - Investment in this round will result in one share and circa 7.5% dividend.

The initial assessment of the financial return is that annual dividends of 7.5% could be achieved by year 5, with future increases related to share of profits. It is expected that a high and growing dividend yield, moderate share price growth is likely over the medium term and impact investors (such as local authorities) can choose to extract the additional return or recycle financial returns into further social impact in debt, poverty alleviation or financial capability and training. In further developing the proposition for the region, the Avon Mutual will need to complete detailed market research, operational planning and systems implementation. BCC would need to undertake our own due diligence and sensitivity analysis on the business plan assumptions prior to any further investment and to this effect £50,000 is being requested.

### **Why does Bristol need a regional mutual bank?**

Access to financial services and financial inclusion are of fundamental importance to achieving an inclusive economy where no one is left behind. The impacts of exclusion are not just financial but also affect education, employment, health, housing and overall well-being.

The UK bank landscape and investment institutions currently do not provide a diverse and resilient financial system that has enough variety and choice to serve the needs of all our community. Groups of individuals and businesses are excluded from obtaining a basic level of service from financial services providers; bank branches closure in the region and Bristol specifically are significant and often in the poorest areas at a time, when there are still large sections of our community who rely on bank branches to carry out their banking needs, both business and personal. ATM charges are becoming the norm and the poverty premiums mean that those that are the most vulnerable pay more for financial services products.

According to Bristol University, individuals on low incomes suffer an average of £490 p.a. additional costs due to being prevented from accessing preferential deals due to their income levels and history. The impact of this 'poverty premium' can be severe - for 10% of these households the cost rises to £780 p.a. and for those in severe hardship this premium rises to as much as £2,250 p.a. These costs are attributed with lack of access to a full current account, a necessity to use high-cost credit, living in perpetual overdraft debt, households using high cost "rent-to-own" for essential household goods.

The mapping of deprivation within Bristol indicates 42 areas are in the most deprived 10% in England, including 6 in the most deprived 1%. It is estimated that over 72,000 (17%) Bristolians suffer income deprivation and in some areas of Bristol this is likely to be as high as 49%. With figures on this scale of the spectrum the poverty premium is likely to have a major impact in Bristol.

Micro, small and medium size enterprises (SMEs) are the engine of job creation but are increasingly overlooked by the large lenders. For many SMEs, access to cash can be a critical success factor for the survival of the business. The issue of retail banking disappearing from local communities across the region is one that has been highlighted and currently attracting much media interest. 25 bank branches have closed in Bristol 2015 - 2019; South West region seeing 374 branches disappear for the same period. SME loans in the BS postcode area have fallen by 19% in 5 years

– almost double the national average of 11% and the Big four banks only allocated 1%-4% of assets to SME lending (Source: UK Finance Post Code Lending Data).

There is a strong view that these factors disproportionately hit communities and businesses in areas of deprivation or rurality and have a significant impact on the most vulnerable that need easy, inexpensive access to banking / cash facilities. It is important that consumers continue to have the freedom to pay for goods and services however they choose and access to cash must be maintained for those that need it. The rate at which free to-use ATMs have been closing indicate that these closures will have unintended consequences and be symptomatic of a wider issue. We recognise that as cash usage falls, it is important to consider how this infrastructure can be redesigned to better reflect cash's declining popularity but this needs to be considered from both a social, economic and financial ethos.

### **What are the costs / benefit for the customer?**

Avon Mutual are committed in achieving financial inclusion, the same service for all regardless of income and will charge a simple and transparent upfront membership fee of £5/month for personal accounts, £10/month for business accounts to all customers. In return for this fee, there are a range of benefits that current account providers will receive such as:

- The provision of staffed branch services, which many SMEs rely on for cash banking facilities.
- “Softer” analogue human factors and local knowledge.
- A current account without requiring a minimum income or a credit check, which means that customers currently excluded and seen as a greater risk can bank, improve financial management and receive the wider benefits from direct debit discounts.
- Interest will be paid on whole combined balance across accounts including current account balances.
- No complex additional charges (for example SME's paying in cash).
- Access to cash via ATM's will be free - bank branches are closing and independently operated machines usually charge around £1.50 to £2 per transaction.
- The main credit product for Individuals and SME's is an overdraft, which can only be provided directly by banks (and not by credit unions or post office accounts).
- Access to residential mortgages as well as business and personal loans at reasonable rates.

The management fee is outweighed by these benefits and the significantly reduced 'poverty premium' for low income families.

### **What are the options available?**

The Mutual has successfully raised £450,000 towards the first round investment from Stroud Council, two local foundations and local individual impact investors. Should BCC and other Council propositions in the pipeline be approved, this would take the Mutual's total investment to date to £600,000 by end July, following which Round 1 will close. The Round 2 process will then commence to finalise the regulatory business plan and seek authorisation from the Bank of England and Financial Conduct Authority to become a bank and commence trading.

The following options are available to BCC:

- Do nothing - No investment from BCC, risk that the target fund is not achieved - markets will determine the outcome and as such it is anticipated that without public intervention the current trend would continue to deteriorate.
- Invest in Round 1 – to July 2019 – investment as a higher risk / reward. It reinforces to other public and private sector investors, BCC's commitment and confidence in this proposition and provides the opportunity to work with the Board utilising our due diligence and area specific USP, to shape the long term proposition.
- Invest in Round 2 - 2019 investment. The wider benefits are as above but with a high risk / but lower reward. The timing difference between Round 1 & 2 is minimal however the share conversion results in one free share for every share purchased as opposed to two in the earlier round
- Invest in Round 3 – 2020 investment. This round delays the decision until 2020 where it would then be possible to invest this value or a larger amount at lower risk.

- Invest in all Rounds 1, 2 & 3 - as above

### Conclusion

If BCC believe in the ethos behind the community bank and the benefits this could bring to the local economy, it is recommended that BCC invest up to £100,005 in Round 1 and a further £50,000 is earmarked for BCC to undertake [the necessary due diligence on the developing business / financial model, growth assumptions and the Bristol market for financial services, and help to shape the wider proposition for the region.

Members will recognise that in option 2 the investment may not necessarily be returned to the Council as there is a risk that there will be no financial return and the entire investment could be lost, if the plan to launch the mutual is unsuccessful, a banking license is not granted, or if the mutual turns out not to be profitable. Hence, at this stage, officers do not recommend investing in the mutual explicitly to derive a financial return as this is deemed too much of a financial risk.

It is envisaged that other authorities within the region who support inclusive financial and economic growth, would also consider investment to make this proposition a reality and potentially shorten the timetable to opening branches and commencing trading within the wider West of England region. At the time of writing the Council would be within the first group of authorities who have made a firm commitment to provide support to the mutual and we would seek to promote the wider benefits of financial inclusion to, other local authorities, Combined Authority and anchor organisations within the region.

### Cabinet Member / Officer Recommendations:

That Cabinet

1. Approve an investment of £100,005 (at risk) on the basis of the Council being a Founder Member to support the formation of Avon Mutual; a Regional Community Bank for inclusive growth, funded from 2018/19 Additional Business Rates s31 Grants.
2. Delegate authority to the Director of Finance in consultation with the Director Legal and Democratic Services and Deputy Mayor and Cabinet Member for Finance, Governance and Performance to conclude the subscription by the Council for 6,667 Founder Shares for a sum of £100,005 in Avon Mutual, and all matters and documentation required in connection with the Council's application to be a Founder Member.
3. Approve up to £50,000 to be used by the Council to undertake further independent due diligence, which will include where applicable, the costs of consultancy support to inform the wider business model for this proposition and any further investment from the Council.

### Corporate Strategy alignment:

The proposal supports the goal outlined in the Council's Corporate Strategy and the One City Plan of "building a city of hope and aspiration, where everyone can share in its success" and in working towards this goal, the following Corporate Strategy priorities apply:

- **Empowering and Caring** - empowering communities and individuals, increase independence and support those who need it.
- **Fair and Inclusive** - Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to homes they can afford.

#### Our principles:

- Build city resilience, improving ability to cope with environmental, economic or social 'shocks and stresses'.
- Use our assets wisely, generating a social and/or financial return.

### City Benefits:

A community bank can assist in developing balanced communities which are inclusive. They can play a key role in

establishing a resilient city financing structure, with investment strategies that recognise the long-term challenges and vision for the region, the long-term resilience value shaped by investments, rather than just short-term financial returns. This proposition could assist the council deliver target outcomes around a prosperous and inclusive economy, as well as helping the city to be innovative, prosperous, resilient, and attractive to business.

**Consultation Details:**

- In conjunction with the RSA (Royal Society for the encouragement of Arts, Manufactures and Commerce), Avon Mutual have run a series of public events across the region to engage stakeholders, explain the plans and to hear what investors would want from the regions bank
- They have also had hundreds of one-to-one meetings with people and organisations and spoken at over thirty events.
- Avon Mutual Community Bank Round Table was hosted by BCC – with attendees from many of the regions with propositions in development.
- Movement building is ongoing and will involve further stakeholder engagement as the proposition is shaped to reflect the region and key milestones are delivered.

**Background Documents:**

None

<b>Revenue Cost</b>	£150,005	<b>Source of Revenue Funding</b>	2018/19 Additional Business Rates s31 Grants
<b>Capital Cost</b>	£	<b>Source of Capital Funding</b>	
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input checked="" type="checkbox"/>

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

**1. Finance Advice:**

This proposition seeks investment of £150,005 to support the next stage in the setting up (£100,005) of the Avon Mutual Regional community bank and further due diligence by BCC (£50,000) to inform the developing business model and support any decisions with regional partners for future investment.

The Mutual has successfully raised £450,000 towards the first round investment from Stroud Council, two local foundations and local individual impact investors. Should BCC and other Council propositions in the pipeline be approved, this would take the Mutual’s total investment to date to £600,000 by end July, following which Round 1 will close.

If approved, this investment will be made in 2019 and it is proposed that the Council uses funds from the unallocated additional Business Rates s31 Grants received from government in 2018/19, to invest in the Mutual. In return for the investment of £100,005, the Council will receive 6,667 Founder Shares, which will subsequently be converted into 20,001 ordinary shares. These shares are expected to receive a dividend of 7.5% if the new bank becomes profitable and the dividend return may rise over time if the bank is successful and the surplus is returned.

Growth expectations in the business model for the Region are as follows:

Customer:	Year 1	Year 2	Year 3	Year 4	Year 5
Personal	4,745	17,745	37,375	61,750	78,261
% Increase		274%	111%	65%	27%
Business	1,876	3,275	6,900	11,400	14,449
% Increase		75%	111%	65%	27%

As the Council will receive ordinary shares which we expect to have a right to receive a dividend attached to them if the society generates a surplus, this initiative could be considered as an investment. However, any dividend would be subject to Avon Mutual receiving the relevant approvals and future funding to enable it to operate and, once it commences operation, being profitable. Given the risks that this may not be achieved this should not be viewed as an investment made for purely financial return but one which supports the local economy and at least in the short term akin to an economic grant. The current business model proposes a small monthly charge (£5/£10: personal / business) for each customer and further consideration will need to be given as to how this can be mitigated for vulnerable customers.

By making this “investment”, the Council will be forgoing potential return on the business rate pilot gain monies. The current investment return achieved by the Council is c.0.9% per annum. This equates to forgoing £900 per annum, if interest rates and returns were to remain the same.

While community banks would tap into localism, they would still have a challenge in attracting customers as bank switching is not a common occurrence and the competition could perceive a threat and respond accordingly. Some depositors would act out of philanthropic motives, however community banks would still have to offer an attractive commercial proposition to lenders and borrowers if they are to be viable and remain sustainable in the long term.

**Finance Business Partner:** Chris Holme - Interim Head of Corporate Finance – 12/06/2019

## **2. Legal Advice:**

There are two primary powers which would enable the Council to invest in Avon Mutual – Section 12 Local Government Act 2003 and section 1 Localism Act 2011. Under section 12 (a) Local Government Act 2003 a local authority may invest for any purpose relevant to its functions. There is no limit on the nature of the investment, provided it is relevant to the authority’s functions. One function of the authority is to deliver the One City Plan, and investment in Avon Mutual is consistent with that function. Section 12 (b) Local Government Act 2003 allows a local authority to invest for the purposes of the prudent management of its financial affairs. Investment under (b) is aimed at general prudential management of finances, which would mean any investment would need to comply with the authority’s investment strategy etc. Section 1 Localism Act 2011 gives a general power of competence. As the investment in Avon Mutual may be characterized as an activity for a commercial purpose, then the local authority can undertake the activity through a permitted structure as set out in s4 Localism Act 2011. The proposed Avon Mutual structure as Avon Mutual is a registered society within the meaning of the Co-operative and Community Benefit Societies Act 2014, which is permitted under section 4.

Avon Mutual is a co-operative society registered with the Financial Conduct Authority, but yet to commence trading. It requires further regulatory consents before it can commence trading, and if these are not forthcoming the Council will lose its investment.

As a limited liability entity, if Avon Mutual is wound up, the Council will have no liability beyond the value of its initial investment. The shares are non-withdrawable – this means that the Council cannot withdraw its share capital from the Mutual; it can only cease to be a member if the directors of Avon Mutual agree to that being the case.

A shareholder is not automatically a member of the Mutual – an application has to be made. It is envisaged that the application to become a member will take place at the same time as the application to subscribe for shares. If the application to become a member is not accepted, Avon Mutual is under no obligation to repay the subscription monies for the shares.

Shares being issued are ordinary shares (convert from Founder Member shares). There is no guarantee that any dividend will be paid on those shares, and so there is no guarantee that the Council will receive any return on its investment. The copy of the rules which relating to Avon Mutual which is filed on the Mutual Societies register suggests that the board can determine the rights attaching to the shares by resolution prior to the first issue of shares of that class. We have not seen a copy of any such resolution or other confirmation of the rights (such as a right to receive a dividend if a surplus is generated) attaching to the shares. As such, before entering into any

arrangements with Avon Mutual, the Council should clarify the terms attaching to the shares and Membership, including confirmation that no further membership fees will be payable.

The Council is being offered the opportunity to invest on the same terms as other investors (who include private sector individuals). The share price is fixed in the rules of Avon Mutual. As such any risk of state aid to Avon Mutual would be considered low, on the basis of the normal market investor principle.

There are no regulated procurement implications in connection with the subscription for shares, as this is a financial investment and the amounts are below the thresholds set out in the public procurement regulations in any event.

**Legal Team Leader:** Eric Andrews, Team Leader, Legal Services - 21/06/2019

**3. Implications on IT:** As a funding only initiative, there are no identifiable IT implications in this proposal.

**IT Team Leader:** Ian Gale - Service Manager, Service Delivery and Integration – 11/06/2019

**4. HR Advice:** No HR implications evident because Avon Mutual is a separately constituted organisation.”  
James Brereton (People & Culture Manager), 12th June 2019

**HR Partner:** James Brereton - People & Culture Manager, 12/06/2019

<b>EDM Sign-off</b>	Mike Jackson	29/05/2019
<b>Cabinet Member sign-off</b>	Cllr Cheney	21/06/2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	24/06/2019

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
Appendix A - Avon Mutual Regional banking for inclusive growth	
<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>YES</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 – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

# AVON MUTUAL



## Regional banking for inclusive growth



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May 2019 update for Bristol City Council



# Contents



- 1. Why do we need a regional mutual bank?**
- 2. Introducing Avon Mutual: products and services**
- 3. Impact and investment case: the benefits for Bristol**



# 1. Why do we need a regional mutual bank?

*“Central government should explore and encourage the establishment of regional banks... including community banking models such as the Community Savings Bank Association.”*

*RSA Inclusive Growth Commission*

# Current banking is failing the West of England



	HOW EXISTING BANKS ARE FAILING	IMPACT
TRUST	<p>Banks put profits and bonuses first</p> <p>Banks are remote and unaccountable</p> <p>People no longer trust banks</p>	<p>Banks are incentivised to prioritise short-term investments over social, environmental, and local needs</p> <p>Banks do not work in the interests of society or communities, their decision making is opaque, and there is little recourse to challenge them</p> <p>People are increasingly wary of banks, undermining confidence in the financial system and its institutions</p>
SERVICE	<p>Bank lending is rigid and inflexible, based on algorithmic assessment – the “computer says no”</p> <p>Branches are disappearing</p> <p>Small businesses are poorly served</p>	<p>Small, micro, community and social businesses are excluded from lending, reducing growth and opportunity</p> <p>Branch closures worsen financial exclusion for communities and the vulnerable, and hasten local economic demise</p> <p>Cash services are increasingly restricted, business accounts provide poor value, and lending is too expensive and risky</p>
INCLUSIVE GROWTH	<p>Too many people are excluded from banking</p> <p>Lending and deposits are heavily skewed to London and do not fund the local economy</p> <p>During the recession, large commercial banks withdrew credit from local economies</p>	<p>Banks financially penalise many on low incomes, and are bad at providing for people with complex needs – many prefer to avoid</p> <p>Mass inequality between London and other regions. Local deposits fund global speculation and London property bubble</p> <p>Local economies suffer from mainstream bank mistakes, lack resilience, and are susceptible to financial and economic shocks</p>

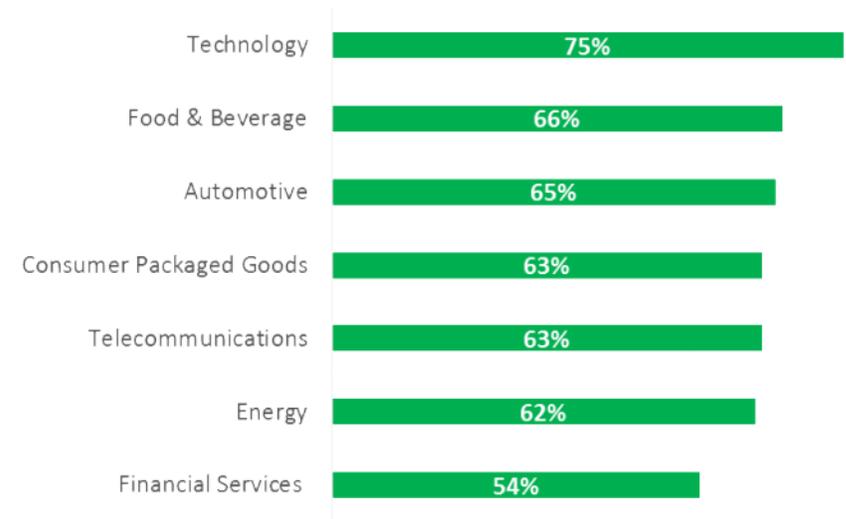
# Restoring trust in banking



Since the financial crisis and a series of scandals from PPI to interest rate swap mis-selling, trust in banks has fallen dramatically. This matters because if business and consumers lack faith in banks, they will not seek access to finance they need to make the most of economic opportunities. Avon Mutual is seeking to restore trust.

- Work for, owned by, and accountable to our customers
- One member, one vote. Every customer is a member
- We will not engage in financial trading or speculation
- No bonuses or sales incentives paid to staff
- Living wage employer
- Maximum 10x staff pay ratio top to bottom
- Board directly accountable to customers
- Simple, honest and transparent charging structure
- No pressure to cross-sell financial products

Edelman Trust Barometer  
2017 Results



Do you trust your bank?	TRUST
Keeping my money safe	48%
Protecting my personal and financial information	43%
Providing me with truly unbiased advice suited to my needs	25%
Telling me if there is a better product for my needs/ situation even it means less money for them	21%

# Customer service comes first



## Branch access is still important for customers

- UK losing 60 branches and 300 cash machines a month – often in the poorest areas
- Vulnerable customers including the elderly, disabled, and those of low financial means are particularly affected
- But consumer research shows that people want branches and still use them
- Many small businesses are reliant on branch facilities for banking takings and have to travel further for banking facilities, harming their business
- Branch closures have also been associated with declining local economies

## Customers value relationships and managers with power to take decisions

- Human judgement has been replaced with algorithms and chatbots
- This means that any person that does not fit the system is rejected, leaving many potential customers unserved or underserved
- Peoples top reasons for choosing banks are based on being treated as an individual
- Avon Mutual uses modern technology and low-cost branch solution to open branches and enable provision where other banks are retreating

## Branch closures in Bristol (2015-17)



- Lloyds/Halifax (6)
- HSBC (5)
- RBS/Natwest (5)
- Barclays (3)
- Co-Op (1)
- Santander (1)
- TSB (1)
- Yorkshire Bulding Society (1)

# The Poverty Premium



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- According to Bristol University those on low incomes suffer an average £490 p.a. additional costs due to their low income preventing access to better deals
- The impact of this 'poverty premium' can be severe - for 10% of these households the cost rises to £780 p.a. and for others this premium rises to as much as £2250 p.a.
- In some areas of Bristol this is likely to be a major concern, with for example 49% of people living in 'Fulford Road North' in Hartcliffe ward suffering from income deprivation and the poverty premium. Over 79,000 Bristolians suffer income deprivation
- Greater London Mutual has estimated that 63% of this cost is associated with lack of access to a full current account. Current estimates suggest there are around 1.3m people without a current account in the UK
- 2.5m people are using high-cost credit, and 2.1m living in perpetual overdraft debt
- 400,000+ households are using high cost "rent-to-own" for essential household goods
- There are 16m people in the UK with savings of under £100
- Bristol University estimate that the elimination of the poverty premium could potentially release an extra £4,000m per year into the local communities and economies that need it the most.



***“The impacts of exclusion are not just financial but also affect education, employment, health, housing, and overall well-being.”***

Sources: PFRC, CSFI and JRF, 2016

# Reducing the poverty premium



- Bristol University's Personal Finance Research Centre's report *Making the Poverty Premium History* has recently called for new forms of banking relevant to the socially excluded - this speaks directly to Avon Mutual's business model and focus on appropriate credit assessment and closeness to customers and community:
  - *"While innovation and Fintech are attractive for some, they will not be appropriate for all low-income customers, especially the most excluded and vulnerable. To feel properly valued and supported, **customers may want to interact in other ways, including face-to-face. Investing in some more personal assessment (of credit risk, for example), and relying less on automation as a default, will deliver a business model that better serves low-income customers.**"*
- The study identified a current market gap emphasising how the expansion of socially inclusive stakeholder banking is key to reducing the poverty premium:
  - *"the FCA recently estimated that over four million people use some form of unsecured high-cost credit, at a value of £8.3bn. In contrast, the **Community Development Finance Institution (CDFI) market lent a total of £20 million in personal loans, and the reach of credit unions appears to be similarly constrained.**"*

## Making the Poverty Premium History

A practical guide for business and policy makers

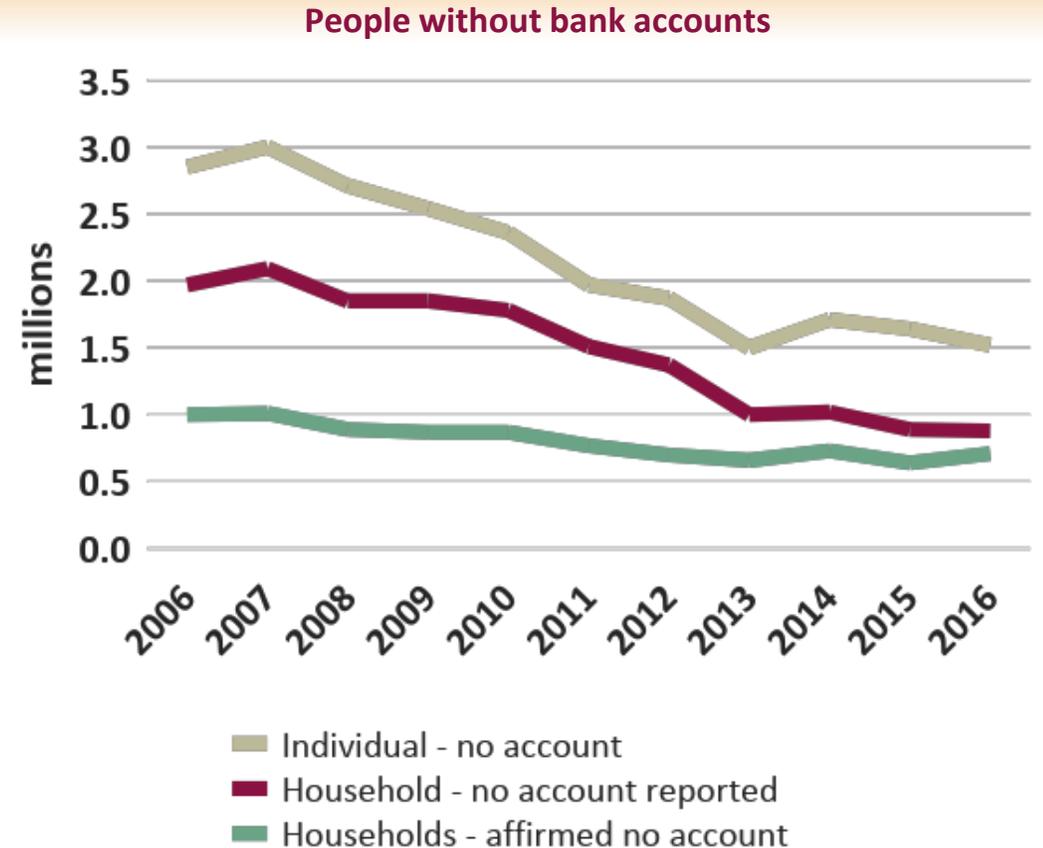
The Poverty Premium: when households in poverty pay more for everyday goods and services. First coined in the 1960s it may be an old concept but it remains an important social issue today. And for the poorer households affected it is a real and pressing problem. We estimate that the average low-income household in 2016 paid a poverty premium of £490. Of course, there is no such thing as an average low-income household – depending on households' needs, preferences and circumstances, some will have paid less while others will have paid more. Much more.

# Banking for inclusive growth - Households



Based on pro-rata estimates, the number of people and households in Bristol with inadequate financial provision or showing signs of financial distress are shown below. Financial inclusion and literacy are key parts of the mission of Avon Mutual.

INDICATOR	BRISTOL est.
Individuals without bank account	12,000
Households without bank account	7,000
'non-users' of the internet	60,000
Entirely dependent on cash	19,000
Consumers with 1 or more indicators of potential vulnerability	183,000
Can't pay bills/meet credit commitments in 3 out of last 6 months	29,000
Not able to find £200 at short notice	40,000
3 day emergency food packages from Food Banks	8,000
Adults with little or no confidence in money management	88,000
Used unauthorised overdraft facility in last 12 months	22,000
Borrowing from friends and family in last 12 months	25,000



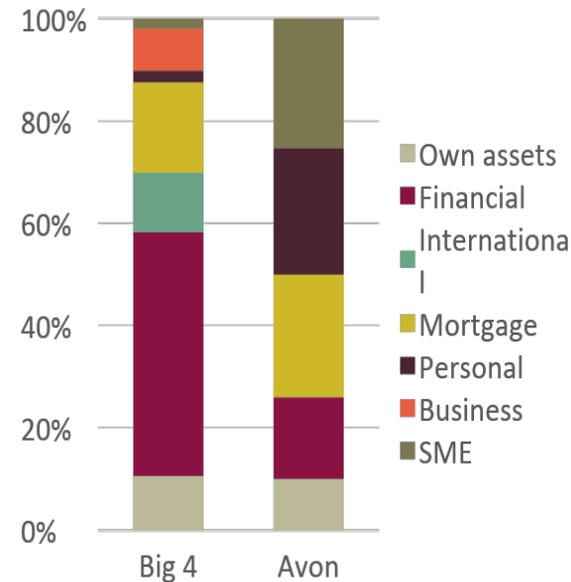
# Banking for inclusive growth – SMEs & the real economy

## Smaller SMEs are increasingly neglected by high street banks

- SME loans in the BS postcode area have fallen by 19% in 5 years – almost double the national average of 11%
- Big four banks only allocated 1%-4% of assets to SME lending: Avon Mutual plans to allocate 25% to local SMEs
- According to the ONS Bristol SME registrations rose 6% 2016-17 and those registered (which are only about 50% of the total) employ 101,000 people and represent £11.7bn business for the economy.
- Small businesses in Bristol have bank deposits of £750m but only £308m of loans – a net outflow of £441m
- Medium sized businesses have bank deposits of £662m but only £458m of loans – a net outflow of £204m

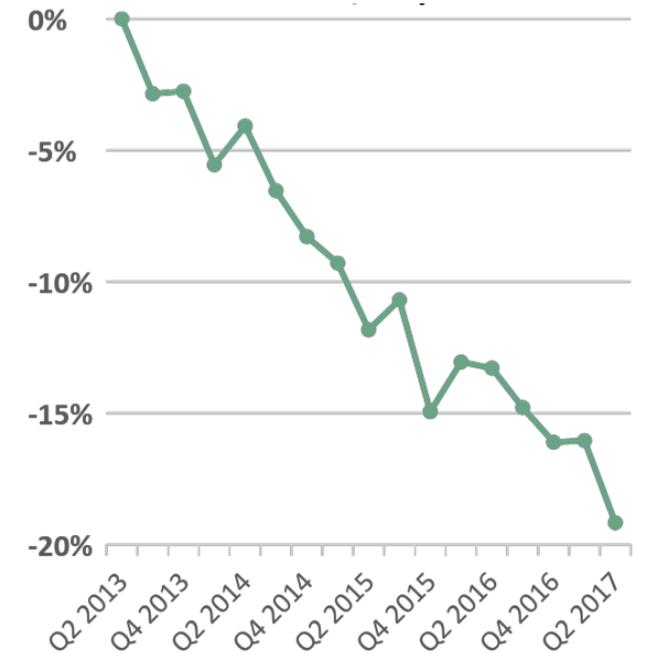
In the UK since the financial crisis, large commercial banks have withdrawn credit from productive lending, local economies and SMEs. In countries like Germany stakeholder banks have stepped in to fill this gap

## Distribution of bank assets



Source: Bank Annual Reports vs Avon Mutual Financial Model

## Total SME Loans, BS postcode



Source: UK Finance Post Code Lending Data. Total of 7 largest banks: Barclays, CYBG, Lloyds, HSBC, Nationwide, RBS/Natwest and Santander

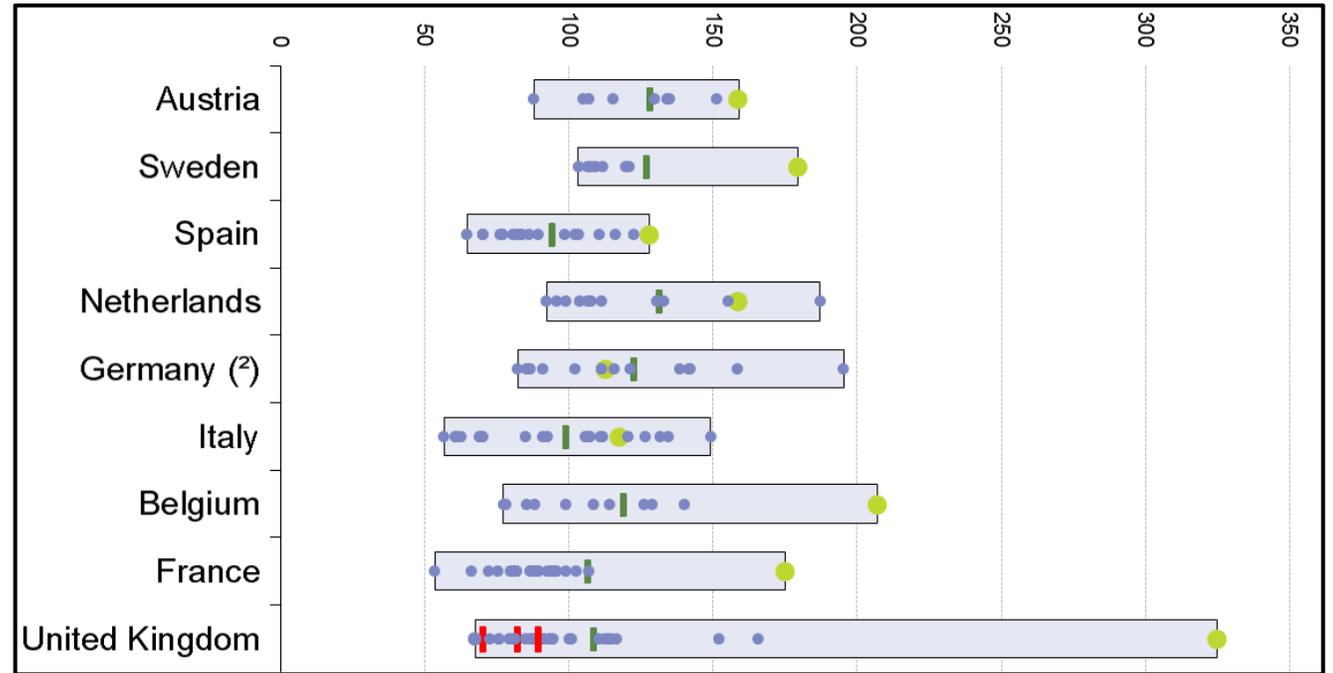
NOTE: BS postcode figures are shown as data is not available for local authority areas

# Banking for inclusive growth – regional regeneration



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- The UK's regional GVA (Gross Value Added) is highly skewed towards London compared to other counties.
- Empirical studies in Italy and Germany found that cooperative banks and savings banks help reduce 'capital drain' to urban centres and capital cities thus regional inequality, most probably because of their strong SME lending.
- Preventing such a capital drain can help create jobs and encourage people to stay in their local area, rather than having to migrate to economic centres to look for work.



The light purple shaded bar shows the range of the highest to lowest region for each country. The dark green bar shows the national average. The light green circle shows the capital city region. The dark purple circles show the other regions.

# International evidence and best practice



Avon Mutual is part of the Community Savings Bank Association which has created a regional banking model for the UK that is based on substantial and robust theoretical and empirical evidence about successful banking models in other countries.

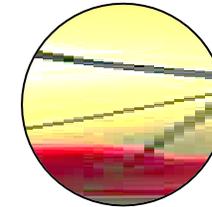
The UK is highly unusual in having a domestic banking sector that is dominated by large shareholder owned and profit driven banks.

In many other countries, from USA, Canada, Europe to South East Asia and Japan, regional stakeholder banks hold a large or majority share of the banking sector and have significant social and economic impacts:

- Commitment to financial inclusion
- Higher proportion of SME lending
- Credit allocation to real (non financialised) economy
- Reducing regional inequalities
- Boosting resilience of local economies in recessions
- When commercial banks shrink such support



## Three characteristics of regional stakeholder banks across the world:



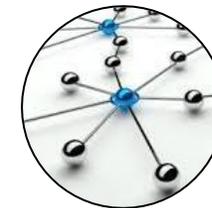
### Mission-led

Dual social and financial mission



### Regional

Devoted to serving a defined area



### Networks

Collaboration enables efficiency and scale without removing local autonomy



## 2. Introducing Avon Mutual: Products and Services

*“Throughout my time we have committed to getting inclusive growth, that means getting right to the very basis of the nature of the economic development and growth that we experience, so that by definition and by process it is inclusive.”*

*Marvin Reese, Mayor of Bristol*

# Introducing Avon Mutual



A mission-led community-wealth building anchor institution promoting sustainable and equitable prosperity for the West of England

- First **customer-owned** regionally focused full service bank
- Serving **people of ordinary means**, community groups, **SMEs (SEMs) and social enterprises**
- Committed to a renaissance of **branches** and **relationship banking**
- **Scale and efficiency** – part of the CSBA network
- **Financial strength**: Profits £20m pa / loan book £430m by year 9
- Using the very **latest technology**, and free of outdated legacy infrastructure of mainstream banks



# Completing the community finance puzzle

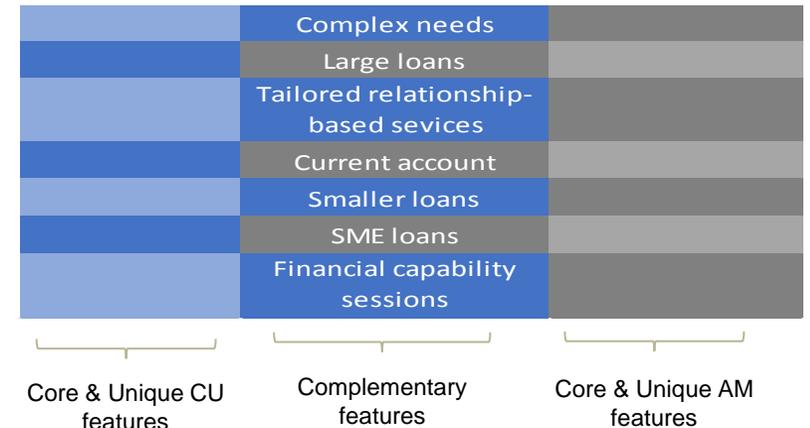


Community Banks the world over compliment other key players such as Credit Unions. Below are the “Lock and key” synergies between credit unions and community banks (analysis carried out by RSA and the Finance Innovation Lab):

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- **Current accounts:** Avon Mutual will have access to the payments system, unlike CU, but can provide current accounts to CU customers thus helping them mitigate the ‘poverty premium’.
  - **Business banking:** although credit unions can theoretically provide business banking, in practice they lack the resources and skills to do so. Avon Mutual will open on day 1 with experienced business bankers and the essential core services required by SMEs: current account, branches, and overdraft facilities.
- Breadth: crucially, the ability of Avon Mutual to offer residential mortgages as well as business and personal loans allows it to rapidly achieve scale and financial viability.
- Scale: Avon Mutual is projected to have a large deposits base than BCU. Currently BCU has in the region of £8m.
- **Savers:** we consider it highly unlikely that any BCU depositors will switch deposits to Avon Mutual. Our main target market is customers of high street banks.
  - **Loans:** there will be individuals with minimal credit records and complex needs that will be unsuitable for lending by a regulated bank and for which a credit union is better suited.
  - **Co-operation:** in other countries stakeholder banks and CUs work closely together, and here many CUs are welcoming the advent of our movement. We are in discussions with a number of CUs, including BCU, and with the Association of British CUs, to form collaborations to cross-refer and work together to serve customers.

## Core and unique features



# Avon Mutual's Board



## DENA BRUMPTON

Recently retired after a long career in Citigroup and Barclays where she was most recently CEO of Barclays Savings, Investment and Wealth management. She has been recognised in Top 25 'Women of Inspiration and Enterprise' and City Power Woman. Dena is also a past member of Cancer Research UK Women of Influence Board.



## GRAHAM

Is a qualified Solicitor and one of the founding directors of Church House Trust plc, a bank which was subsequently sold to Virgin Money plc. He also chairs the Remuneration Committee for a local Hospital Foundation Trust and is a volunteer adviser at Citizens Advice.

## HUGHES



## TRACY MORSHEAD

Is Chair of Mortgage Brain and of the National Friendly Society and a NED with the Newbury Building Society. Tracy's career has included roles as MD of Principality Building Society and at Nationwide. Prior to working in financial services Tracy had a career in marketing with ITV and led marketing at board level for Grand Met.



## JULES PECK

Is Founding Director of Avon Mutual, Founder of the Real Economy Lab, a Board member of the New Economics Foundation, a Research Fellow on the future of the economy at the Democracy Collaborative's Next System Project, an Advisor to The B Team, a Fellow of the RSA and a Certified Bank Director.



## RICHARD WARRINGTON

Has focused on the areas of Risk and Compliance as well as Governance and Culture throughout most of his 40-year career in financial services. He has worked in banks (NatWest, Lloyds, NAB, Virgin and Egg), building societies (Woolwich and Nationwide), insurers (RSA) and also, most recently, in risk management consultancy. He has held senior executive and Board positions, as well as significant influence/ controlled functions.

# Avon Mutual's growing team



**Paul Hornsey – Operations Director** – has 20 years of experience in operations and regulatory compliance in Financial Services in the U.K. & Abroad for companies including Nationwide, Morgan Stanley, UBS, Credit Suisse, JP Morgan and started his career with Andersen Consulting.



**Clive Bowles – CTO** - has over 26 years financial services industry experience, having worked with Barclays Bank, the Bank of Nova Scotia, West Merchant Bank and Deloitte Touche before establishing his own IT consultancy and software company in 1996. Misys Plc acquired his company in 2004 and since leaving Misys in 2007, Clive has continued to provide IT consulting services to various financial institutions in the UK and overseas on data migration, data warehousing, reporting, system selection and system integration. Clive was a non executive director of Charity Bank and of CAF Bank.



**Fionn Travers-Smith – Project Officer** - also leads the Positive Money 2<sup>o</sup> Lending Network City Finance Labs initiative, is Social Impact Officer and a Founding Member of Avon Mutual's sister bank Greater London Mutual. Previously, Fionn managed the Move Your Money campaign, and has published work on the future of finance with the RSA, New Economics Foundation, and others.



**Gareth Griffiths – Customer and proposition Director** - has over 15 years experience in retail banking and wealth management working on customer proposition, marketing, branch design and management and call Centre management with HSBC, Bradford & Bingley and RAC.

# Our current offices



In April 2019 we opened our first offices at Setqsaured Bristol where we are part of the Business Acceleration mentoring programme.

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**SETsquared**  
University of Bath, Bristol, Exeter, Southampton & Surrey

**WORLD LEADING BUSINESS SUPPORT**

- Business support & mentoring
- Investor-readiness training
- Investor introductions
- Flexible office space

**SETsquared BUSINESS Acceleration**

### About the programme

Twice ranked as the **Global No. 1 Business Incubator**, since 2002 we've supported 3,500 businesses, helping them to raise over £1.8bn investment.

Our Business Acceleration Programme incubates new high growth ventures. We help you validate your thinking, build a team, find start-up funding and launch an investor-ready business. We create bespoke packages of business support in order to help each start-up become a viable, profitable and thriving businesses. It will include a blend of the support detailed below.

# Avon Mutual's Advisory Council

- We are also building an Advisory Council of advisors who are supporting us with a variety of pro bono support on issues such as PR, communications, branding, ethical policy, investment, legal, community engagement, fintech and business planning.

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# Avon Mutual's growing band of supporters.....



Craig Cheney, **Bristol Deputy Mayor**, Steve West, **Vice Chancellor** of the University of West of England and Chair of regional **LEP**; Canon Dr John Savage CBE, Chair West of England Initiative and Bristol Royal Infirmary; Darren Jones MP; Alex Chalk **MP**; Wera Hobhouse MP; Hugh Brady, **Vice Chancellor** of Bristol University; James Durie, **CEO of Business West**, The Initiative and Chambers of Commerce; David Owen, CEO of Gloucestershire **LEP**; **Ken Loach**, social campaigner and film director; Alan Bailey, Chairman Low Carbon SW and serial entrepreneur; Marcelle Spellor **OBE**, Founder Localgiving and trustee of New Philanthropy Capital; Jaya Chakrabarti, Board member of SWIG Finance; Jeremy Sell, Bath based growth, institutional investor and IPO expert; **Alastair Sawday**, publisher and environmentalist; James Moore, Founder, CSBA; Peter Capener, Founder Bristol and Bath Community Energy and Trustee at Power To Change; Alan Bec RSA SW Fellowship Councillor; John Pontin OBE; Dave White Founder and CEO White Bruce; Ian Townsend, **CEO** of Bristol Green Capital Partnership; Mohammed Sadiq, Chair **Bristol Green Capital Partnership**; Tony Greenham, Director of Economy, Enterprise and Manufacturing, RSA; Peter Loman, Chair Transition Network; Rob Hopkins, **Founder of the Transition Towns** movement; Sir Jonathan Porritt, past Chair of SW RDA; Dave Hunter, Trustee Bristol Pound; Simon Cooper, **Society of Merchant Venturers**, chair of the Schumacher Society, director of Bristol Chamber of Commerce & Initiative; Peter Holbrook, **CEO Social Enterprise UK**; Andrew Garrad, Society of Merchant Venturers and Cabot Institute; Ken Simpson, Regional Chair of the Federation of Small Businesses; Seth Tabatznik, Founder of Berti Investments; Edward Hoare, banker and philanthropist; Colin Skellett, **CEO Wessex Water**; Professor Olinga Taeed, Founder Blockchain Alliance for Good; Barbara Mellish, President Blockchain Alliance for Good; Charlie Thomas, Fund Manager of Jupiter Ecology Fund and Jupiter Responsible Income Fund; Chris Coles, Bath social entrepreneur and finance sector specialist; Alastair Singleton, Founder Hanover Fox headhunters; Peter Macfadyen, ex-Mayor of Frome; Molly Scott-Cato MEP; Merlin Hyman, CEO Regen SW; Peter Madden OBE; Jamie Pike, Founder of **Bristol Coexist and Canteen**; Oliver Mochizuki, Founder and CEO of Fundsurfer; Ed Mayo, **Secretary General of Cooperatives UK**; Gavin Eddy, Social/Angel Investor; Tom Sain, Investment Manager; Tom Carnac, Mission 2020; James Perry and Charmian Love, **Co-Chairs of B Corps UK**; Paul Cobham, Social/Angel Investor; Stephen Dawson, Venture Capital pioneer and Angel Investor; Luke Lang, Co-Founder Crowdcube; Chris Shaw, Chairman of Savings Champion; Harry Partington, Chair Bristol Credit Union; David Freed, Founder Deeley Freed Estates and The Park Community Centre; Trevor Osbourne, Chair The Osbourne Group, Governor and Trustee of Bath Spa University, member of the Bath Initiative and Greater Bath Ltd; Henry Meakin, Founder, GWR.

# Some notable supporters



175 4.0K 13K

You Retweeted

 **Craig Cheney** @CheneyCraig · Apr 4  
A huge opportunity to bring a whole new model to UK banking. Exciting.

[#regionalbank](#) [#banking](#) [#ukfinance](#) [#SMEsupport](#)

**avon mutual** @AvonMutual  
Great to hear @bristolcouncil Deputy Mayor Craig Cheney at our @thersaorg event yesterday calling for councils to support what he called 'a revolution in Uk banking' - a revolution of which Avon Mutual is proud to be a part

 **Doina Cornell** @doinacornell Following

Good to see we got unanimous support tonight at council for decision to be a founder member of @AvonMutual with £50k grant - look forward to other local authorities in our area joining us to support local economy & SMEs, reduce financial exclusion.

1:24 pm - 25 Apr 2019

8 Likes 

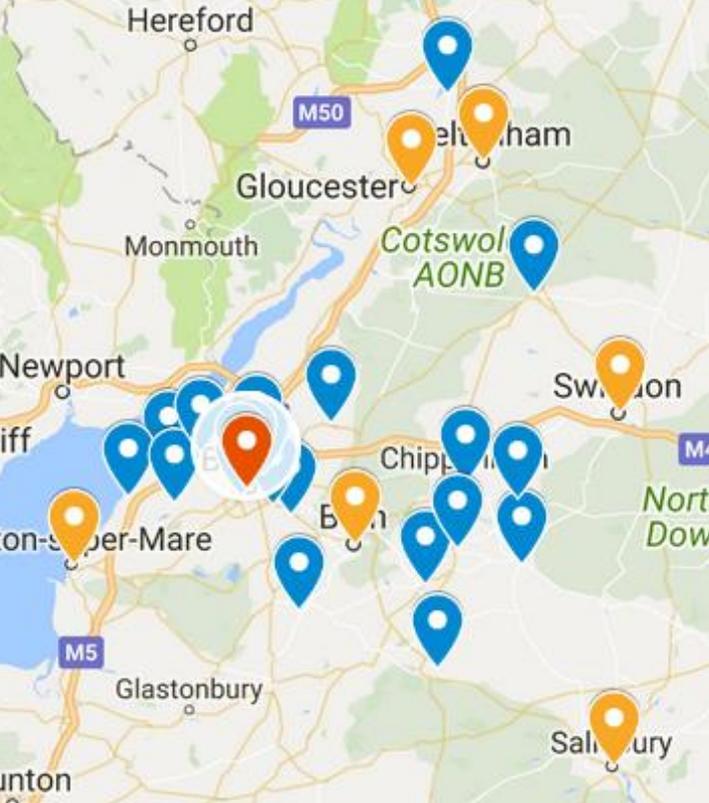
# Avon Mutual in 2029



Our prudent financial plan is based on modest market share targets and slow but steady growth in deposits and loans. Even these conservative projections show that in 10 years Avon Mutual will be a financial powerhouse for the region.

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Financial and operating statistics	£m	Market share
Residential mortgages	£147m	0.3%
SME/SE loans	£144m	3.5%
Personal loans	£129m	8.2%
Customer deposits	£482m	0.7%
Personal members	69,300	3.1%
Corporate members	17,600	8.5%
Annual profits	£20m	
Equity Tier 1 ratio	>15%	
Cost/income ratio	50%	

<p><b>92 FTE Staff</b></p>	<p><b>7 Main Branches</b></p>
<p><b>Avon Mutual</b></p> 	
	<p><b>21 Satellite Branches</b></p>
<p><b>Member participation</b></p>	

*Note: final branch locations will depend on rigorous market assessment*

# Full range of services competing with high street banks



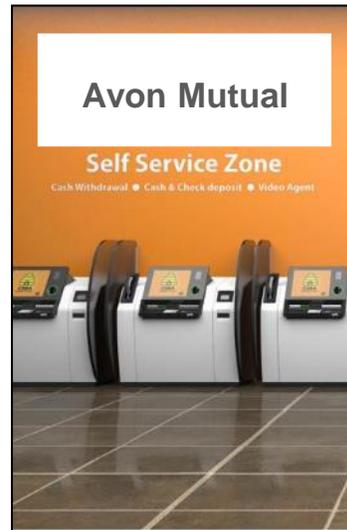
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## Staffed branches



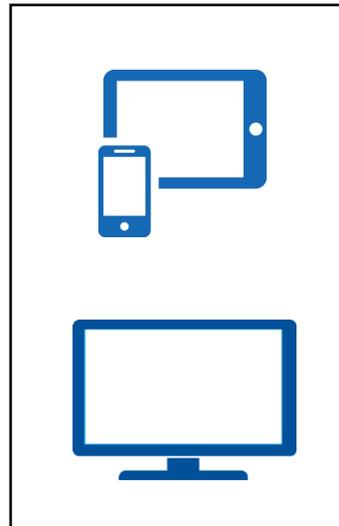
7 main branches act as sub-regional hubs. Branch director has autonomy over lending. Anchor for local relationships and knowledge.

## Satellite branches



21 high-tech satellites - access all the same services as in a main branch 24/7. Video link to talk to customer assistants. Low cost and can be co-located with community facilities.

## Digital channels



Multi-channel access to products and services by web online banking and banking app for mobile, tablet.

## Current accounts



Fixed, transparent and simple membership fee: Personal: £5 / month organisation: £10 / month.

Budgeting tools including analysis of expenditure and visualisations and 'Jam jar' functionality to improve control over finances.

Interest on whole combined balance across accounts including current account

# Why a monthly charge? The myth of ‘free banking’



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- The UK market for current accounts is unusual in its charging structure, with **apparently** free current accounts (Free-if-in-credit – FIIC) – most other countries charge for banking. FIIC account providers over-sell other complex and untransparent products to pay for the cost of such accounts.
- We charge a simple, transparent and honest fee of £5/month for personal, £10/month for organisations.
- Unlike most banks we **pay interest on current account balances** - a recent FCA report calculated that 90% of customers with FIIC accounts were effectively paying charges if foregone interest is included. As shown in the comparison with Lloyds and Natwest FIIC accounts, once the balance exceeds £1000 our account is **better value**. It is **much better value** for any customers who need an overdraft. The £5/month costs is outweighed by these benefits and the significantly reduced ‘poverty premium’ for poorer customers.
- Because we can offer a current account without requiring a minimum income or a credit check we can bank currently excluded customers who are **not allowed to have FIIC accounts** by the high street banks and who suffer a high poverty premium as a result.

We believe financial inclusion means equality of respect: the same service for all regardless of income, wealth or background.

*“It is a myth because nothing in life is free...this unclear picture may have encouraged the mis-selling now causing so much trouble.”*

Andrew Bailey, Chief Executive FCA on ‘free banking’  
29th June 2017



Bank	CSBA	Lloyds	Natwest
		Classic	Select
Monthly membership fee	(5.00)	-	-
Interest on £1,000 in current account	1.22	-	-
Cost of £500 overdraft for 15 days	(1.94)	(10.65)	(9.74)

- 44% of Free-If-In-Credit accounts attract overdraft charges
- 80% of consumers do not know what their overdraft charges are
- £2.9 billion paid in overdraft fees in 2014
- £4.3 billion interest foregone in 2014

# Cutting edge FinTech



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- Compared to mainstream banks with huge IT legacy issues, our FinTech ecosystem delivers a “plug & play” multi-channel, modular, customisable banking framework at significantly lower cost and lower risk.
- Anchored by a Tata’s TCS modular, cloud core-bank system, innovative BankPod satellite branches, robotised safe deposit boxes and interfaced to multiple networks designed with nodes both traditional FinTech “hard” digital data and crucially often overlooked “softer” analogue human factors and local knowledge.
- Remote human interaction is taken to a new level with highly innovative new in-house developments in direct eye-to-eye video conferencing which is key to our remote banking and for which we will be applying for a UK patent and the use of augmented reality to reduce the cost of remote branches.



## World class partners



Core banking system
Faster payments
Cards management
License & audit
Security & safe deposit boxes
Teller system
Social impact
Advocacy and support

# Business current accounts and overdrafts are key



As noted earlier, small businesses in Bristol deposit £441m more than they borrow, and medium businesses deposit £204m more than they borrow. They do not receive interest on these deposits.

A key advantage of Avon Mutual is that it provides the products most needed by SMEs, **business current accounts, cards, overdrafts and branches**.

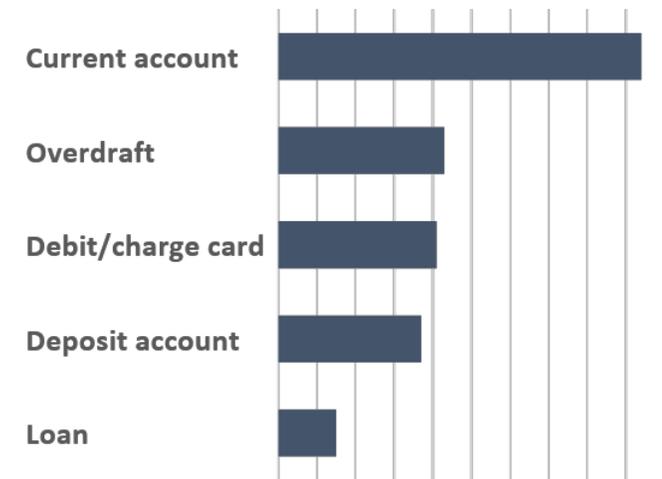
Our £10/month charge compares favourably with other banks because

- Unlike other banks, we pay interest on current account balances
- There are no complex additional charges, for example for paying in cash
- The monthly charge funds the provision of branch services, which many SMEs rely on for cash banking facilities

Although the ability to offer loans is important, and our relationship banking and local branch model will give us a competitive advantage in this respect, it is important to note that the main credit product for SMEs is an overdraft, which can only be provided directly by banks (and not by credit unions or loan funds).

Proportion of SMEs using product

(%) 0 10 20 30 40 50 60 70 80 90 100



*Note: some small businesses use personal current accounts rather than business current accounts*

# Stronger together – the CSBA model



Until recently it was extremely difficult to start a new mutual bank because of hostile regulators, massive IT systems costs, inability to access payment systems controlled by the large banks, and co-ops were not permitted to have a banking licence.

However, since the financial crisis there has been a political commitment to allowing new challenger banks, increasing availability of high spec off the shelf IT solutions, breaking up of the payments monopoly and a new law in 2014 that allow co-ops to become banks.

The formation of the Community Savings Bank Association (CSBA), of which AM is a member, is the final development needed to start a new movement of 18 regional mutual banks.

Their highly experienced Board has created a comprehensive template to start a bank, including financial modelling and agreements with key suppliers – the ‘Bank in a Box’:

- Cooperating Network Structure
- Detailed Investment and Business Model
- Working Pilot Bank Facility
- HMRC agreed Corporate Tax Structure
- FCA Approved Corporate Form & Registration
- Financial and Legal Advisors
- Banking License Application Pack
- Banking Systems & Hosting
- Payment System Interfaces
- Bank Operating Infrastructure
- Technology Partnership Agreements – Specification, Installation, Pricing, Maintenance, Service Level Agreements
- Product Specifications
- Non-Banking Website – Specification, Pricing, Maintenance





Quote

### 3. Impact and investment case: the benefits for Bristol

*“In terms of the delivery of a current account, we would rather partner with a local community bank in some way to ensure that our members had more access to a full suite of products.”*

*Credit Union CEO*

# Alignment with BCC strategies, values, and aims



- AM fully aligns with BCC’s One City Plan, the 2018-23 Corporate Strategy, the Resilience Strategy and the 2018-19 Business Plan.
- Predominantly Avon Mutual will further outcomes in BCC’s “Fair and Inclusive” theme, although we can also contribute to the “Empowering and Caring” and “Corporate Services and Organisational Support” themes as well.
- In particular, AM is well positioned to advance the strategic priorities of ‘people centred sustainable prosperity’, ‘inclusive business types and models that create the right conditions for people-driven productivity’, and ‘delivering good growth that enables social mobility’ in the Inclusive and Sustainable Economic Growth Strategy cabinet agreement.
- AM is also well positioned to “help develop balanced communities which are inclusive and avoid negative impacts from gentrification” through our regional investment and local branch model.
- AM can play a key role in the BCC aims to disrupt the market and establish “a resilient city financing structure” which would “seek to blend public and private money” with “investment that is able to recognise long-term resilience value, rather than just short-term financial returns”.
- AM will help the council deliver target outcomes around a prosperous and inclusive economy, as well as helping the city be innovative, prosperous, resilient, and attractive to business. Our values and ways of working are also highly aligned.

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# Building a vibrant regional financial ecosystem



- The UK bank landscape is missing our kinds of banks - other countries have a broad range of institutions that in combination provide a diverse, resilient and vibrant regional financial system that has enough variety and choice to serve all needs. This spans from local/neighbourhood credit institutions (German co-operative banks, US Community Development Credit Unions), through to regional banks and investment institutions (Swiss Cantonal banks and German Landesbanken).
- Bristol and the wider region which supports it with customers, workers and supplies deserves its own bank - as the BCC Resilience Strategy points out, “***Bristol is also increasingly recognised as a leader in next economy ‘pattern disruptions’***”, it is unique in perhaps being the UK powerhouse of an ecosystem of community-wealth building enterprises such as:

Bristol and Bath Regional Capital || Bath and West Community Energy || Bristol Energy Mongoose Community Energy || Sustrans || Soil Association || Centre for Sustainable Energy || Triodos Bank || Bristol Pound || Engine Shed || Watershed || Bristol Community Energy || Happy City || numerous Transition Town initiatives || Together Group Komedia || Bristol Green Capital Partnership || Festival of Ideas || Resonance || St Johns and Quartet Foundations || Society of Merchant Venturers || The Matthew Tree Project || Bristol Bike Project || Knowle West Media Centre || Malcolm X Centre || Bristol Credit Union || Wiltshire Savings and Loans || Bristol Community Land Trust || Ardagh Community Land Trust || Ecomotive || Swindon’s Mechanics Institution Trust

- Avon Mutual plans to be part of this ‘pattern-disruption’ by collaborating with these and many other players to help put the region on the map as a best-in-class regional next-economy inclusive-growth incubator and exemplar. In particular we will complement and help build the region’s evolving alternative finance ecosystem.

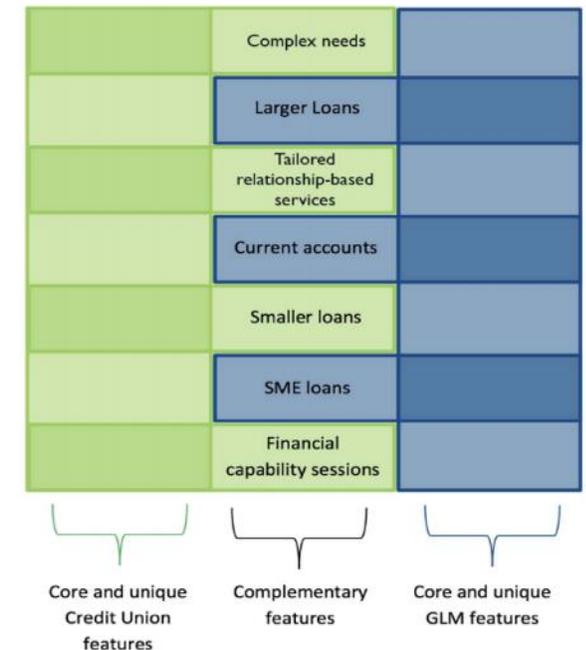
# Community banks and credit unions



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- CUs play a vital role in the alternative finance ecosystem and our banks plan to work closely with CUs. Work carried out by the RSA, Finance Innovation Lab and NEF has identified a number of differences and complementarities between community banks and credit unions which, rather than overlap, offer symbiosis and partnership potential:
- Current accounts: Avon Mutual will have access to the payments system, unlike BCU, but can provide current accounts to BCU customers thus helping them mitigate the ‘poverty premium’.
- Business banking: although credit unions can theoretically provide business banking, in practice they lack the resources and skills to do so. Avon Mutual will open on day 1 with experienced business bankers and the essential core services required by SMEs: current account, branches, and overdraft facilities.
- Breadth: crucially, the ability of Avon Mutual to offer residential mortgages as well as business and personal loans allows it to rapidly achieve scale and financial viability.
- Scale: Avon Mutual is projected to have £500m in deposits and currently BCU has in the region of £8m.
- Savers: we consider it highly unlikely that any BCU depositors will switch deposits to Avon Mutual. Our main target market is customers of high street banks.
- Loans: there will be individuals with minimal credit records and complex needs that will be unsuitable for lending by a regulated bank and for which a credit union is better suited.
- Co-operation: in other countries stakeholder banks and CUs work closely together, and here many CUs are welcoming the advent of our movement. We are in discussions with a number of CUs, including BCU, and with the Association of British CUs, to form collaborations to cross-refer and work together to serve customers.

## “Lock and key” synergies between credit unions and community banks (RSA/Finance Innovation Lab/GLM)



# Social Impact – Consolidated Impact Areas



Avon Mutual is a mission-led bank, with financial inclusion built in to its structure and constitution. It is part of our ethos to identify, target and report on our economic, social and environmental impacts. Bristol is Avon Mutual’s core city and has high levels of relative multiple deprivation, with 16% of residents (69,000 people) and 22% of Bristol’s children living in the most deprived areas in England. The social impact measures shown below are illustrative as we intend to work with stakeholders, including Bristol City Council, to understand BCC’s strategic objectives such as the ‘fair and inclusive’ and ‘wellbeing’ strategies and how we can contribute to its targets and develop measures that are specific and appropriate for the needs of the region. We have repeated below our pro-rata estimates of financial vulnerability for residents of Bristol. As an example, based on Bristol University research into the poverty premium, giving 2500 residents access to a fully functional current account for the first time would eliminate excess costs and charges of almost £1m annually.

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## Individuals

Improved budgeting ability

Active saving

Lower debt costs

Bonuses & dividends

Improved wellbeing

Reduced poverty premium

Improved confidence

Focus on underserved

INDICATOR	BRISTOL est.
Individuals without bank account and so suffering the ‘poverty premium’	12,000
Households without bank account and so suffering the ‘poverty premium’	7,000
‘Non-users’ of the internet	60,000
Entirely dependent on cash	19,000
Consumers with indicators of potential vulnerability	183,000
Can’t pay bills/debt in 3 out of last 6 months	29,000
Not able to find £200 at short notice	40,000
Little or no confidence in money management	88,000
Used unauthorised overdraft facility in last 12 months	22,000
Borrowing from friends and family in last 12 months	25,000

## SMEs

Access to branches

Increased trust in banks

Wage growth

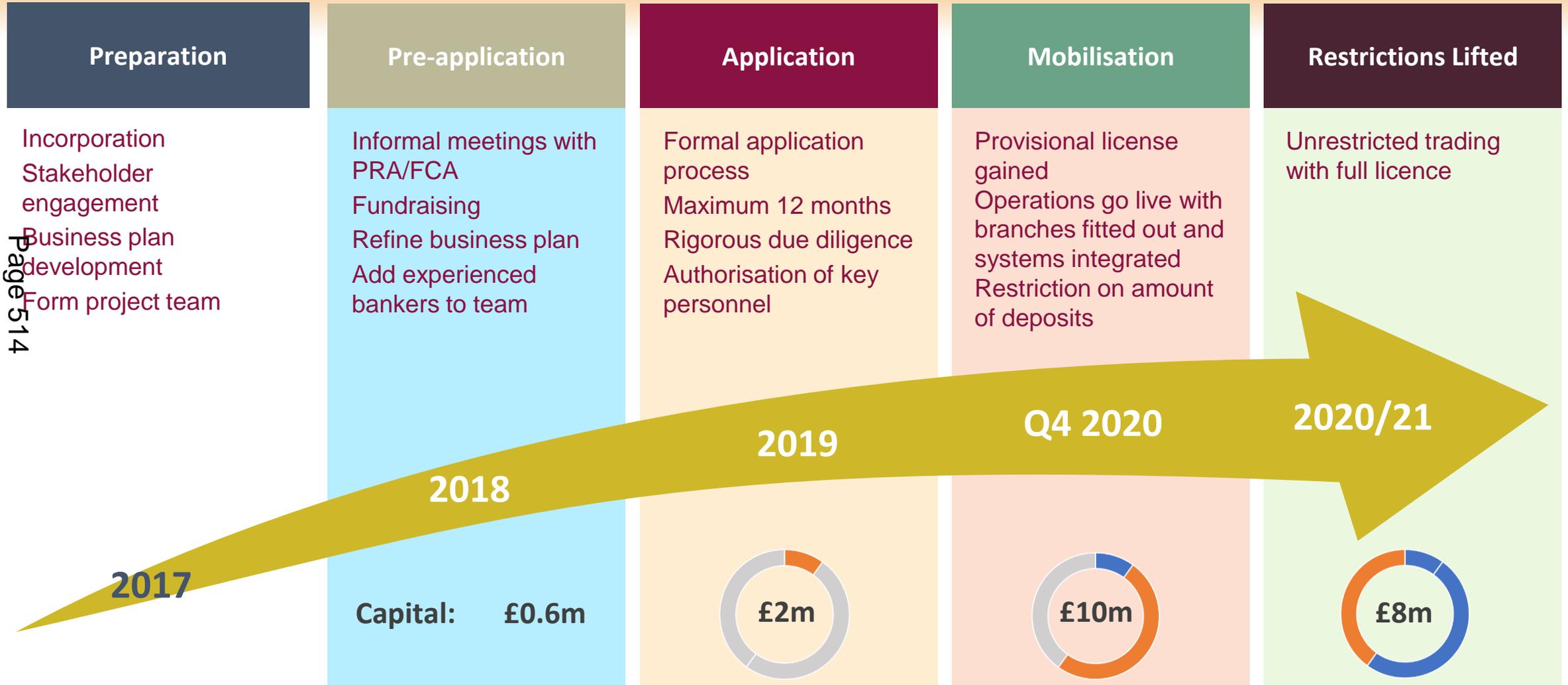
Employment growth

Sales growth

Diversity of entrepreneurs

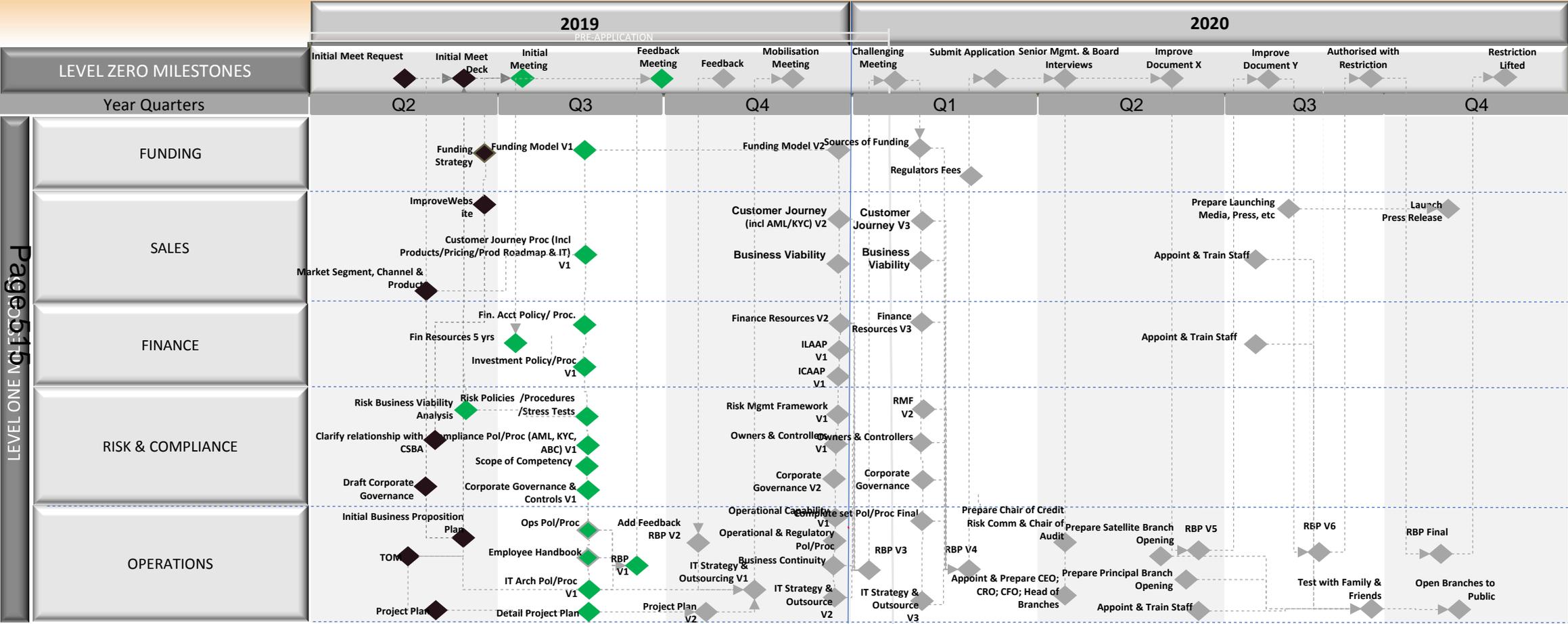
Increased local spending

# Timeline for banking licence and launch



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# Roadmap to Bank Licence



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- ◆ Milestone on target
- ◆ Milestone Needs Re-planning
- ◆ Milestone at Risk
- ◆ Milestone Date not Confirmed
- ◆ Milestone Completed

# Investment Offer



Investment in AM will support BCC’s 2018-2023 Corporate Strategy to use BCC assets “to generate a social and financial return”, and to “raise money in a fair but business-like way” as well as the Inclusive & Sustainable Economic Growth Strategy aim to “identify a pipeline of investments to develop inclusive and sustainable economic growth”.

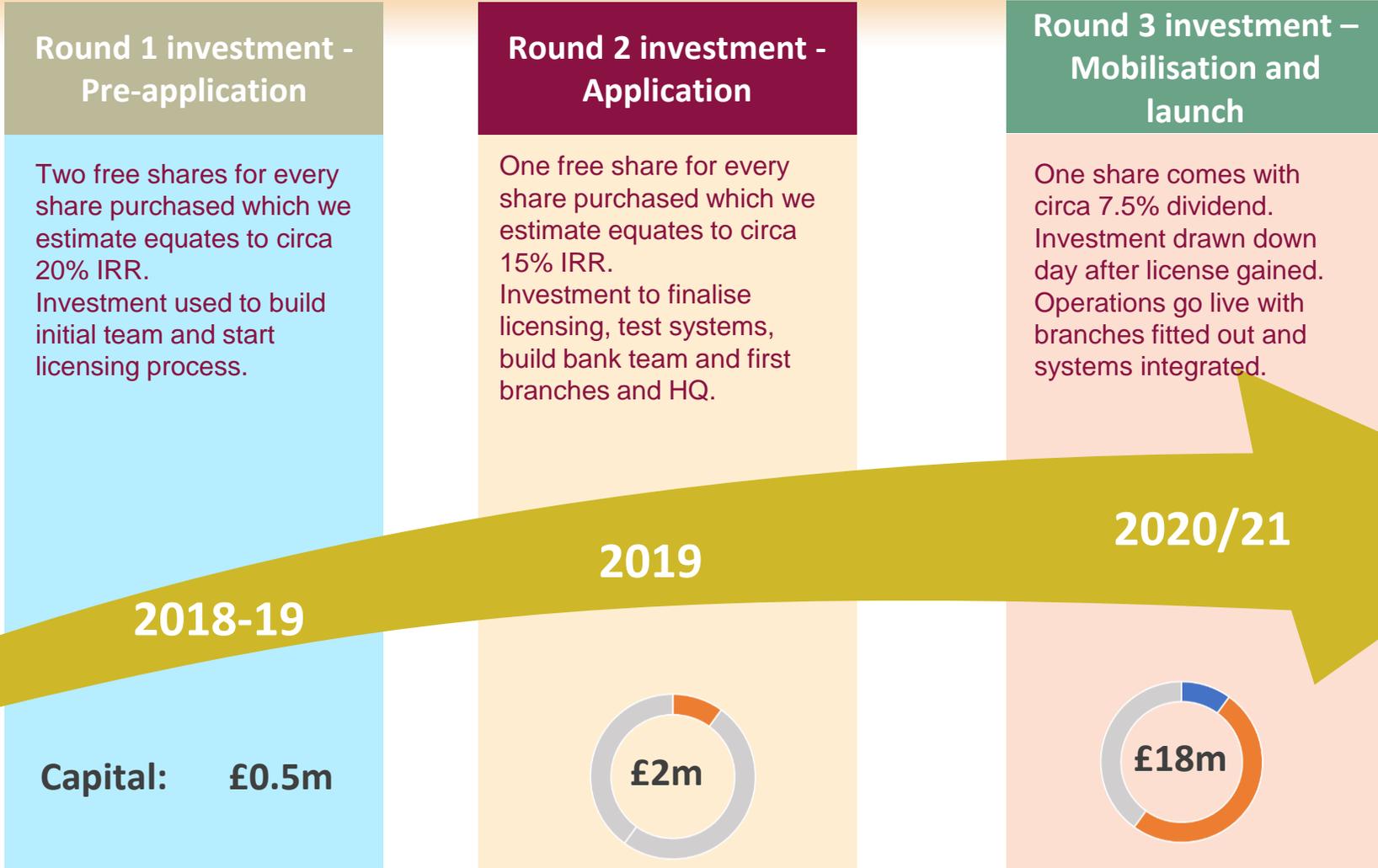
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<b>RETURNS</b>	<b>Financial</b>	<p>We anticipate an initial annual dividend of 7.5% by year 5, with future increases related to share of profits. As we expect a high and growing dividend yield, moderate share price growth is likely over the medium term.</p> <p>Impact investors (such as local councils) can choose to recycle financial returns into further social impact in debt, poverty alleviation or financial capability and training.</p>
	<b>Economic</b>	<p>Supporting local enterprises, business rates and employment.</p> <p>Boosting economic resilience during recessions, protecting jobs and incomes.</p> <p>Inclusive growth: spreading opportunities for locally driven business and employment.</p> <p>Recycling more spending and savings back into the Bristol economy.</p>
	<b>Social &amp; environmental</b>	<p>Tackling financial exclusion and problem debt.</p> <p>Improving financial capability and wellbeing.</p> <p>Restoring trust and building civic participation.</p> <p>Improved environmental and social performance.</p>
<b>EXIT ROUTE</b>		<p>Trade with approx. 90,000 members projected by year 9 on an ethical share trading platform such as Ethex and SSX.</p>

# Three levels of investment return



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# Local authority investment - precedents



The legal basis and case for local authority investment in local banks has already been established by a number of precedents.

In all cases the primary objective is to improve social and economic outcomes. Also yields a stream of income which can be applied to the council's strategic objectives.

Approximately 90% of the required investment does not need to be drawn down until a provisional licence has been granted by the regulators. Given that the process of obtaining a licence is extremely rigorous and involves assessing business and financial viability, expertise of executives and Board and testing of operating procedures and IT systems, we believe this investment is lower risk than would be the case in most business start-ups.

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Bank	Authority	Notes
<b>Hampshire Community Bank</b>	Portsmouth BC £5 million	Base case 6% and lower case 4% return over ten years. Capex funded by unsupported Prudential Borrowing Due diligence costs £25,000 from MT Resource Strategy Reserve. 'Spend to save' project
<b>Hampshire Community Bank</b>	Winchester £250,000 Test Valley £500,000	Capital receipts reserve. Using economic development powers under the general power of competence in S1 Localism Act 2011
<b>Redwood Bank</b>	Warrington BC £30,000,000	Bank will open a northern regional office in Warrington. Shortlisted in 'Innovation in Finance' category of 2017 MJ Local Government Achievement Awards
<b>Cambridgeshire Building Society</b>	Cambridgeshire LA Pension £15m	Investment
<b>Cambridge and Counties Bank</b>	Cambridgeshire LA Pension £12m Trinity Hall Cambridge Uni £12m	Joint owners of the Bank at 50% each. The Council also has another £12m non-equity investment.
<b>Greater London Mutual</b>	Four London Boroughs - £2-£5 million each	Staged investment 10:50:40 dependent on progress. First branches opened within investing Boroughs

# Progress up to May 20<sup>th</sup> 2019 and next steps



## Progress

- Avon Mutual registered with FCA
- Built a NED board of experienced senior bankers and two full time executives plus part time support from two others
- Run numerous engagement events and spoken at many other events across the region
- Stakeholder mapping, engagements and movement building ongoing
- [www.avonmutual.org](http://www.avonmutual.org) website launched
- Successfully raised first round £450,000 investment from Stroud Council, two local foundations and local individual impact investors
- BCC currently planning on £100k investment and Wiltshire CC on £50k taking us to our target of £600k by end July
- Currently meeting with Leaders, CEOs and FDs of all the regional Local Authorities and VCs and FDs of the regional Universities, churches and others to explore investment in our second (£2m) and third (£18) rounds with a great deal of interest already

## Next steps

- Starting banking license meeting with PRA in June
- Finalising regulatory business plan
- Developing and initiating brand and marketing strategy
- Rolling out social media and communications outreach
- Recruitment of CEO by end 2019
- Raising a second round investment of £2m

# Bristol City Council Equality Impact Assessment Form



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

Name of proposal	Avon Mutual Regional Community Bank
Directorate and Service Area	Resources
Name of Lead Officer	Denise Murray

## Step 1: What is the proposal?

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

### 1.1 What is the proposal?

To make an initial investment that will support the establishment of Avon Mutual a Regional Community Bank. If a license is obtained the Avon Mutual will be one of the first customer owned financial institution (full service bank) that has a strong social mission, promoting sustainable and equitable prosperity for the region.

If the Council applies and is approved as a member we will be committed to ensuring that the way the Avon Mutual operates, its culture, governance, and approach to businesses and individuals – will define it as a leading local financial and investment institution, holding the principles of equality; transparency; diversity and inclusion.

The Bank will serve people of ordinary means, community groups, SMEs (SEMs) and social enterprises and is committed to a renaissance of branches and relationship banking. It will serve businesses who wish to innovate and grow but find the traditional routes to finance challenging. It will create and shape future markets and define how our economy will develop in line with and as such has the potential to help transform Bristol's economy

## Step 2: What information do we have?

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

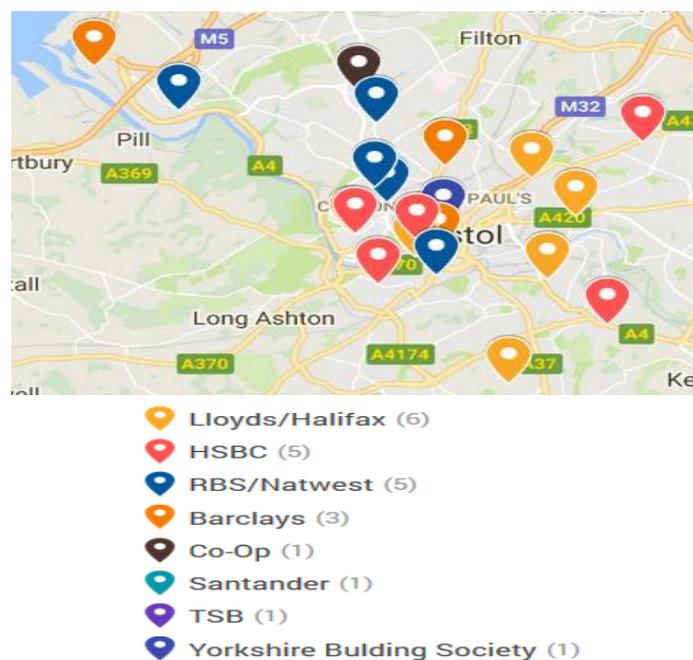
### 2.1 What data or evidence is there which tells us who is, or could be affected?

## Current Evidence Base

### Bank Branches

The UK is losing 60 branches and 300 cash machines a month – often in the poorest areas and branch closures has also been associated with declining local economies. Vulnerable customers including the elderly, disabled, and those of low financial means are particularly affected and many small businesses are reliant on branch facilities for banking takings and have to travel further for banking facilities, harming their business.

### Branch closures in Bristol (2015-17)

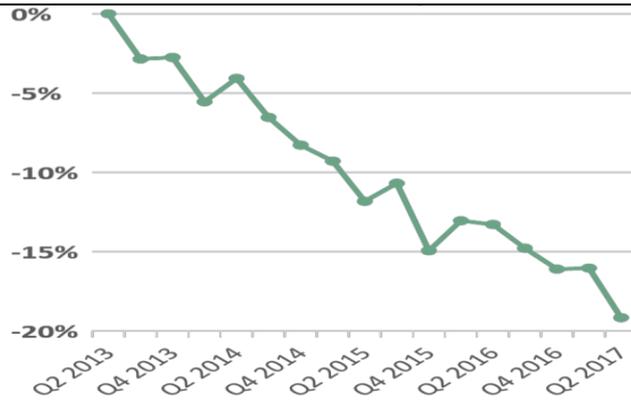


### Micro, Small and Medium Size enterprises

According to the ONS Bristol SME registrations rose 6% 2016-17 and those registered (which are only about 50% of the total) employ 101,000 people and represent £11.7bn business for the economy.

Smaller SMEs are increasingly neglected by high street banks - SME loans in the BS postcode area have fallen by 19% in 5 years – almost double the national average of 11%.

### Total SME Loans, BS postcode

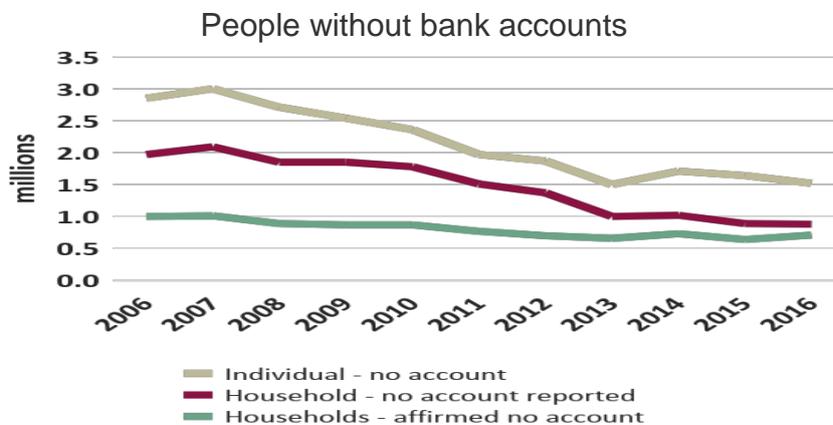


Source: UK Finance Post Code Lending Data. Total of 7 largest banks: Barclays, CYBG, Lloyds, HSBC, Nationwide, RBS/Natwest and Santander

Households and Individuals

Sources: HMT report on cash 2018, CHASM Financial Inclusion Report 2016 & 2017, FCA Financial Lives Survey 2017, Pro-rata on adult population of Bristol City Council area - 365,000 from UK population estimates mid-2017.

INDICATOR	BRISTOL est.
Individuals without bank account	12,000
Households without bank account	7,000
'non-users' of the internet	60,000
Entirely dependent on cash	19,000
Consumers with 1 or more indicators of potential vulnerability	183,000
Can't pay bills/meet credit commitments in 3 out of last 6 months	29,000
Not able to find £200 at short notice	40,000
3 day emergency food packages from Food Banks	8,000
Adults with little or no confidence in money management	88,000
Used unauthorised overdraft facility in last 12 months	22,000
Borrowing from friends and family in last 12 months	25,000



Source: CHASM, Financial Inclusion Monitoring Report 2017

Over 79,000 Bristolians suffer income deprivation and in some areas of Bristol this is likely to be a major concern, with for example some wards have 49% of people living in them suffering from income deprivation and the poverty premium.

According to Bristol University those on low incomes suffer an average £490 p.a. additional cost due to their low income preventing access to better deals. The impact of this 'poverty premium' can be severe - for 10% of these households the cost rises to £780 p.a. and for others this premium rises to as much as £2250 p.a. Bristol University's Personal Finance Research Centre's report *Making the Poverty Premium History* has recently called for new forms of banking relevant to the socially excluded.

The table below shows that some equalities groups in Bristol, including disabled people and young people, are more likely to find it difficult to manage financially.

<b>Equalities Group</b>	<b>% who find it difficult to manage financially</b> (Quality of Life in Bristol survey 2018-19)
Bristol Average	11.4%
Female	12.3%
Male	10.4%
BME (Black & Minority Ethnic Groups)	12.4%
WME (White Minority Ethnic Groups)	10.4%
16 to 24 years	15.0%
50 years and older	9.0%
65 years and older	3.6%
Carer	11.7%
Disabled	21.1%
LGB (Lesbian Gay Bisexual)	15.4%
No religion or faith	9.8%
Religion or faith	8.9%

*Other Sources: PFRC, CSFI and JRF, 2016*

- 2.5m people are using high-cost credit, and 2.1m living in perpetual overdraft debt
- 400,000+ households are using high cost "rent-to-own" for essential household goods

The FCA recently estimated that over four million people use some form of unsecured high-cost credit, at a value of £8.3bn. In contrast, the Community Development Finance Institution (CDFI) market lent a total of £20 million in personal loans, and the reach of credit unions appears to be similarly constrained.

### Impact

Branch closures worsen financial exclusion for communities and the vulnerable, and can hasten local economic demise. Small, micro, community and social businesses are excluded from lending, reducing growth and opportunity, Cash services are increasingly restricted and some business accounts provide poor value. Lending is

too expensive as Banks financially penalise many on low incomes, and are bad at providing for people with complex needs. The Avon Mutual Regional Community Bank could provide a positive contribution by making banking services more readily available in the region.

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

There are gaps in our diversity data for some protected characteristics citywide, especially where this has not historically been included in census and statutory reporting.

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

In further developing the proposition for the region it will be necessary to understand the unique points for each locality. Complete detailed market research and community engagement to understand the strengths, challenges and needs of the local communities. Gather additional depth on the impact on customers with protected characteristics and how the operational planning and systems implementation could address these.

### **Step 3: Who might the proposal impact?**

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

## 3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

The UK market for current accounts is unusual in its charging structure, with apparently free current accounts (Free-if-in-credit – FIIC) – most other countries charge for banking. FIIC account providers over-sell other complex and untransparent products to pay for the cost of such accounts.

FIIC banking models which are marketed as ‘free’ have a range of hidden costs and penalties that can impact on the most vulnerable. Many customers are excluded from banking and financial services if they do not meet the required minimum income thresholds or fail the credit checks for a FIIC account. Overdraft fees can be excessive and an additional premium is often applied to those on low incomes or with poor credit.

It is proposed that a simple and transparent upfront membership fee of £5/month for personal accounts, £10/month for business accounts will be applied to all customers. This is primarily due to the fact that a full range of services will be provided by the Avon Mutual and they will need to compete with other high street banks. Given the challenges that we seek to address there will need to be an additional offer from Avon Mutual and as such this will come at a costs. For example staffed high street branches, free ATM machines, multi- channel access, video link to talk to customers

which can be co-located with community facilities, softer services such as budgeting tools including analysis of expenditure and visualisations and functionality to improve control over personal finances.

It is recognised that there is a risk that these upfront costs could disincentive take up from vulnerable customers and we will be transparent in outlining the costs and the wider benefits that we believe outweighs it, significantly reduces ‘poverty premium’ for poorer customers and provides much better value than the standard banking proposition.

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

In addition to the indirect benefits derived from the additional accessibility and services that will be provided ( 3.1 above), the Avon Mutual will offer:

- A current account without requiring a minimum income or a credit check, which means that customers currently excluded and seen as a greater risk can bank, improve financial management and receive the wider benefits from direct debit discounts.
- Access to cash via ATM’s will be free - bank branches are closing and independently operated machines usually charge around £1.50 to £2 per transaction.
- Interest will be paid on whole combined balance across accounts including current account.
- The main credit product is an overdraft, which can only be provided directly by banks (and not by credit unions or post office accounts), will have modest overdraft fee that is applied consistently.
- Access to residential mortgages as well as business and personal loans.

As shown in the comparison with Lloyds and Natwest FIC accounts, once the balance exceeds £1000 our account begin to deliver a direct value and is much better value for any customers who need an overdraft.

Bank	AM- RCB	Lloyds	Natwest
		Classic	Select
Monthly membership fee	(5.00)	-	-
Interest on £1,000 in current account	1.22	-	-
Cost of £500 overdraft for 15 days	(1.94)	(10.65)	(9.74)

Avon Mutual are committed in achieving financial inclusion, the same service for all regardless of income, wealth or background and in doing so a simple and transparent fee will need to be applied. The £5/month costs is outweighed by these benefits and the significantly reduced ‘poverty premium’ for low income families..

BCC would expect to see further mitigations being explored to protect the most vulnerable, such as working with large socially responsible service providers who may also be end beneficiaries to agree to share or meet these costs. For example via direct debits it would be possible to seek agreement to transfer an element of the cost to the receiver, on the principle that they will also benefit from the direct debit with improved cash flow in a move away from Pay on Bill and reduced arrears, therefore creating a win / win scenario. The deliverability of such a scheme would need to be tested including with local authorities who fall into the category of large service provider and could be applied in direct debit areas such as council tax and offset by discretionary hardship funds.

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

The promoters have set out missions for the Bank to guide its activities and ensure alignment between the activities of the Bank and regional stakeholders. It is anticipated that there are three main ways in which the activities (direct / indirect) of the community Bank, can deliver positive impacts in respect of the protected characteristics and in the reduction of socio-economic inequality:

- Its culture, governance and engagement with its employees (direct).
- Its interactions with its customers (direct).
- Supporting its customers to deliver positive impacts in respect of the protected characteristics and to address socio-economic inequality within their own ventures and through the activities that the Bank's financing will enable (indirect).

The additional evidence and due diligence will identify the local need, support policy development and operational implementation in delivering the above.

### 3.4 Can they be maximised? If so, how?

The promoters will continue to work with a range of businesses, including some that have previously faced issues when seeking to access finance and it is vital that Avon Mutual is able to identify and take opportunities to establish productive partnerships. Recognising the barriers to those partnerships will be key to unlocking the potential of a variety of businesses and sectors.

Avon Mutual should consider how its lending practices can address the particular needs of its potential customers. Their needs may vary depending on the types of persons leading the business, its sector of activity and the geographic location of its business or activity.

## Step 4: So what?

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

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

The evidence and data gathered to date and data set for the UK and Bristol specifically has assisted in demonstrating the need for a community bank in the region.

The development of the EQIA will be an iterative process that is built on continuously has the proposition for the establishment of the community bank matures, further due diligence and evidence is gathered, the application for the banking license is approved and the bank becomes operational.

**4.2 What actions have been identified going forward?**

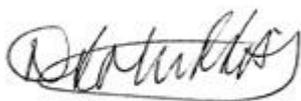
It will be necessary for each UA to undertake due diligence and sensitivity analysis and this information should be utilized to shape policy and the business plan assumptions prior to any further investment being made. The findings from the wider localised research and due diligence will enable a more detailed EQIA to be completed and evidence of which will support the Bank's development of its Investment policy and any further investment in the establishment of the community Bank in 2020.

Examples of the approaches that are being considered are captured within section 1.1, 3.3 and 3.4 above.

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

The additional research and wider evidence gathering will assist Local Authorities in ascertaining the baseline for their localities and basis upon which the actual impact of these interventions and wider social value generated can be measured.

Service Director Sign-Off:



Date: 12/6/2019

Equalities Officer Sign Off:



Duncan Fleming

Date: 12/6/2019

# Decision Pathway – Report Template

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>Investment in Bristol City Funds</b>		
<b>Ward(s)</b>	All		
<b>Author:</b> Denise Murray	<b>Job title:</b> Director of Finance		
<b>Cabinet lead:</b> Councillor Craig Cheney	<b>Executive Director lead:</b> Mike Jackson		
<b>Proposal origin:</b> City Partner			
<b>Decision maker:</b> Mayor			
<b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
The report sets out the case for Bristol City Council to approve the investment of £5m into Bristol City Funds. This will be a new place-based funding mechanism which seeks to develop innovative solutions to tackle the City’s challenges and lessen the void between prosperity and poverty.			
<b>Evidence Base:</b>			
<b>Context</b>			
Since 2017 partners from across the city’s business, charitable, academic and public sectors have worked together to develop a Plan which aims to create a fair, healthy and sustainable city with reduced inequality. The One City Plan was launched in January 2019 and it describes the overarching vision for the City by 2050 and provides an iterative road map of how this vision could be achieved. It outlines a One City approach which requires organisations to work with a collective intelligence and provides a platform where partners can coordinate a programme of public / private investments and development activity to help shape and deliver this future.			
The development of the Bristol City Funds concept has emerged from the wider development of the One City approach and seeks to address the following challenges facing the city of Bristol:			
<ul style="list-style-type: none"> <li>• Systematic disadvantage and inequality.</li> <li>• Reduced provision in local areas.</li> <li>• A restricted grant environment means innovative projects struggle to find the right types of finance.</li> <li>• City wide resources are unaligned, competing and duplicating efforts.</li> </ul>			
A range of national research led by a number of key stakeholders has identified that although there is social investment available, there remains a need in the charity and social enterprise sectors for alternative funding models and appropriate finance for social impact. There is a lack of effective intermediaries enabling the supply and demand to come together at the local place based level.			
<b>The City Funds</b>			
In developing the Plan City Partners identified the need for enabling funds and it was agreed that Quartet Community Foundation and Bristol & Bath Regional Capital (BBRC) would work in collaboration with Bristol City Council (BCC) to develop and take forward a pilot that would seek to deploy the funds to the greatest and most sustainable effect. A Governing Board (City Fund Board) has been established, with founding members coming from communities, business, education, the voluntary sector and the Mayor’s Office to consider the evidence and develop this new place-based funding mechanism which has and continues to evolve.			
The City Funds will act as a local intermediary and has a target to generate significant funding to invest into areas of need. It will provide support for the local market and community organisations to grow and develop new models of delivering social			

value, supported by professional investors who understand and care for the City and its people. Proactive & innovative partners will be sought to help the fund achieve this aim, via a combination of repayable finance, grant and donations.

The investment fund will be advised by BBRC, (having regard to the investment policy approved by the Council) which will utilise repayable debt initially and equity in the longer term, and the grant and donation fund will be Quartet managed.

Four priority themes have been chosen that will provide benefits to Bristol:

1. No Child Goes Hungry: Supporting school breakfast clubs and holiday hunger programmes to addressing the root causes of poverty.
2. Economic Inclusion: Creating opportunities and reducing barriers to enable all communities in Bristol to access employment, education and skills development.
3. Community Initiatives: Working alongside communities to help them play a vibrant role in Bristol.
4. Environmental Stability: Supporting the transition to a carbon neutral, zero waste city and to restore the health of the natural environment on which the city depends.

The City Fund is seeking investment from public and private investors who share the One City ethos to contribute to the establishment of an investment or grant fund. It is considered that an initial commitment from BCC to invest will reinforce the confidence of partners and make a significant statement of support for the social, environmental and economic mission of the City Fund.

### **What's the Ask of BCC?**

The Bristol City Fund business case attached at Appendix A seeks to demonstrate how the City Funds approach will work and how it aligns with and can help deliver the aims and aspirations of BCC, both in terms of high level outcomes and an underpinning reduction in demand on public services through building local economic and community resilience.

The 'Ask' of BCC is to invest into the Investment fund and become the "first brick" investor across all the 4 priority themes, which are aligned to BCC's and One City shared priorities. The long-term aim is to create a legacy pot for the city and the fund will seek to leverage investment from a range of public and private sources, multiplying the overall investment fund available and creating a permanent revolving endowment fund for Bristol as part of a wider resilience strategy.

As a result of BCC's early indicative commitment, the managed investment fund has received a cash commitment from Big Society Capital Limited (BSC) with broadly mirrored conditions, in terms of the amount and key principles. This commitment from BSC is dependent upon the approval of matching funds from BCC. The project aims to see the Investment Fund established with funding of circa. £10 million and it is proposed that subject to respective approvals 50% (£5m) of the initial fund value would be contributed from both BCC and BSC. This would be for a period of 10 years as loans, aside from a thin layer of equity. In return for the investment it is estimated that each of the investors will receive a return of 4% over the period of the investment. It is estimated that this initial investment will leverage further funds from a variety of social and institutional investors into the City. The business case indicates a multiplier of six times (e.g. £61m could be achieved as a direct result of this investment and local policy action; however it must be noted that this figure has not been verified by BCC.

A limited partnership structure will be utilised for the investment with a limited partnership agreement to which BCC and BSC are parties. From year 5 of the investment BCC will have the ability to service notice for the funds invested to be released or alternatively extend the period of investment for a further period of up to 2 years enabling the revolving loan facility to continue (maximum 12 years). If the BCC decides that the funds are to be released a minimum notice period of 5 years will be required. This is predominantly due to the potential for the assets which the fund has invested in not being liquid or need to seek alternative investor.

Further details relating to the proposals for governing the funds and the governance structure to oversee the Funds and make decisions and to establish membership and guide Funding Priority Groups to shape interventions is outlined in Appendix A. An Investment Advisory Committee made up of parties involved in the development of the fund, including BCC will be involved in the 'pre vetting' stage and the Independent FCA regulated Fund Manager (to be appointed), will need to assess and evaluate each investment proposal, have a completely unfettered discretion on approvals and request capital draw-downs from the BCC. Further information in this regard is outlined in Appendix G (i, ii & iii).

BCC will have limited involvement in investment decisions with decision making access being through Council representation on the Investment Advisory Committee. BCC will need to place reliance on the investment policy and ensuring that in setting up the fund, any concerns are addressed in the policy and key performance indicators.

With the proposed investment into Bristol City Funds, it is hoped that the following benefits will be delivered:

1. Locally sourced and aligned funding driven by evidenced business case assessment by City based experts.
2. Increase in new investment funding coming into Bristol focussing on City needs and systemic change.
3. Building the capacity and confidence of the community sector to institute effective solutions to address social and economic issues.
4. City wide initiatives that have been successfully developed and tested at a community level.
5. Less reliance on public sector resources due to interventions by and for a community.
6. Opportunity to shape delivery against key priorities with matched funding, both grant and repayable investment.
7. Opportunity to influence and shape the social investment market in Bristol.

#### **Options available:**

1. **Invest £5m** in the city fund which would be match-funded for the same amount.  
This presents an opportunity to take loan funds to the market by a loan fund manager with strong expertise. As a minimum BCC would see double its investment coming back into the local economy. By investing in this fund Bristol has another financial instrument to offer local organisations, for economic and social development and can also build up an evidence base in testing the demand from local businesses for these types of finances.
2. **Do not invest** in the scheme.  
BCC does not have the complete technical ability nor systems in place to offer this type of scheme currently. The costs in putting the infrastructure in place would be prohibitively high at this point in time for such a small amount of funding. Not investing in this fund will mean BCC losing out on the opportunity to double its investment pot for Bristol businesses to access. BCC could invest the funds in alternative or lower risk propositions with varying financial returns but arguable lower social, environmental and inclusive economic impact.

#### **Recommended Proposal**

Invest £5m in the City Fund, which would enable projects to progress in the City that would not otherwise be able to and secondary the investment would generate a return on investment. This investment would result in up to £10m being available for organisation through the match funding. Finances will only be drawn down from the council as individual investments are identified in Bristol, due diligence undertaken, propositions appraised and recommended by the Investment Advisory Committee and approved by a FCA regulated Fund Manager. As such BCC contribution will build up over time.

Annual (as a minimum) Impact assessment will need to be undertaken for the fund and reported to BCC, to ensure that the capital is making a demonstrable difference. A common convention needs to be developed for reporting actual performance, headline delivery numbers, understanding the material effects we are having, what we've learned and changes if any being proposed to deliver impact more effectively.

**In summary** - The City Funds allow BCC to work with local and national stakeholders and partners, working openly across a wide range of local and national stakeholders, sharing thinking and ideas, to build the Funds into a sustainable legacy. The Funds also share the core principles with BCC to seek to address long-term outcomes and not short-term fixes. It has committed to seeking to make systemic change to key shared issues in the city and avoid funding attractive but short-term projects. In addition it has also committed to ensuring the funding it raises and deploys is additional and not a replacement of or in competition with other funding in the City.

BCC's principles around building city resilience are also aligned with the City Funds. This is both in terms of building local social and economic resilience to improve the ability of communities to withstand stresses and shocks, and also from the perspective of supporting key system work focussed on environmental sustainability. These underpin all the initiatives funded through the Funds, and also in its own right. The overarching principle of developing "people and places to improve outcomes, empower communities" speaks directly to the approach of the City Funds.

#### **Cabinet Member / Officer Recommendations:**

1. Authorise entry into City Funds LP, a Limited Partnership established to support the One City Project operating within the structure detailed in the report and appendices.
2. Approve the investment of £5.0m into the City Funds for a initial term of 10 years with an option to extend for a further (+1), (+1) years (maximum 12 years) years with an anticipated return on investment of 4% p.a. net of fees.
3. Authorise the Director of Finance and Director of Legal & Democratic Services to finalise the terms of the required

- legal agreements (including the limited partnership agreement) for the investment in the City Funds LP.
4. Authorise the Director of Finance in consultation with and Director of Policy and Strategy to agree a common framework and timing for the annual impact report for the City Fund.
  5. Acknowledge the limited involvement of the Council in City Fund investment decisions and that these will be made by the regulated Fund Manager, albeit in line with the approved investment policy.
  6. Authorise the Director of Finance and Director of Legal & Democratic Services in consultation with the Deputy Mayor, Cabinet Member for Finance, Governance & Performance, to finalise the terms of the Investment Policy for the City Fund.
  7. Delegate authority to the Deputy Mayor, Cabinet Member for Finance & Governance to be appointed as the Council's representative on the Investment Advisory Committee and to appoint a suitably qualified officer to the Investment advisory Committee.
  8. Authorise the Director of Finance in consultation with the Deputy Mayor, Cabinet Member for Finance, Governance & Performance, to agree the phased release of the investment to the City Funds.
  9. Delegate authority to the Director of Finance in consultation with the Deputy Mayor, Cabinet Member for Finance, Governance & Performance to give the required notice at year 5 for release and repayment of the funds at year 10 or consider annually the extension of the period of investment for a period of up to a further 2 years (12 years in total).

#### **Corporate Strategy alignment:**

The purpose and approach of the Bristol City Funds aligns directly with the aspirations and values demonstrated through Bristol City Council's Corporate Strategy 2018-2023. The "driving of a city of hope and aspiration" and the challenges underpinning that aspiration are shared with the purpose of Bristol City Funds.

The investment into individual projects via the City Fund will contribute to the council's Corporate Strategy 2018-2023 vision in areas which include the following:

- "Empowering and Caring" working within the city, there will be a prioritisation of community development and enable people to support their community.
- "Fair and Inclusive" will help develop balanced communities which are inclusive and avoid negative impacts from gentrification.

#### **City Benefits:**

The City Funds is a place-based fund, supporting the goals of the One City Plan seeking to deliver change in line with the One City Approach and increased influence on policy and practice across Bristol to enable places to take action. In particular the proposed investment aims to develop a diverse economy that offers opportunity to all and helping to develop balanced communities which are inclusive.

Empowering of individuals and communities to develop their own resilience, capacity and capability to live their best lives is at the heart of this proposition and in the work developing through the Community Initiatives themes, there is an intention that community resilience will lead to greater independence and less reliance on public services.

#### **Consultation Details:**

- Breakfast meetings with a cross-section of public and private sector key city influencers and decision makers
- Monthly one to one and bi-monthly meetings with core funders group
- Bristol City Funds Board representative presentations at City Gatherings
- Monthly meetings with City Office to ensure alignment
- Meetings with emerging Funding Priority Groups and potential investees to assess investment readiness
- Partnership working within the Mayors Assets Group
- Discussions with BCC and BSC's Finance, Legal and Commercial leads to develop high level terms
- Deputy Mayor, Cabinet member for Finance, Governance & Performance

#### **Background Documents:**

- City Funds Collaboration Agreement
- One City Plan

<b>Revenue Cost</b>	£5.0m	<b>Source of Revenue Funding</b>	Earmarked reserves, established during the
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			2019/20 budget process specifically for this purpose
<b>Capital Cost</b>		<b>Source of Capital Funding</b>	
<b>One off cost</b> <input checked="" type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input checked="" type="checkbox"/>

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

**1. Finance Advice:**  
The financial overview for this proposition is outlined in Appendix G (i, ii & iii) and summarised below as follows:

It is proposed that BCC invest £5m into the City Funds for a period of 10 years with a (+1), (+1) functionality. This investment is fully matched by Big Society Capital £5m, providing a total investment of £10m to commence the fund. The proposed £10m investment is expected to generate an initial social return on investment of a rate of 4% net of fees deferred and payable from year 6. The investments made by the City Fund to applicants will be in the form of loans initially and mix of loans and equity in the longer term. These loans will be provided on commercial terms with interest rates likely to be in the range of 4% - 10%. The predicted returns will provide the investors preferred return, provide some resilience to the fund and contribute towards creation of a sustainable revolving credit facility for the future.

Loan recommendations will be made to the regulated Fund Manager who will perform all functions required by law to be performed for an investment fund. The Fund Manager will have completely unfettered discretion on approvals and thereafter seek arrangements for the capital to be transferred from BCC. The Fund Manager can only approve investment propositions that have adhered to the robust process of full review by the local fund advisor and the Investment Advisory Committee. To ensure BCC's objectives are delivered, the strategic objectives and Investment Policy to which the funds and priority groups operate will need to be aligned and unambiguous. BCC will only make the investment as and when it has been approved by the Fund Manager. The investment will be funded from earmarked reserves, held specifically for this purpose and the draw down request approved will be reported retrospectively to Cabinet via the movement in reserves statements within the Councils in-year budget monitoring reports.

Provision for the one-off investment was approved by Council on the 26th February as part of the 2019/20 budget.

An annual impact report will need to be provided and once received this report can be made available for wider Scrutiny.

In common with most investments there will be financial risks associated and these are outlined within Appendix A and Appendix D to this report.

City Funds are taking advice on State Aid issues and will need to ensure that interest rate are applied on a commercial basis or that an appropriate exemption can be applied and remain State Aid compliant.

The return yield is considered low given the associated risk and as such it is not recommended that this investment is made under our Treasury Management Strategy. BCC will use its general power of competence under section 1 of the Localism Act 2011(the Act) to make this investment. The investment proposal, if successful, will provide a financial return to BCC but more importantly provide a significant social return on investment and help address challenges facing Bristol, such as disadvantage, inequality and bridge the gap and lessen the void between prosperity and poverty. These powers can be utilised to invest in the Bristol City Funds as the objectives of the scheme are consistent with the Council's priorities and objectives.

**Finance Business Partner:** Chris Holme, Interim Head of Corporate Finance. 21 June 2019.

**2. Legal Advice:**  
There are two primary powers in relation to local authority investment – section 12 Local Government Act 2003 and Section 1 and Localism Act 2011 (the general power of competence). Under the 2003 Act -\_S12 - A local authority may invest; (a) for any purpose relevant to its functions under any enactment; (b) for the purposes of the prudent management of its financial affairs. There is no express limit or restriction on the nature of the investment. However, under (a) it must be relevant to its functions. Delivering the Councils City One plan would be a function. Investment under (b) is aimed at general prudential management of finances, which would mean any investment would need to comply with the authority's investment strategy etc. (Localism Act 2011 Section 1 - General Power of Competence (GPC) - this allows an authority to invest for a return, but if this activity is likely to be characterised as an activity for a commercial purpose it could not be delivered through the LP. Recent case law has however determined that making a profit does not necessarily equate with acting commercially, and if the Councils overriding/paramount objective is non-commercial (e.g. housing, employment, redevelopment etc.) and profit is incidental/ancillary, then it will not be acting commercially, and can use the LP.

Once the funds have been contributed it should be noted that there is no guarantee of a return and no control over which projects receive investment or the terms of any investment. Decisions as to how the investments are made rest with the Fund Manager (currently independent company) albeit based on pre-determined investment criteria, to be set out in an investment policy included in the limited partnership agreement.

This emphasises the importance of the Council being satisfied both as to the investment strategy and that this cannot be altered without Council agreement. Drafts of the policy and the heads of terms (which will inform the arrangements generally including the limited partnership agreement) are being reviewed, and authority is sought for the Directors of Finance and Legal to negotiate and settle these.

The Council will have limited involvement in the Investment Committee, (it will be one of 1 of 8/9). Its representative can raise concerns at the Committee if a proposal is not considered appropriate. If the Council seeks to go beyond this limited role, it jeopardises the "limited liability" structure

During the setting up of structure the Council has input into the general strategy/direction; input into the investment policy/criteria; input into the fund manager/GP KPIs. It is important that it ensures that its objectives, aspirations etc. are properly addressed at this stage. (Projects are recommended (by BBRC) to the Investment Committee with the investment committee then making recommendations to the Fund Manager. They must all have regard to the investment policy/criteria).

**State Aid**

Investing in the City Fund should not in itself raise any state aid issues, however consideration may need to be given to the nature and level of support to individual projects, and the investment strategy should address this. It is currently proposed (in the draft strategy) that any loans will be at rates compliant with state aid rules. We may need to consider expanding the strategy on this issue.

Given the complex nature of the relationships involved in the establishment and operation of the City Funds, a suitable conflict policy should be implemented at an early stage to ensure probity and transparency.

**Legal Team Leader:** Eric Andrews, Team Leader, Legal Services. 21 June 2019

**3. Implications on IT:** As a funding proposal, there are no IT implications in this report. It is possible that initiatives will arise from the City Fund that may have IT implications, but these will need to be considered at the appropriate time.

**IT Team Leader:** Ian Gale, Head of IT. 20 June 2019

**4. HR Advice:** No HR implications evident as BBRC will be the employer of the additional staff required to deliver the City Fund

**HR Partner:** James Brereton, People & Culture Manager. 21 June 2019

<b>Cabinet Member sign-off</b>	Cllr Cheney	20 June 2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	24 June 2019

<b>Appendix A – Further essential background / detail on the proposal</b> Appendix A - Bristol City Fund – Business Case for Bristol City Council support	<b>YES</b>
<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> Appendix D City Fund - Risk Assessment	<b>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b> Appendix E – Relevance Check - City Fund	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>YES</b>

Appendix G(i): Financial and Governance Overview Appendix G(ii) Financial Investor Profile - Illustration Only Appendix G(iii)- Profile of Investments – Illustration Only	
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>



# CityFunds

*Funding Bristol's Brighter Future*

## **CITY FUNDS**

**Business Case for Bristol City Council Support**

**May 2019**

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## 1. Executive Summary

Against a backdrop of decreasing local government funds, access to grant funding becoming time limited and other traditional sources of funding disappearing, key influencers from across the city have come together to develop an innovative solution to help bridge the gap and lessen the void between prosperity and poverty. This solution is City Funds, which aims to align grant and repayable investment to city priorities as highlighted by the One City Approach and Plan. City Funds will seek to catalyse progress in areas of the One City Approach and Plan where the state is unable to fund with the required short term speed or long term consistency, or where the private sector won't fund at all.

Historically, the local authority sector has funded the social sector to the tune of £7 billion<sup>1</sup> nationwide. By 2016 this had reduced by £3.3 billion<sup>2</sup>. Therefore, charities and social enterprises are seeking to develop new income streams in response to the economic downturn and are looking at social investment to potentially cover a range of financial requirements. Evidence indicates that every £1 of public sector expenditure invested in social enterprise creates £6.25-£8.33 gross value added<sup>3</sup>.

Both nationally and internationally the social investment market is growing, in recognition that often those organisations best situated to support and work effectively with communities of need are the very organisations at risk of disappearing in a hostile funding environment. Many institutional investors are seeking to achieve measurable social or environmental impact as well as financial returns across their investable assets. In addition, place-based investing is seeing renewed interest and part of the appeal is that it involves diverse, coordinated sources of capital which inherently also require multi-stakeholder engagement and collaboration.

Whilst there are clearly a significant number of social impact investors operating in the market, a range of national research led by a number of key interested parties has identified that although there is social investment available to finance the right projects (supply), and there is a need in the charity and social enterprise sectors for alternative funding models and appropriate finance for social impact (demand), there is a lack of effective intermediaries enabling the supply and demand to come together at the local place based level.

The unique offer of the City Funds is not only to act as a local point for connection, but also to be place based and exclusively focussed on the key strategic priorities for Bristol which will reduce disadvantage and inequality, whilst improving environmental sustainability, leading to a fairer more inclusive city.

City Funds will help to drive inclusive and collaborative approaches that can be replicated across the city region and beyond. The existence of centrally managed grant and investment funds will enable faster, more targeted decision making as investment will come from one as opposed to multiple disparate sources.

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<sup>1</sup> Social Investment Business

<sup>2</sup> Social Investment Business

<sup>3</sup> CDF evaluation GHK March 2010

This business case seeks to demonstrate how the City Funds approach will work and how it aligns with and can help deliver the aims and aspirations of Bristol City Council through investment in the Funds, both in terms of high level outcomes and an underpinning reduction in demand on public services through building local economic and community resilience.

The ask of Bristol City Council, and also Big Society Capital, is to become one of the core investors in City Funds, acting as a “first brick” investor across all the Funds’ main themes, which are aligned to the Council’s and One City shared priorities. Early involvement by the Council would not only demonstrate commitment to the City Funds’ vision and objectives but would also enable local needs and solutions to be identified and implemented by those working in the city, for the wider benefit of city.

City Funds is seeking a total of £5m of investment from the Council. A longer term aspiration would be to continue discussions with the City Council regarding the alignment/or transfer of £5m via physical assets. A Mayors Assets Group has been investigating and modelling the potential impact on the City of such an approach and its alignment to City Funds. It is estimated that this investment by the council will lever a further £61m from a variety of social investors into the city, a significant multiplication in investment as a direct result of local policy action. Sources of this match funding include national spend down grant funders, ethical banks, retail platforms and other social investors. Over time we also believe that this catalytic funding mechanism will unlock further central governmental and pension fund investment, although this has not been modelled or assumed at this stage.

Finally, the longer-term aim of City Funds will be to create a legacy pot for the city, via the returns that it generates as part of a wider resilience strategy. This has been achieved in the US at some scale, but cannot happen without the catalytic input of a local government agency.

## **2. Summary of the Initiative**

### **2.1 Purpose of City Funds**

The vision of City Funds is “to enable a future for our place that is more equitable, sustainable and where everyone can thrive.” The mission on is “to work together to align, attract and deploy catalytic funding, reducing inequality to create an inclusive, resilient and sustainable place for everyone.”

City Funds will provide a platform for alignment between funders, businesses, community organisations and the public sector, focussed on addressing the systemic causes of disadvantage, inequality and environmental sustainability. The Funds will encourage an ethos of working together for the whole of the city to have a joined-up vision to achieve a greater impact than the sum of individual parts.

The Funds will demonstrate the city’s collective ability to enable and drive change to the conditions for less advantaged communities in the city, by being a single place to go for the “first step” funding required for initiatives which are designed to address the city’s key issues. It will also demonstrate where Bristol as a whole city has “skin in the game”, by utilising local philanthropic grant investment, incorporating Bristol’s business contributions including CSR

and aligning the investment of assets locally. This local commitment will provide confidence to external funders or investors that Bristol is a good place to look for social investment opportunities.

Specifically, the funds will drive:

- Effective place-based social investment.
- A locally led solution to directing the new and existing supply of grant finance where it is most needed.
- The leadership role of charities and social enterprises in the most deprived areas who work with some of the most socially and environmentally excluded individuals in society and provide targeted support to build their capacity and ability to take on social investment.
- The awareness of the role of charities and social enterprises in delivering economic activity that is socially focussed and the role of social investment in providing them with finance to support sustainable social-economic development in a local community – contributing to the overall citywide agenda of inclusive growth.
- Additionality: providing additional finance to fund initiatives which would be unlikely to access the type or level of funding required from elsewhere. The Funds will raise new, additional funding to catalyse new strategic initiatives and support the extension of existing projects, where pace, scale and impact can be enhanced to address real need and achieve systemic change.

City Funds will align to many of the principles of the City Office and One City Approach around added value, specifically to:

- Bring access to new perspectives and innovative thinking.
- Work with shared aspirations, obligations and interdependencies.
- Align our collective focus, effort and resources on a few, specific intractable problems – not “business as usual”.
- Remove barriers to progress and perverse incentives – gain and risk share.
- Improve use of our collective £ - is there a better way to spend our collective resources to address key priorities.
- Access wider leadership, power bases and spheres of influence.

## 2.2 City Funds Theory of Change

The purpose of City Funds is underpinned by a working theory of change, which aims to clarify how the funds seek to address specific issues, and what the Funds aim to achieve.

### The Challenge:

- Bristol is a city full of vibrant community energy, yet experiences entrenched systemic inequality that makes it harder for communities to respond to the challenges they face.
- Social and environmental factors combine to create a fractured and unequal civic society. This holds us all back, but most directly impacts disadvantaged neighbourhoods and groups of people who desire the means to achieve their ambitions.
- Financial, physical, human and natural resources are not effectively used because they are not equitably distributed into and within the city. This continues the cycle of disadvantage and prevents us from creating an interdependent, dynamic and prosperous Bristol for all.

### So we:

- Provide, raise and manage grant and investment funds, leverage co-investment, and structure financial products to enable local organisations to bring about transformational impact.
- Broker business, civic and other resources that provide the support funded organisations need to thrive.
- Maintain governance in such a way that membership is regularly rotated, with constant challenge to include and involve those most at risk of disadvantage.
- Decide and review funding priorities and selection criteria in line with the One City Plan.
- Monitor, evaluate, assist and report financial and impact performance of investees and the Fund.
- Work in partnership with key stakeholders and use learnings to influence priorities and policy across Bristol in line with the One City Approach, and to share effective practice across Bristol and the UK.

### As a result we see:

- Increased transformational impact delivered by projects funded by City Funds.
- Increased capacity within local organisations to deliver transformational impact.
- A sustainable placed-based fund leveraging increased impact investment and grant funding into and within Bristol, supporting the goals of the One City Plan.

- Increased aligned collaboration between different types of organisations and communities within the city seeking to deliver transformational change in line with the One City Approach
- Increased influence on policy and practice across Bristol based on evidence from frontline learning to enable places to take action to deliver transformational change.

**Contributing towards:**

- Bristol is a fair, healthy and sustainable city; a city of hope and aspiration where everyone can and share in its success.
- Inequality and disadvantage is reduced: everyone can contribute to and benefit from dynamic, inclusive communities and a prosperous, sustainable local economy.

**Enabled by:**

- Effective enabling coordination by the City Office
- Institutional, stakeholder and influencer engagement facilitated by Thematic Boards
- Agreed metrics and datasets that link project-level impact with wider trends
- Streamlined access to city and other assets
- Public support through personal and business donations
- Private sector alignment of corporate citizenship activities
- Flexible grant resources with devolved decision-making
- Innovative institutional investors able to replicate the place-based approach
- Decentralised leadership and ownership of the social economy in line with the One City Approach

**2.3 Evidence Base**

**2.3.1 Evidence of the Issues to be Addressed Through Additional Funding Mechanisms**

There is a wide range of data available for Bristol collected by many different agencies in many different forms. Work has been carried out to collate and consider the data that is directly relevant to evidencing the needs of the City, through both mainstream public bodies and the One City Office. There is a developing approach to build a one city view of the issues impacting on the fairness and success of the city, where more focus or new approaches are required and where there are gaps in thinking and/or delivery. This business case focuses on the data and evidence which is relevant to testing the readiness of Bristol to build a place based social investment approach, as follows:

Requirement	Indicator
Evidence of demand for social investment	Local research Investee data from existing social investment finance and intervention New Economics Foundation report on deep dive into Bristol Reduction in public sector funding
Evidence of substantial demand for social change	Indices of Multiple Deprivation Other local data such as JSNA, ward/neighbourhood profiles Quality of Life Survey (BCC)
Evidence of infrastructure support for charities and social enterprise	Representative organisations (e.g. Voscur/Locality) Business support initiatives and funds
Evidence of investment culture in the area	Public/private investment in similar initiatives Other social investment intermediaries
Evidence of public service innovation	Existing initiatives around mutual/payment by results, spin outs and whole place community budgets

The detail of this evidence base is included in Appendix 1 and demonstrates that the City is both ready and can take great advantage of place based social and environmental investment to meet needs, build resilience and capacity and address gaps where these enable Bristol to deliver its vision of a fairer city.

### 2.3.2 Current Funding Landscape

There are a number of active local and national grant and investment funders in the Bristol market place, each with specific areas of focus and funding criteria. The majority of these funders are nationally based and may therefore not have the deep core understanding of the Bristol landscape and the need, nor have the network to drive multi-faceted, cross-community initiatives to achieve systemic improvement. By City Funds developing a locally based blended grant and investment Fund, managed by longstanding Bristol organisations, money will be raised and invested with the sole purpose of driving change that will benefit specific communities and the city as a whole.

#### a) Investment Market in Bristol

The available data on investment in the City, gathered by Big Society Capital, is supplied on a voluntary basis and is therefore not fully accurate, but it does give a broad picture of projects that are being funded with a social impact objective. The data does not include retail bank investment that may be used for larger capital projects such as community housing and infrastructure. It also does not include all ERDF funding which a number of projects in Bristol have accessed.

What the data shows is that documented social investment deals in Bristol are well below what would be expected in a city of its size and levels of economic and social deprivation. 37 investments were completed from 2013 – 2017 with a value of £12.4m, plus a further 30 investments were made by 9 investors, including crowdfunding, totalling £6m, £5.5m of which was ERDF funding for Filwood Business Park. An additional 28 investments were made by Triodos Bank into Bristol based organisations (NB. the values aligned to this are not publicly available).

#### **b) The Role of Local Business**

City Funds is also keen to develop an approach relevant to local businesses and to offer business an opportunity to build aligned funding and investment focussed on key city priorities to maximise the impact of their contributions. Businesses can contribute via their Corporate Social Responsibility budgets, and also through the charitable giving of the business owners, executives and employee fundraising. In 2017 Quartet Community Foundation undertook research to investigate whether businesses could be persuaded to do more to support local good causes by way of charitable donations. A number of findings emerged from this research, but one key factor was that they found clear evidence of “an appetite in businesses to support local causes. Concepts such as City Funds and giving to themes highlighted in the 2016 Vital Signs report were well received”. It is also useful to note that for those businesses delivering services or products to public sector organisations, the Social Value Act 2012 gives commissioners the mandate to give added weight to bids that contribute specific, additional social value to the local community. This may encourage businesses of all sizes who bid for public sector contracts to seek an efficient, meaningful way to support local good causes. Alongside these findings it was clear that many businesses want to feel connected to the charitable giving they support – this sets a direction of travel for City Funds in terms of engaging with business.

Detail of grant funders and investors alignment to Bristol’s areas of interest and requirements is included in Appendix 2.

### **2.4 How Does City Funds Align with Bristol City Council’s Aims?**

The purpose and approach of City Funds aligns directly with the aspirations and values demonstrated through Bristol City Council’s Corporate Strategy 2018-2022. The “driving of a city of hope and aspiration” and the challenges underpinning that aspiration are shared with the purpose of City Funds. The key principle articulated by BCC to work with local and national stakeholders and partners has been shared in the way the City Funds have been developed, working openly across a wide range of local and national stakeholders, sharing thinking and ideas, to build the Funds to their current point. The formal establishment of the Funds has been in partnership with the Mayor’s office of BCC, BBRC and Quartet Community Foundation as core partners, all of whom have long term knowledge and understanding of the city, the way it works and many of the most pressing needs and opportunities.

City Funds also shares the core principles with BCC to seek to address long-term outcomes and not short-term fixes. From the outset City Funds has committed to seeking to make systemic change to key shared issues in the city and avoid funding attractive but short-term projects. It has also committed to ensuring the funding it raises and deploys is additional and not a replacement of or in competition with other funding in the city. BCC’s principles around

building city resilience is also aligned with City Funds, both in terms of building local social and economic resilience to improve the ability of communities to withstand stresses and shocks, and also from the perspective of supporting key system work focussed on environmental sustainability, both underpinning all the initiatives funded through the Funds, and also in its own right. The overarching principle of developing “people and places to improve outcomes, empower communities” speaks directly to the approach of City Funds. The City Funds initial themes, mandated by the One City Approach, directly map onto BCC’s headline outcomes of “empowering and caring”, fair and inclusive, well connected and promoting wellbeing. Across all these themes, the empowering of individuals and communities to develop their own resilience, capacity and capability to live their best lives is at the heart, and in the work developing through the Community Initiatives themes, there is an intention that community resilience will lead to less reliance on BCC services.

Big Society Capital recognise a key alignment with their core objectives and funding principles with those of Bristol City Council and are therefore committed to being a primary initial funder.

### **3. Structure of City Funds**

#### **3.1 Formation**

The development of the City Funds concept has emerged from the wider development of the One City Approach and the City Office and the work continues to be aligned. Bristol is aiming to create a new kind of city governance, which begins to build a mature systems approach to tackling the city’s most complex and intractable issues. The One City Approach will generate a City Plan in the near future which will clearly define the initial priorities for the focus of their work, and the priorities of the Plan will inform the activity of the City Funds. This is a significant opportunity to align the energy and power of the city into a shared approach to both building solutions to key issues affecting the success of some of our communities and of our city as a whole, and to raise and deploy new finance to support these solutions.

Since August 2017 a cross-section of representatives from communities, business, finance providers and the public sector have been convening to discuss the need for City Funds and how they might be deployed to the greatest and most sustainable effect.

#### **3.2 Governance**

In March 2018 the City Funds Collaboration Agreement was signed by representatives from the Mayor’s Office (Democratic Representation), Quartet Community Foundation (Grant Funding) and Bristol & Bath Regional Capital (BBRC) (Investment Funding). This agreement outlines the purpose of the City Funds – “to help fulfil priority objectives of the City Plan called “City Funds”. As a pilot City Funds has a target to raise significant funding to invest into areas of need, as identified by the City Plan. Proactive & innovative match funding partners will be sought to help the Funds achieve this aim, via a combination of

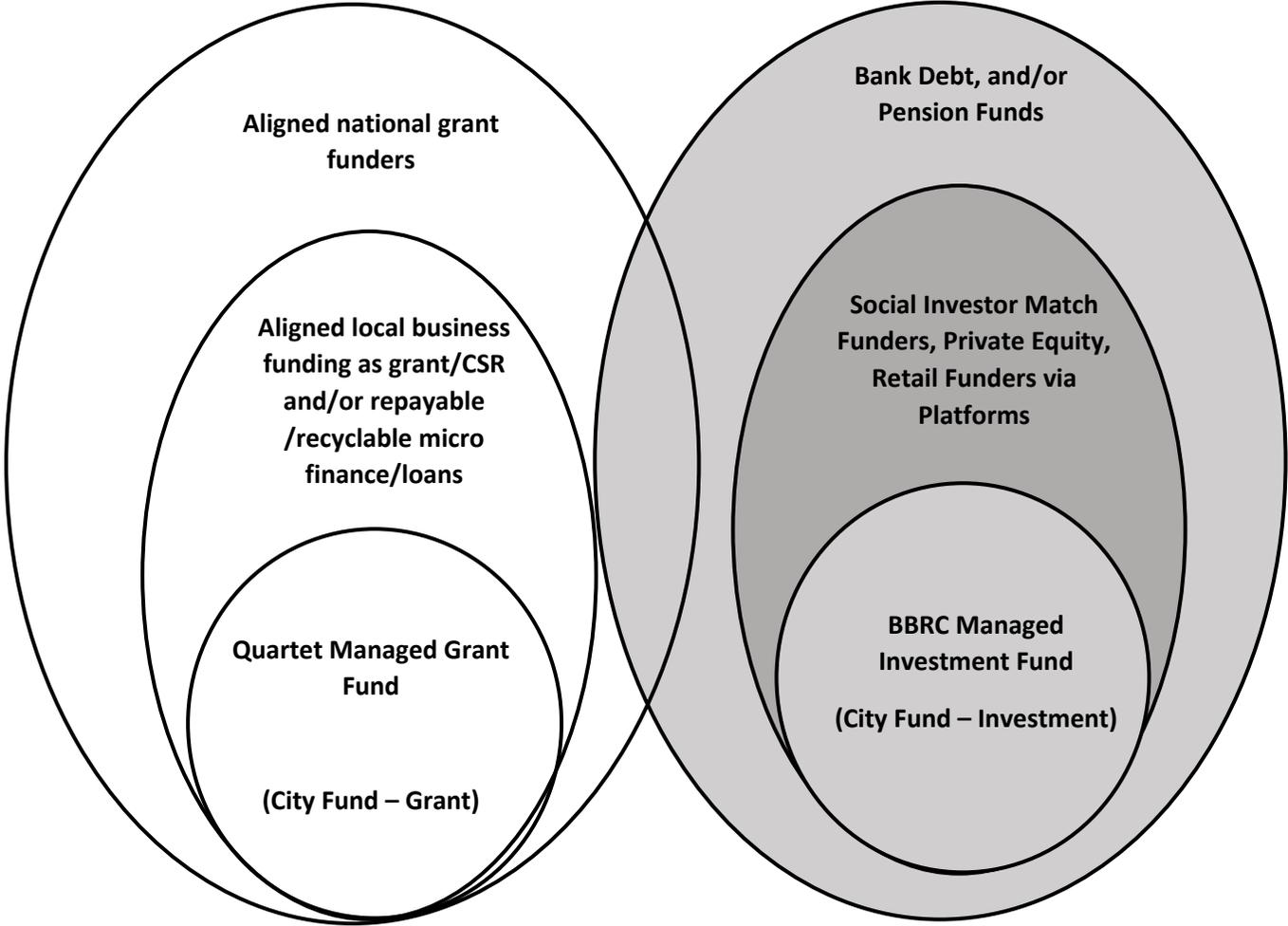
repayable finance and grant funding.” The agreement also outlines a governance structure to oversee the Funds and make decisions and to establish membership and oversee Funding Priority Groups to shape interventions.

In April 2018 a Governing Board was established following applications from and interviews with a broad representation of the city. Founding members come from communities, business, education, the voluntary sector and the Mayor’s Office. The connection to the wider City Office Governance is demonstrated in 3.4.

### **3.3 Funds Model**

City Funds will be additional to mainstream funding but may seek to match fund where appropriate and where additionality can be demonstrated. Part of the purpose will be to enable the drawing in of new money, investment that would not otherwise have come into the city, to address the city’s identified priorities. City Funds will be a blend of grant funding and social investment, working to make the best use of grants as catalytic enablers of investment readiness, and where relevant, using capital grants to offset risk in initial investment. The Funds will also empower communities to develop end to end multi-impact solutions for their specific issues. The funding model will act as a base and catalyst for funders to collaborate on decision making and investment. If constructed appropriately the funding model could further the conditions for delivering both small and large projects and enable organisations to co-exist and learn from each other’s experiences.

**How the Funds Will Work**



**Grants acting as enabler, building capacity for projects**

**Investment focus**

Accountable Body role is defined by the MOU:

- Repayable investment – BBRC
- Grants & donation: Quartet

Resourcing:

- Repayable finance: BBRC
- Grants & donations: Quarter

Underwriting of funding and projects:

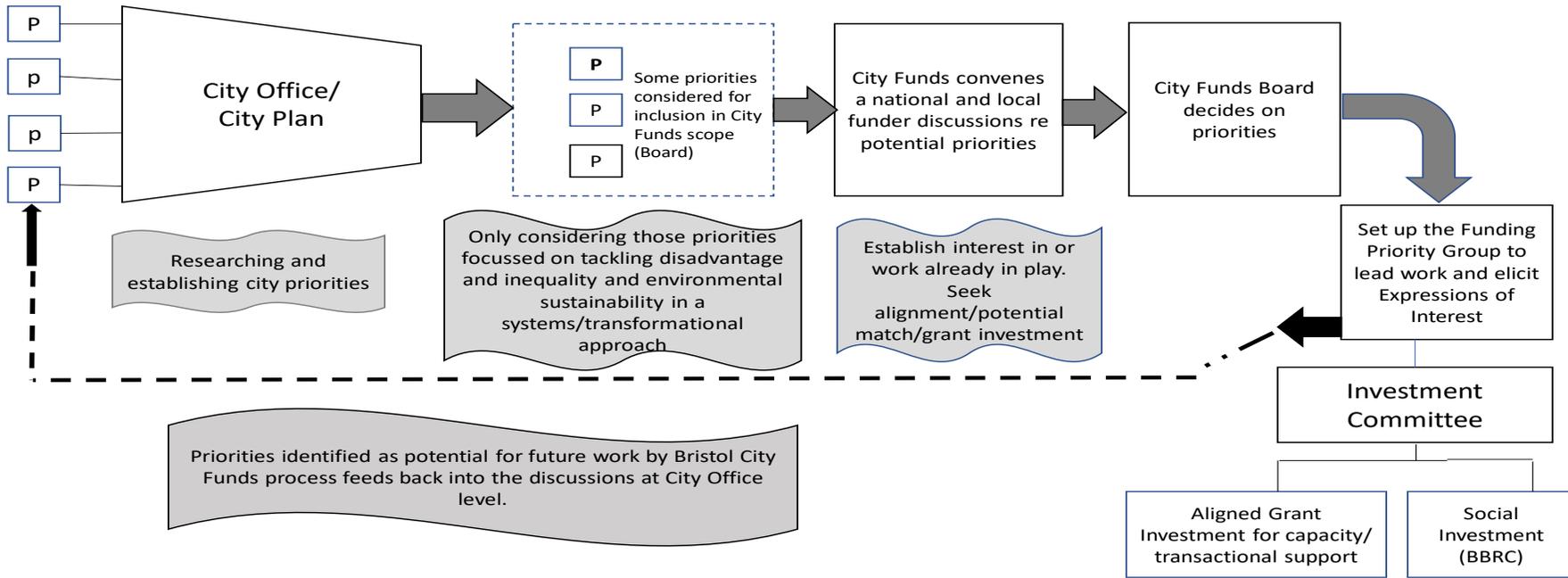
- Repayable: dependent on legal structure – to be advised
- Grants: Quartet as per usual arrangements

### 3.4 How Will City Funds Identify Investment Opportunities

Priorities being delivered by many different /existing bodies

City funds process

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The role of Funding Priority Groups will be key to identifying, developing and progressing investment opportunities within their broad thematic areas. The whole system will be connected to City Office priorities and governance as demonstrated below:

# One City operating model



## 3.5 Investment Process

The Investment Fund is established with funding of £5 million from each of BCC and BSC contributed, in all probability, as loans aside from a thin layer of equity. While not legally controlled by City Funds or the Governing Board, the Investment Fund will formally adopt strategic aims and objectives which are consistent with those of City Funds. The Investment Fund will appoint the Adviser (BBRC) to assist in the sourcing and initial evaluation of applications for funding from the Investment Fund. BBRC will “filter” initial opportunities which will be referred to the Investment Advisory Committee.

The Investment Advisory Committee will perform an advisory role but will confirm whether in its opinion an individual opportunity is suitable for investment by the Investment Fund. Once this initial “pre-vetting” has been undertaken by the Adviser and the Investment Advisory Committee, the Investment Fund, via its General Partner, will formally refer a proposal to the Manager (NCM Fund Services Limited) for a decision on behalf of the Investment Fund. If the Manager approves a particular investment, it will make arrangements for the Investment Fund, via its General Partner to implement that.

A more detailed version of the above describes five parts to the operational screening, investment decision making and monitoring process, in each step there will be formalised delegated authority to each committee or group from the Board as part of their terms of reference:

### **1. Strategic Initiation and Fit (Annual) – City Funds Governing Board**

In line with the One City Approach, the City Funds Governing Board agrees to set up a Funding Priority Group with appropriate terms of reference (e.g. Community Initiatives). Relevant practitioners and experts are drawn from the community and related specialists in the field – the Governing Board will advertise in each case, but reserves the right to approach known experts directly.

### **2. Thematic and Localised Fit (Quarterly) – Funding Priority Groups**

That Funding Priority Group, with the operational support of BBRC, further defines the areas within thematic priorities where investment might be appropriate along with potential investees. The Funding Priority group, with its links to communities and the wider Bristol will determine ideas for interventions and projects that may fit the objectives of City Funds in the future.

Building on the work of the Funding Priority Groups, BBRC shapes investment proposals for consideration by an Investment Committee or similar.

At no point is the Funding Priority Group or its members making any investment recommendations or decisions.

### **3. Filtering, Financial and Risk Analysis – Investment Advisory Committee**

The BBRC employed Investment Manager will prepare papers for a monthly local Investment Advisory Committee which will include These papers will incorporate the work and recommendations of the Funding Priority Group and will also include financial, risk and social and environmental screening and analysis. This work will be linked to agreed Investment Policy parameters.

The Investment Advisory Committee will meet formally from July 2019 onwards and be constituted to include competent individuals with the following focus:

1. Independent Chair (ideally with experience working in the priority community areas of Bristol)
2. Representative of City Funds Board

3. BBRC representative (Head of Credit)
4. Representative of Corporate member of South West Investment Group
5. Representative from Bristol Angel, Venture, or Start-up community
6. Impact specialist with experience of priority areas
7. Big Society Capital Voting member
8. Bristol City Council Voting member
9. Ability to co-opt one additional IC member with sector, or specific deal experience as needed on a case by case basis, at the discretion of the Independent Chair

The City Funds Governing Board will retain regular oversight of all investment decisions to ensure that the additionality test is being met and that investments fit with the City Funds vision.

#### **4. Investment Decision – FCA Regulated Fund Manager**

The final decision to deploy funds to a project will be taken by the FCA Regulated Fund Manager (NCM Fund Services Limited) on the instruction of the Fund (via its General Partner, which will be operated by BBRC). This decision will be taken based on the work previously undertaken by BBRC as advisor, City Funds Governing Board, Funding Priority Groups and Investment Advisory Committee in the previous stages of the process.

Once the decision-making process has been finalised, funds will be drawn down and deployed. It is estimated that the process should take 2-3 months from start to finish from an investment application to deployment of funds.

#### **5. Monitoring and Evaluation – Investment Advisory Committee**

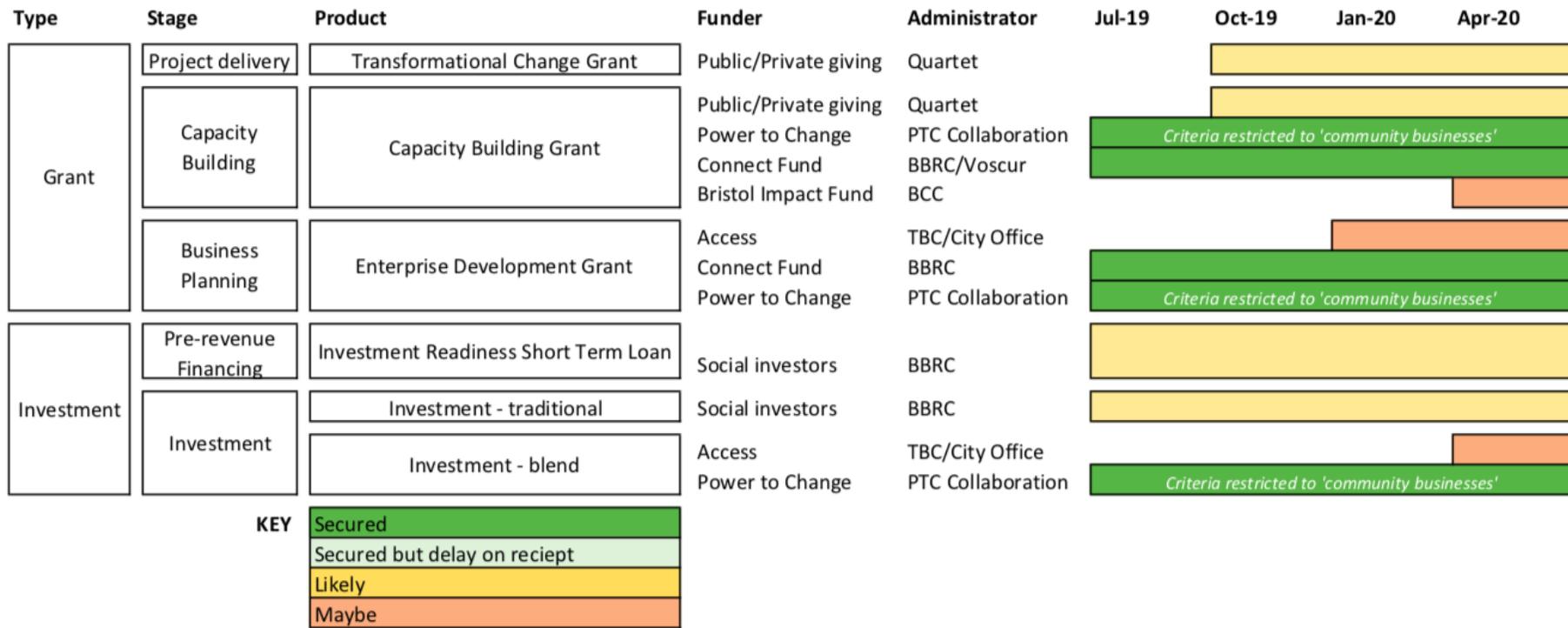
The Investment Advisory Committee will monitor existing investments on an ongoing basis and make decisions as required. Reports will be prepared by BBRC.

The Governing Board will also receive these reports for information.

### **3.6 Grants Process**

There are a number of different types of grants that City Funds will work with, the challenge here is to manage multiple grant decision making processes while aligning them effectively to the One City Approach and therefore City Funds. The way to categorise, align and administer these grants is illustrated in the diagram below with a description of the funders along with the likely timescales for these grants to become aligned with the investment fund:

### Timescales of likely funding availability, by product, by funder



Where grants are deployed alongside the investment Fund (grants for Capacity Building, Enterprise Development, Investment Readiness and Investment Blend) an additional process is required which mapping to the 5-stage investment process already outlined in Section 3.5:

1. There is a pre-approved aligned funding agreement between the City Funds Board and that Grant Funder.
2. The Funding Priority Group can consider the appropriate mix of repayable investment and grant to produce transformational change in that theme.

3. The relevant grant funder attends the Investment Advisory Committee to approve their aligned grant (in addition to the repayable investment being considered).
4. The Investment Fund deploys the total of the repayable investment and grant fund to the project and invoices the relevant grant funder for the grant element of this deployment to recover this cost. This method has been used elsewhere in the country with blended finance.
5. Monitoring and Evaluation will incorporate a section for the relevant grant funder and the impact that this grant has had.

Where the process is to do with Transformational Change Grant which will be raised and administered by Quartet through place based giving schemes, there will be limited and potentially no immediate impact on the investment fund, so the following simplified process will apply.



### £s in

- FPG defines public appeal + approaches to grant-makers
- Approach confirmed by Governing Board
- FPG approach implemented by Quartet with promotion by FPG, Board members & wider contact group

### £s out

- FPG agrees grant guidelines (from Quartet draft)
- Grants round opens when sufficient £s have been received
- Quartet solicits applications & runs open grants round
- Quartet assesses applications, carries out due diligence & provides reports & recommendations to FPG
- FPG forms grant panel to agree distribution of grants
- Board confirms FPG decisions speedily
- Grants made
- Quartet conducts grant monitoring & feeds back to FPG
- FPG reports to Board after each meeting & annually

Stories of grants made are used in PR to stimulate more donations

## 4. Example Funding Priorities

The One City Approach/Plan identifies the researched, evidenced priorities for the city; City Funds will look through their lens of systemic change to tackle disadvantage, inequality and environmental sustainability and select the headline priorities which meet the Funds criteria. Work will then commence within the Funds to build the pipeline of investible projects through the role of the relevant Funding Priority Groups (FPG). The role of FPGs will be key in identifying, developing and progressing investment opportunities within their broad remit.

4 initial priority themes have been chosen to test the proof of concept for the Funds. These are:

- Community Initiatives
- Economic Inclusion
- Environmental Transformation
- No Child Goes Hungry

Early draft Theories of Change have been produced for all 4 of these themes to date but these are likely to be subject to change once all the Funding Priority Groups are in place, building on their data/evidence, knowledge and their specific understanding of the needs and opportunities in the city. Extended work has been carried out on the Community Initiatives theme as detailed below, based on the likelihood of the City Funds initial investment opportunities coming from this thematic area.

### 4.1 Community Initiatives

#### 4.1.1 Context:

The selection of this theme is based on a wide range of research and activity locally and nationally, namely:

- wider national focus on the leadership role of local VCSE organisations/community businesses in driving local economic and community resilience in disadvantaged areas.
- National research on the potential for using assets to drive local economic and community resilience: report link (<https://www.powertochange.org.uk/research/common-interest-role-asset-transfer-developing-community-business-market/>)
- existing projects/initiatives which deliver against the transformational objectives of City Funds and meet the thematic and specific outcomes sought by Bristol City Council, which are either investor ready or close to being.
- the wider Community Anchor/community business sector to gain an understanding of the capacity, capability, appetite for funding work plus their barriers.

- the existing national funder programmes, specifically Power To Change: Community Led Housing & Places programmes and Locality: Keep it Local, all of whom are interested in delivering their capacity building grant programmes in Bristol.
- gaining an understanding of the strategic aims and appetite of key asset holders in the city to work alongside the transformational agenda with community businesses/anchor organisations, specifically Bristol City Council's aspiration to develop a new, co-designed Community Asset Transfer Strategy and Policy and to progress a shared Pathfinder programme
- identifying the potential or actual support mechanism and overarching approach which can build a pipeline of projects which meet the Funds aim and deliver real impact into disadvantaged neighbourhoods.

#### **4.1.2 Objectives of Community Initiatives for City Funds**

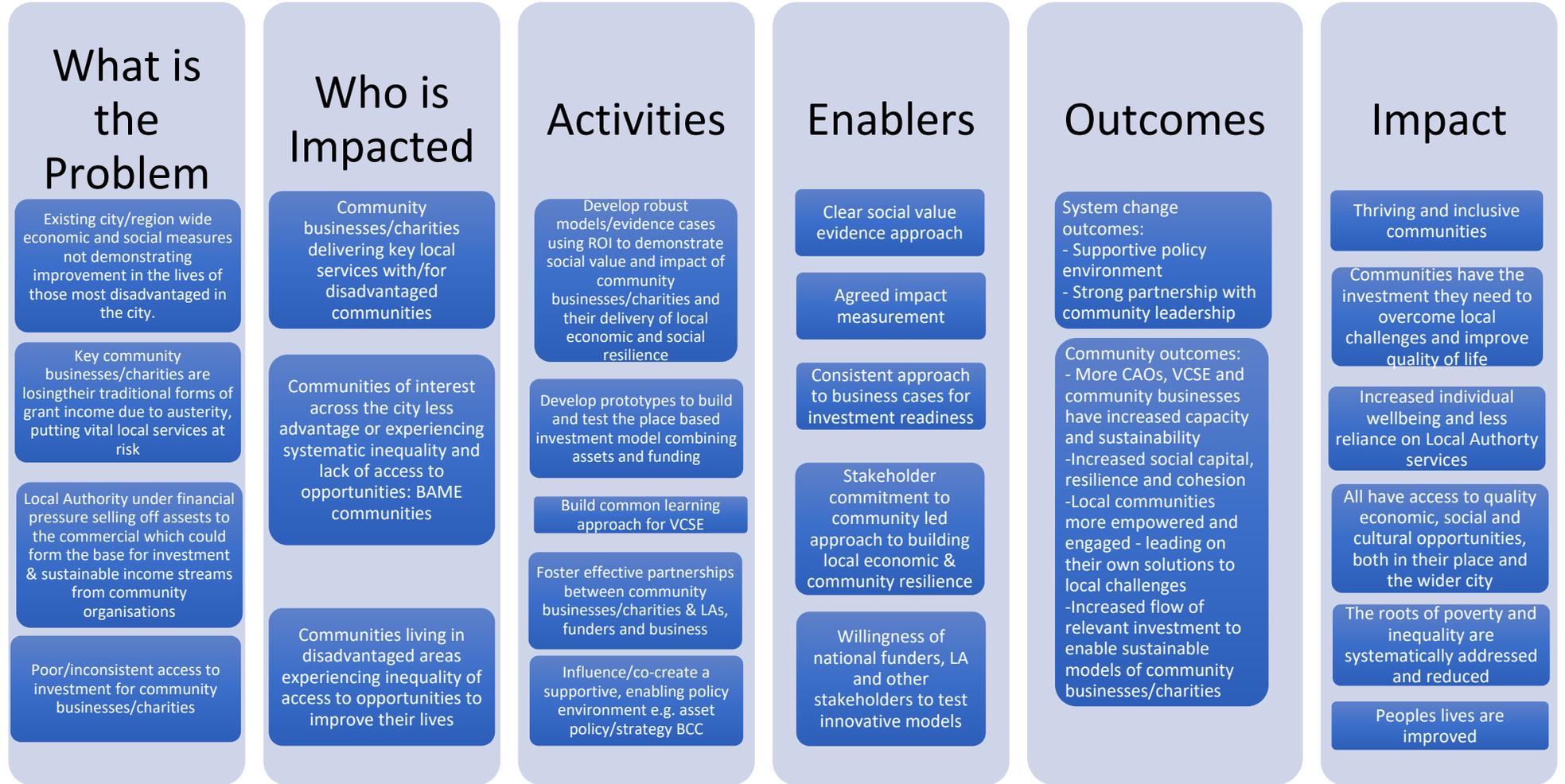
Bristol continues to demonstrate a tale of two cities – on the one hand, progressive, exceptionally economically and culturally successful and one of the best places to live in the UK. On the other, up to 16% (equating to 70,000 people) live in parts of the city which are amongst the most deprived 10% of England experiencing little or no benefit from the city's success. Approaches to address this situation have been developed over the years, pumping high levels of government or European resource into specific areas to reduce under performance against a number of key domains (education, health, economic activity etc) and although some of these interventions will have left an element of lasting legacy in terms of infrastructure such as new schools and housing, it hasn't fundamentally changed the lives of many who remain poor, unemployed or under employed and with little opportunity to make their lives better.

Community Initiatives aims to change the dynamic and the focus: rather than being at city or region scale, or rolling out top down initiatives, it seeks to build capacity, capability and resilience at the most local level to address local problems with locally devised and developed solutions and build increasingly self-reliant and economically sustainable local organisations. This work is aiming to integrate with elements of the Industrial and Inclusive Growth Strategy for the city by testing and piloting new models to bring that growth into disadvantaged areas to change the dynamic of the local circumstances. By matching the potential of a blend of grants and social investment with those organisations most closely connected to the citizens and the places it is envisaged that greater, quicker and targeted impact will be achieved. This initiative is seeking to develop new models of utilising assets to drive local economic resilience and to build community capacity to deliver solutions to key community issues. To drive this, Community Initiatives is proposing a headline Theory of Change to drive and test the work moving forward.

# Community Initiatives Theory of Change

To support and invest in transformational community led models to strengthen communities and improve local economic resilience in disadvantaged areas, through building local solutions that improve people's lives.

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Looking across the social investment sector, there is a strong appetite nationally to invest in this kind of approach, where there is a clear focus on social impact and improved outcomes and that within that context, there can be a suitable return on investment for repayable finance. Through initial discussions and research, it has been identified that one clear route to ensuring a match between the social impact and the return on investment is via asset backed projects with a community mandate. These are more likely to create sustainable income streams and deliver positive local community outcomes via the services and activities they can fund on the back of this new income. This also acknowledges the impact of the reducing public sector funding of the VCSE sector. Community ownership of assets is key to the ability of communities to generate income for themselves that can help build stronger neighbourhoods, as well as providing social support in various forms through the provision of community spaces, services, incubation for community businesses and other facilities. This aligns directly to Bristol City Council's key principle to "use our assets wisely, generating a social/or financial return....". What City Funds aims to demonstrate is that for certain assets, investing them in the future of communities with the capacity and ability to transform their neighbourhoods and address key local social and economic issues will create a very high level of social return.

#### 4.1.3 **Asset Backed/ Asset Dependent Projects:**

Where a project seeks to take ownership and develop assets in their communities, there is likely to be a direct connection with Bristol City Council. Though by no means the only major asset holder in the City, it is the one which to date has an approach to community asset transfer and many of the VCSE local organisations are likely to be based in BCC property or are seeking to develop land and buildings currently in BCC ownership. (NB: There are other key asset holders, land and buildings, and there are positive signs that the Churches across all denominations are now exploring their ability to work with other partners to unlock some of their assets to address disadvantage and local need).

City Funds recognises the tensions for BCC as an asset owner, regarding the potential to bring in capital funding by selling assets on the commercial market versus the longer-term potential gains of "investing" those assets into organisations which can deliver significant change and return on that investment through social and economic outcomes locally. There is a clear need for organisations seeking to deliver these outcomes to make their case effectively and to demonstrate how they are meeting the strategic priorities of the Council when asking for considerations around asset transfer on whatever premise.

The ask within this business case is for BCC to enable asset transfer to deliver social and economic outcomes through the City Funds approach, by agreeing in advance the value of assets they would be prepared to invest in testing this approach and agreeing a transfer approach which would expedite and simplify the process to deliver this. Within the City Funds approach, Community businesses/charities with a project requiring BCC assets to support their delivery and to underpin their social investment needs must be able to demonstrate how their proposed outcomes fit the strategic priorities of the City Funds and the overarching outcomes required by the Council as a key funder, thereby enabling an asset transfer of value to be considered. The requirements to ensure the right criteria can be fulfilled would include:

- An evidenced case for investing in local organisations to deliver place-based change and social impact to improve the quality of local people's lives; including providing employment and training opportunities for those often further away from the labour market, offering opportunities to progress and develop. Benefits include:
- Beginning to reduce levels of demand on council/mainstream services by building more resilience locally and fostering community confidence and capacity to use their skills and experience to build better places.
  - Better aligned solutions by working with local community organisations/ businesses/ charities delivering the services best suited to their communities because they are locally rooted and closely connected to the communities they serve.
  - Measuring the social impact and added value in a consistent and transparent way.

The Council has demonstrated in the past 12/18 months very innovative use of its assets to achieve key strategic objectives, all within the field of housing provision, including community led housing. There are examples showing where asset transfer is being used in very different ways than previously to explore new ways of providing housing and delivering new partnerships and approaches. This shows that when an asset transfer can deliver against the Council's actual strategic priorities, there is a greater appetite for risk and innovation.

A non-housing related example of where this has worked would be Easton Community Centre (ECC) in the Inner City. Partners in the city worked together to support ECC to achieve an asset transfer of their current building to enable Raised In Bristol to deliver a community nursery which a) provides much needed inner-city nursery places, b) enables BCC to secure the future of a fragile building in an area which is very short of community assets, c) enable a community organisation to receive a sustainable income stream which will pay for them to continue to bring in projects and funding for the benefit of the local community. This has been achieved through improved asset transfer conditions but was hard won and delivered through one-off approaches, including philanthropic investment providing patient capital to make it happen. A longer term established example which continues to thrive is BS3, formally known as the Southville Centre. The Council granted an asset transfer of a former school in 1991 in the form of a 999 year lease for the sum of £1. The community organisation converted the school into a community centre which has been self-sustaining since its opening. BS3 is a registered charity, enabling it to apply for grants and a company limited by guarantee enabling it to generate income from commercial services. Based on their ability to use their asset as collateral, BS3 has now purchased a new site to deliver much needed local nursery services for 160 children through social investment (£560k over 6 years @ 4% cost of capital), to deliver the increased state funded nursery hours, enabling more parents to be able to access work.

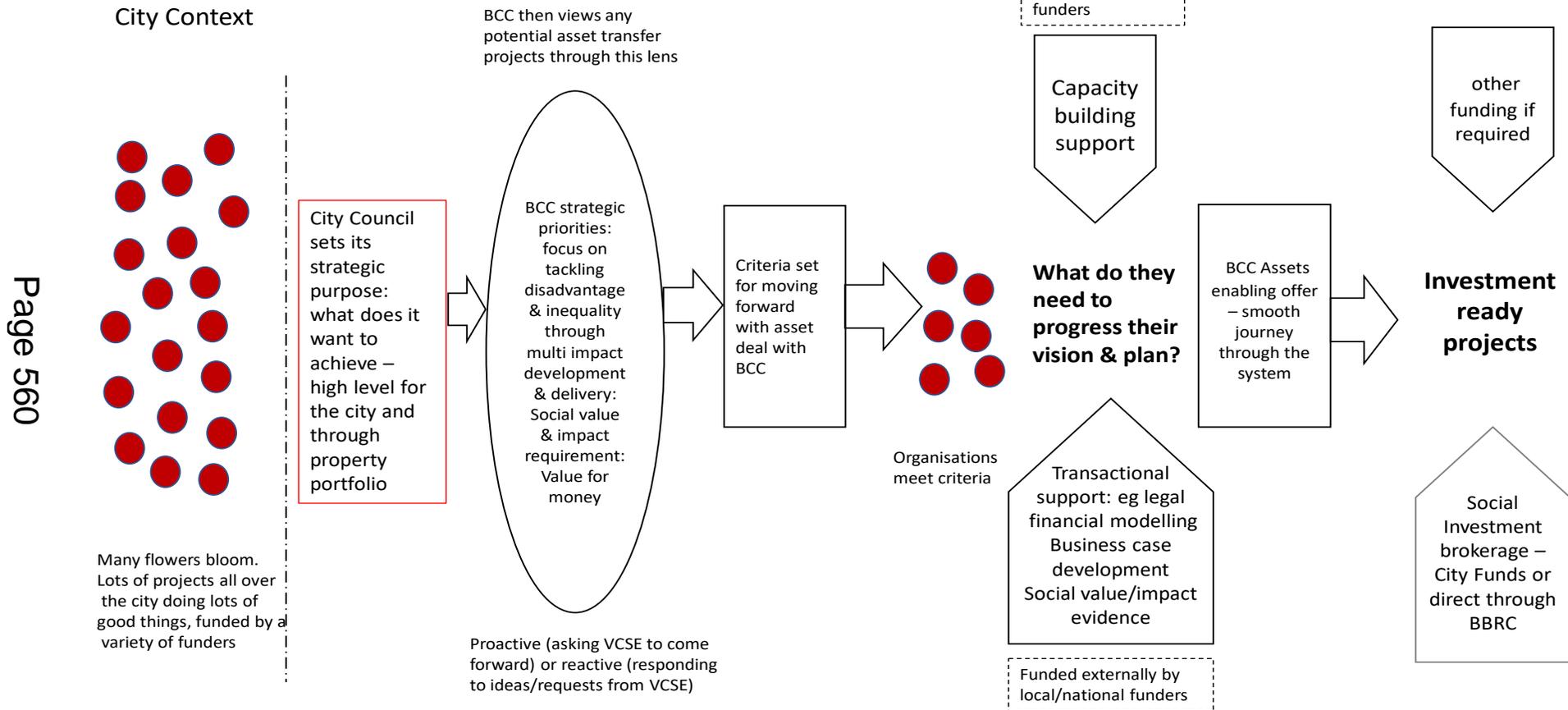
One of the key enablers for this work longer term is to build a shared understanding of common strategic objectives to support building local economic and community resilience in local neighbourhoods, and to work towards that strategic aim, the Council has co-created a shared strategic statement for the use of asset transfer as a tool which can specifically unlock work to enabling economic resilience and inclusive growth, addressing disadvantage, inequality and environmental sustainability (attached at Appendix 3). There is also a commitment to co-designing a new Community Asset Transfer Policy with the partnership group currently known as the "Mayor's Asset Group", which brings together partners involved in this wider work supported by the City Funds.

BCC has also stated that it will consider, in the right conditions, transferring assets which are not already in community use. The testing of this approach is currently being co-produced with BCC through the development of 3 Pathfinder Projects, supported by BCC's Strategic Policy Board.

#### 4.1.4 How Will This Work?

Below is a high-level model which lays out a simple view of how projects within the Community Initiatives approach could progress through the asset process within BCC.

Process Example: Investing assets through communities

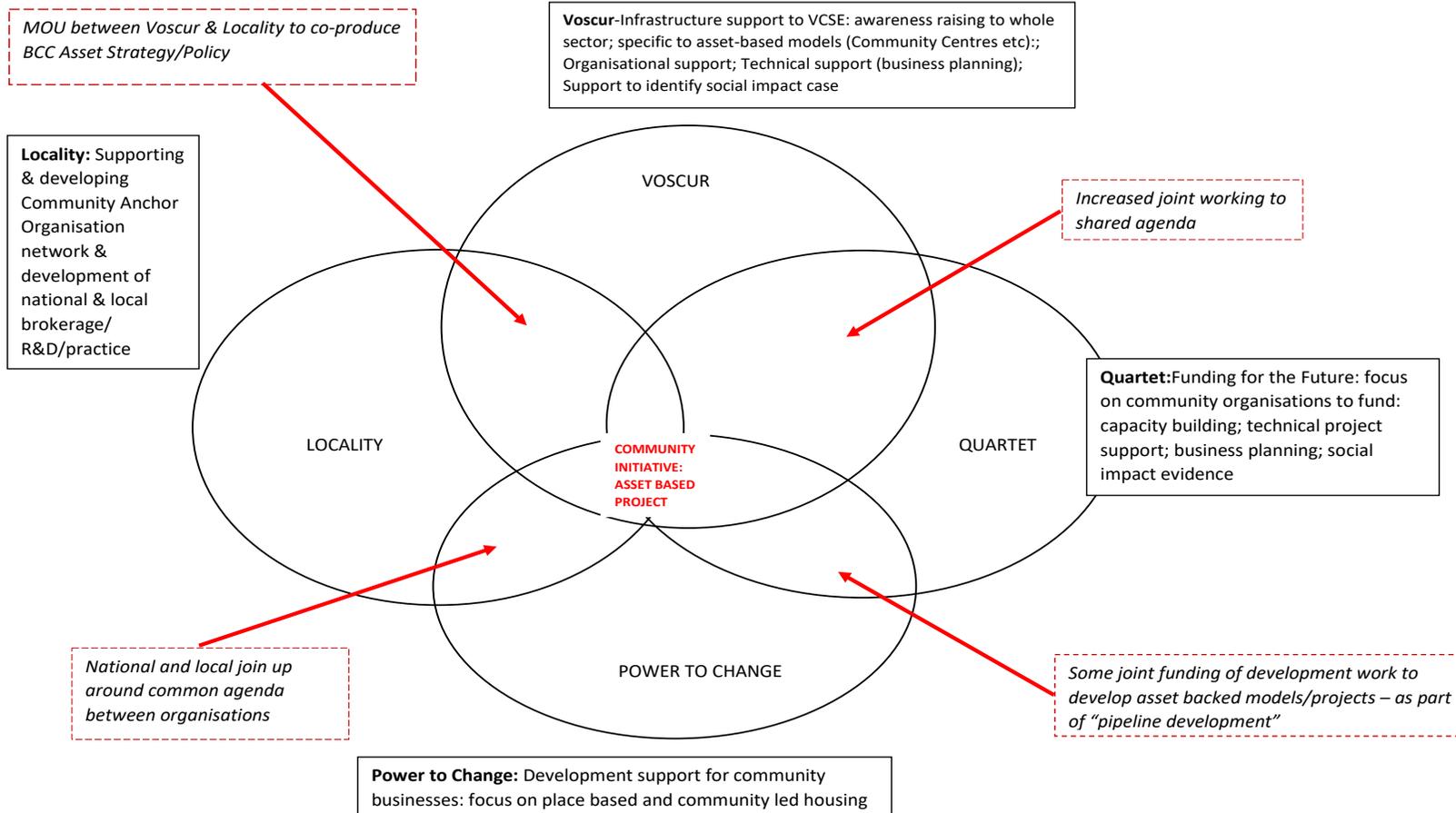


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The model views the approach from the perspective of BCC but shows how the contributions made by the wider city offer outlined previously will enable the work to progress without excessive demands on the Council, modelling the shared responsibility and resourcing approach of the One City Approach.

There is now an emerging coherent offer to support and develop a pipeline of projects which fulfil the criteria for Community Initiatives. This area of work has created the conditions for key local and national organisations to work together in Bristol to shape a capacity building and technical support network - as demonstrated below:

**City Support Offer to Community Initiatives**



#### 4.1.5 Progress So Far

With the support of a number of partners, the Mayors Assets Group has been established to drive forward this discussion and has identified a group of prototypes or “pathfinder” projects which meet the criteria to progress this work. The group has identified that there are some community led projects already in discussions with the Council who are developing approaches which would sit squarely within the Community Initiatives framework, and for whom City Funds would have the potential to add significant value through brokered access to social investment around the scale, pace and scope of the impact these projects could have. These are:

- Ambition Lawrence Weston – the Community Health hub
- Knowle West Media Centre (with a wider Knowle West Alliance) – multi faceted place-based programme, including community manufacture, citizen led housing, refurbishing and re-profiling of key community assets, including community centre and library
- Southmead Development Trust – community led housing focus

These organisations have already put significant change plans in place in the form of asset-based projects in their neighbourhoods. They have long track records of successful community led activity, community empowerment and the delivery of local services. The next step is to use their track record to build on these new areas of work which focus on transforming the quality of lives and opportunities for the communities they serve. Those mentioned here are seeking to implement proposals which are multi-purpose and which seek to address local issues from a variety of angles integrated in the place – for example, seeking to provide housing specific to local needs, build manufacturing in the neighbourhood, provide apprenticeships and jobs, and to build the environmental sustainability of buildings in their neighbourhood. They are also developing single function projects which will also enhance their financial sustainability in a new model, such as developing a piece of land for housing where they are provided with a rental income (e.g. Ambition Lawrence Weston), which can then be used to sustain important local services such as access to work programmes. What they have in common is their focus on addressing local need, unblocking traditional routes which are clearly not working and seeking to utilise assets as part of the solution.

These projects are based on asset transfer and investment in some form, and the generated funding would then be used to deliver specific services needed by local people, such as social prescribing activities, jobs and training projects etc.

It is important to note that these projects are the initial prototypes being explored, from which the city can learn and develop the thinking and that it is key to enable the building of a future pipeline of investible projects. The approach of the working group would seek to ensure that any developing pipeline would be open and inclusive. For example, two other areas currently identified as needing capacity building support to fulfil their aspirations to meet the criteria are:

- Lockleaze, where a number of organisations are seeking to work together to deliver change, including access to assets for community led housing.
- St Pauls, where 4 organisations are seeking a new aligned approach to build community led housing and develop their assets to provide sustainable income streams and improved services to the local community.

These are a good demonstration of how the blended approach between grants and investment will work through the City Funds. Existing local and new philanthropic funds are aligned to deliver targeted capacity building support, in order to develop projects which will meet the needs of their communities more effectively and which will build themselves into the position where they can both access but most importantly use repayable finance effectively to deliver their outcomes.

The Community Initiatives work is predicated on the will, ambition and capacity of community anchor organisations/community businesses to step into new models of delivery in order to make tangible impacts and change in their local communities either now or in the future to address key areas of work:

- disadvantage and inequality.
- build community capacity and empowerment.
- build sustainable income streams moving forward to enable them to develop and deliver local services based on their communities needs.
- Work collaboratively within the sector to maximise potential achievements to explore the replicability of their work to enable and encourage others to be able to benefit from their learning. NB: It is important to note that these organisations sit in a wider context, with many other developing or beginning their journey towards delivery. Incorporating the support to these through targeted capacity building is key to building a future pipeline of work and potential investment.

### **Potential Funding**

Appendix 2 (The Current Funding Landscape) shows where there is alignment with the needs and development aspirations in Bristol with the wider aspirations of national funders and investors. The timing is right for delivering this work and having the potential to secure not only national grant funding but also a range of social investment repayable funding.

However, Bristol does need to act quickly. There is a need to move at pace to secure some of the potential funding support, by demonstrating that these are not simply good ideas – but deliverable plans, which will come to fruition in a sensible time frame. For Community Initiatives, this focuses on the initial prototype projects which need to be committed to by the end of this calendar year. Without that commitment it is certain that the city will lose some of the potential seed grant funding from national funders such as Power To Change. They have a spend down fund, and nationally they need to prove that places they are allocating the funding will be spending it and will be delivering the right outcomes. If Bristol falls short of this commitment in the next few months through City Funds work, some of this funding may be lost.

## 4.2 Economic Inclusion

Bristol is renowned for being one of the most productive cities in the country coming 10<sup>th</sup> for GVA per worker in 2016 out of 62 cities and towns. It is an innovative and tech focused city being ranked 3<sup>rd</sup> out of the Core Cities for number of patent applications per capita and is heralded by McKinsey as having the only fast-growing globally significant technology cluster in the UK.

Some excellent incubators and initiatives are in place across the city region to help drive education, training and employment e.g. SetSquared, Engine Shed, Tech Spark, WoE Growth Hub. However, whilst Bristol can evidence much success in particular high skilled industries, there is a gap in provision of support for deprived areas, ethnic minorities and certain age groups to promote life-long learning and employment in quality jobs. Those seeking education, training and employment are often limited by lack of provision in their community and/or restricted opportunities due to expensive and disjointed transport options to reach the point of supply.

Issues include:

- Attainment gap – There is a gap in educational achievement between children from disadvantaged backgrounds and other children in Bristol. The gap in 5+A\* - C between disadvantaged and non-disadvantaged pupils was higher in Bristol (33.9% in 2016) compared to England (28.0%).
- Squeezed low and middle skilled jobs – Compared to Great Britain, Bristol has a higher share of highly skilled occupations (53% compared to 45%) in 2016. Since 2004 the proportion of jobs in middle skilled occupations has been falling particularly in Bristol compared to Great Britain.
- Apprenticeships – Bristol has fewer apprenticeship starts per 10,000 residents than any other Core City.

Inclusivity is at the heart of the One City Approach so enablers for employment that are accessible to the broader population are key. Funding is required to help place supply closer to demand in order to fuel sustainable communities.

Inclusive Employment is at an early stage of development and two key aims to focus investment on:

**1. Closing the gap on skills match for the emerging city economy.**

Bristol has developed and is growing high tech, digital, media and creative sectors at a rapid rate, becoming a centre that attracts business in these sectors. This growth is driven by a number of factors including the retention rates of the university and the reputation of Engine Shed. The increasing number of jobs in these sectors is a success but there is a clear disconnect between these growing sectors and the skill sets available in the job market in Bristol. The net effect of this is the inward migration of workers for these sectors from London, the South East and elsewhere. Bristol's population growth has been impacted by this factor. One strand of this fund could be aimed at growing the skills amongst the current potential workforce and young people entering the employment marketplace.

A fund aimed at developing skills, education and experience in these sectors would have a transformative impact on net domestic migration to Bristol and support the reversal of gentrification and the potential for hidden unemployment amongst Bristol citizens. These sectors tend to produce sustainable and well-paid jobs, and the sectors' fit with the emerging industrial strategy for the region so growing skills and opportunity whilst matching the need for workers in the sectors is a transformative impact on the city economy. This strand may lend itself to donations.

**2. Supporting entrepreneurial activity, business growth and job creation in working class communities, refugee and migrant communities and under achieving demographics.**

There is a whole raft of people in the city who cannot access loans from the high street and who, whilst having the skills and resource to start-up companies, do not have the financial backing, capital, collateral or business/legal skills to succeed. These include large numbers of people from working class communities who often work in the manual trades but end up as employees or sub-contractors for larger organisations. The ability to loan skilled workers start up finance or a longer-term investment and the support required to get a business off the ground will localise employment, create jobs in those same communities and grow a generation of new entrepreneurs.

In addition, migrants and refugees frequently arrive with existing skills and qualifications that they struggle to utilise in Bristol and the UK and end up doing lower skilled or non-skilled work. A start up investment could often generate opportunities for those migrants to use their skills and also to start-up businesses that they wouldn't otherwise be able to access. This strand may lend itself to investment.

The paragraphs above are summarised in the table below along with some draft measures to achieve this goal:

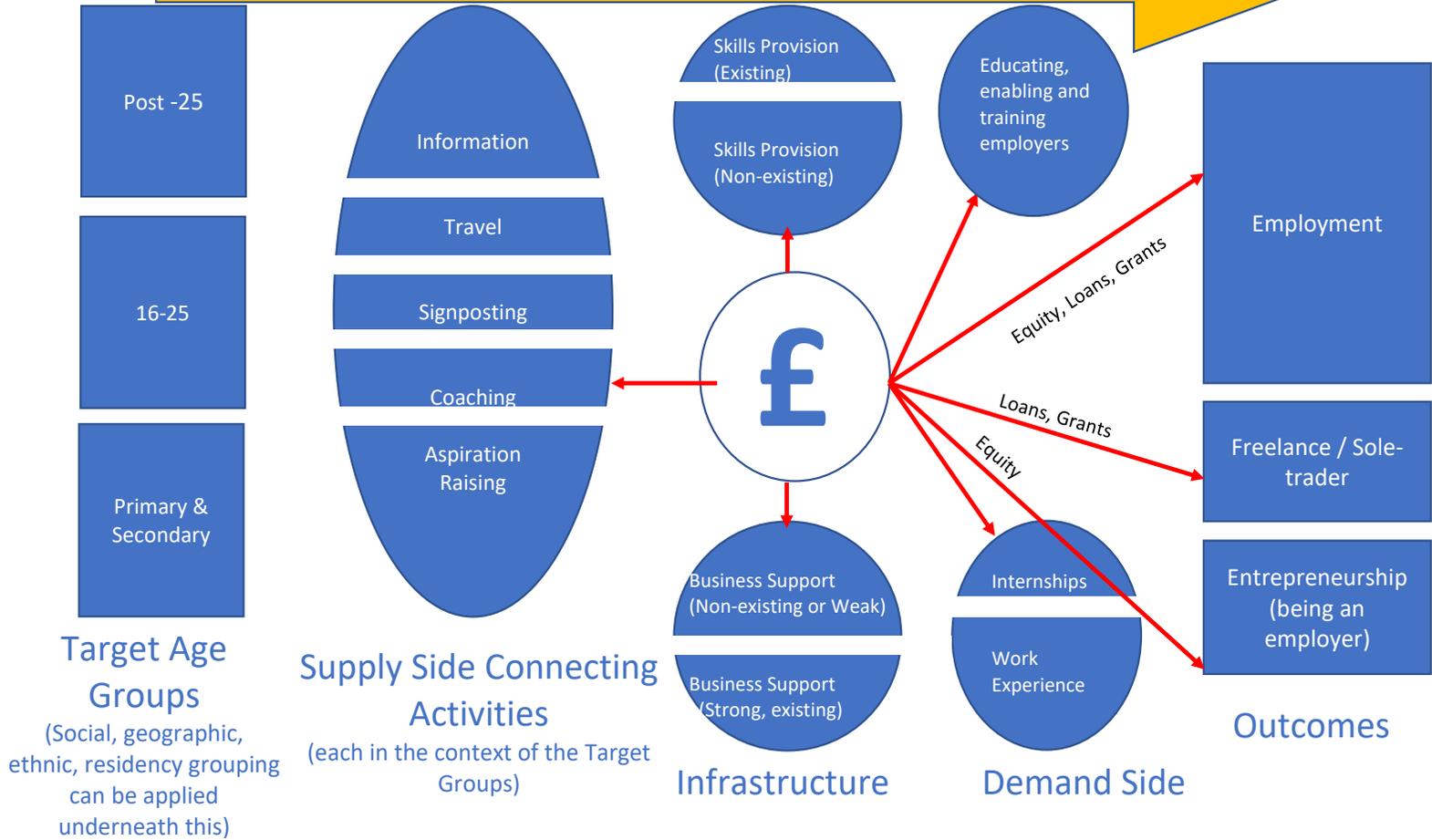
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">The Challenge</p>	<p>Bristol is a city full of vibrant community energy, yet experiences entrenched systemic inequality. Social and environmental factors contribute to disadvantage and inequality: it's bad for everyone but most negatively impacts specific neighbourhoods and groups of people.</p> <p>Financial, physical, human and natural resources are not effectively and equitably leveraged into and within the city, which makes it harder for communities to respond to the challenges they face.</p>	<p>Bristol is becoming a national (and international) centre that attracts business, however;</p> <ul style="list-style-type: none"> <li>• There is a clear disconnect between these growing sectors and the skill sets generally available within Bristol to meet their needs</li> <li>• There are a significant number of people in the city who, whilst having the skills and resource to start-up companies, do not have the financial backing, capital, collateral or business/legal skills to be sure of success.</li> <li>• Unemployed and economically excluded people face numerous barriers to employment such as employability skills, childcare, transport, personal debt and employer perception.</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Our Activities Page 566</p>	<ul style="list-style-type: none"> <li>• Provide, raise and manage grant and investment funds, leverage co-investment, and structure financial products to enable local organisations to bring about transformational impact.</li> <li>• Broker business, civic and other resources that provide the support funded organisations need to thrive.</li> <li>• Maintain governance in such a way that membership is regularly rotated, with constant challenge to include and involve those most at risk of disadvantage.</li> <li>• Decide and review funding priorities and selection criteria in line with the One City Plan.</li> <li>• Monitor, evaluate, assist and report financial and impact performance of investees and the Fund.</li> <li>• Work in partnership with key stakeholders and use learnings to influence priorities and policy across Bristol in line with the One City Approach, and to share effective practice across Bristol and the UK.</li> </ul>	<p>The FPG will support local organisations to bring about transformational impact in the areas of <b>1) closing the skills gap, 2) Enterprise support in underserved demographics, and 3) reducing barriers to employment</b> by:</p> <ul style="list-style-type: none"> <li>• using professional and other networks, proactively engage existing projects/enterprises that could become City Funds applicants</li> <li>• using sector knowledge, proactively generate new project/enterprise ideas that could fulfil priority outcomes</li> <li>• support the development of funding and projects that are additional to existing activity elsewhere in the sector;</li> <li>• recommend City Funds applicants to the governing board</li> <li>• ensure that ET-FPG activities are aligned with the outcomes established in the One City Plan and provide a mechanism for regular review.</li> <li>• ensure that ET-FPG activities promote collaborative and inclusive co-design with relevant client groups, communities and end users.</li> </ul>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Expected Outcomes</p>	<ul style="list-style-type: none"> <li>• Increased transformational impact delivered by projects funded by City Funds.</li> <li>• Increased capacity within local organisations to deliver transformational impact.</li> <li>• A sustainable placed-based fund leveraging increased impact investment and grant funding into and within Bristol, supporting the goals of the One City Plan.</li> <li>• Increased aligned collaboration between different types of organisations and communities within the city seeking to deliver transformational change in line with the One City Approach</li> <li>• Increased influence on policy and practice across Bristol based on evidence from frontline learning to enable places to take action to deliver transformational change.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased impact created by EI-funded projects. Suggested outcomes could be: <ul style="list-style-type: none"> <li>○ Reduced inequality of pay</li> <li>○ Increased quality of jobs / job satisfaction</li> <li>○ increased % of jobs paying a living wage.</li> <li>○ Increased wealth creation across groups in underserved areas.</li> <li>○ New models of economic stimulation that support underserved communities.</li> <li>○ Increased diversity in employment.</li> <li>○ Increased education and training leading to employment.</li> <li>○ Increased accessibility (transport).</li> <li>○ Increased locally-owned and start-up business.</li> </ul> </li> <li>• Increased # of orgs creating root-cause solutions</li> <li>• Increased # of orgs lead by target communities</li> <li>• Progression of orgs along sustainability pathway</li> <li>• Increased £ value of Bristol's assets unlocked for community benefit</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Wider Impact</p>	<p>Bristol is a fair, healthy and sustainable city; a city of hope and aspiration where everyone can and share in its success.</p> <p>Inequality and disadvantage is reduced: everyone can contribute to and benefit from dynamic, inclusive communities and a prosperous, sustainable local economy.</p>	<p>By 2050 everyone in Bristol will contribute to a sustainable, inclusive and growing economy from which all will benefit</p>

The diagram below also outlines some tactical approaches which are currently in play with a range of partners.

# Inclusive Employment Road Map

**Inclusive Employment**  
 Ensuring employers are able to fill new and existing good quality jobs with people from currently disadvantaged communities and helping people from those communities create jobs for themselves and others



### 4.3 Environmental Transformation

This funding priority group is a key priority of the One City Plan and Approach and its activity and how this will be measured is included in the table below:

	City Funds	Environmental Transformation Funding Priority
The Challenge	<p>Bristol is a city full of vibrant community energy, yet experiences entrenched systemic inequality. Social and environmental factors contribute to disadvantage and inequality: it's bad for everyone but most negatively impacts specific neighbourhoods and groups of people.</p> <p>Financial, physical, human and natural resources are not effectively and equitably leveraged into and within the city, which makes it harder for communities to respond to the challenges they face.</p>	<p>Bristol is recognised as one of the UK's leading cities in environmental sustainability, however, urgency is needed;</p> <ul style="list-style-type: none"> <li>• Private and public funding by itself will not deliver the necessary systemic change in the energy and resource infrastructure quickly enough</li> <li>• The natural environment is under significant stress and ecosystems are in danger of functional breakdown</li> <li>• Environmental inequality, interlinked with social and economic inequality, is prevalent. Underserved communities and the most economically challenged have the least access to energy- and waste-saving technologies while also paying the most for environmental impacts.</li> </ul>
Our Activities	<ul style="list-style-type: none"> <li>• Provide, raise and manage grant and investment funds, leverage co-investment, and structure financial products to enable local organisations to bring about transformational impact.</li> <li>• Broker business, civic and other resources that provide the support funded organisations need to thrive.</li> <li>• Maintain governance in such a way that membership is regularly rotated, with constant challenge to include and involve those most at risk of disadvantage.</li> <li>• Decide and review funding priorities and selection criteria in line with the One City Plan.</li> <li>• Monitor, evaluate, assist and report financial and impact performance of investees and the Fund.</li> <li>• Work in partnership with key stakeholders and use learnings to influence priorities and policy across Bristol in line with the One City Approach, and to share effective practice across Bristol and the UK.</li> </ul>	<p>The ET FPG will support local organisations to bring about transformational impact in the areas of <b>1) low carbon economy, 2) circular economy, and 3) natural environment</b> by:</p> <ul style="list-style-type: none"> <li>• using professional and other networks, proactively engage existing projects/enterprises that could become City Funds applicants</li> <li>• using sector knowledge, proactively generate new project/enterprise ideas that could fulfil priority outcomes</li> <li>• support the development of funding and projects that are additional to existing activity elsewhere in the sector;</li> <li>• recommend City Funds applicants to the governing board</li> <li>• ensure that ET-FPG activities are aligned with the outcomes established in the One City Plan and provide a mechanism for regular review.</li> <li>• ensure that ET-FPG activities promote collaborative and inclusive co-design with relevant client groups, communities and end users.</li> </ul>

Expected Outcomes	<ul style="list-style-type: none"> <li>• Increased transformational impact delivered by projects funded by City Funds.</li> <li>• Increased capacity within local organisations to deliver transformational impact.</li> <li>• A sustainable place-based fund leveraging increased impact investment and grant funding into and within Bristol, supporting the goals of the One City Plan.</li> <li>• Increased aligned collaboration between different types of organisations and communities within the city seeking to deliver transformational change in line with the One City Approach</li> <li>• Increased influence on policy and practice across Bristol based on evidence from frontline learning to enable places to take action to deliver transformational change.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased impact created by ET-funded projects. Suggested outcomes could be: <ul style="list-style-type: none"> <li>○ Reduced greenhouse gas concentration</li> <li>○ Reduced effects of environmental inequality</li> <li>○ Increased local participation in community-led waste reduction targets.</li> <li>○ Increased biodiversity (urban)</li> <li>○ Reduced waste output generation</li> <li>○ Increased tree canopy</li> <li>○ Increased green infrastructure</li> <li>○ Increased new market mechanisms/ business models for systematic change in local energy provision</li> <li>○ Increased accessibility to carbon-saving technologies for underserved</li> </ul> </li> </ul>
Wider impact	<p>Bristol is a fair, healthy and sustainable city; a city of hope and aspiration where everyone can and share in its success.</p> <p>Inequality and disadvantage is reduced: everyone can contribute to and benefit from dynamic, inclusive communities and a prosperous, sustainable local economy.</p>	<p>By 2050 Bristol will be a sustainable city, with low impact on our planet and a healthy environment for all.</p>

#### 4.4 No Child Goes Hungry

The working theory of change headline is: “Addressing the food needs of the most vulnerable groups in Bristol through tactical emergency intervention and strategic change to affordable food provision and family support to build more community resilience and reduce the indicators of poverty”. This TOC is likely to develop further once the Funding Priority Group is in place, as the initial response is clearly a tactical one, tackling an urgent need, which is underpinned by a wider set of systemic issues of family need and poverty.

There are a number of sources of evidence for the need for this wider scope of work:

- 26% of children in Bristol are living in poverty, specifically in disadvantaged areas. Indices of Multiple Deprivation (IMD) 2015.
- Systemic disadvantage and inequality specifically in 42 LSOAs in the top IMD indicators
- 22,000 children living in food poverty (BCC Child Poverty Strategy)
- 20% of school age children are eligible for free school meals (BCC Child Poverty Strategy)

- Parents on less than £15,000 p/a, 73% of which can't always afford food in the holidays. (End Child Poverty – Children's Charities coalition report 2017, hosted by Child Poverty Action Group [www.endchildpoverty.org.uk](http://www.endchildpoverty.org.uk)); The Minimum Income Research Programme – Joseph Rowntree Foundation (2012)
- Insufficient urban food production providing affordable fresh food in less advantaged parts of the city
- Poor education in and support for families in cooking and healthy eating (Bristol Food Policy Council Food Poverty Report 2013 - [www.bristolfoodpolicycouncil.org](http://www.bristolfoodpolicycouncil.org))
- Welfare reform impacts particularly on women and specifically single parents, 90% of which are women (Women's Budget Group Gender Impact Assessment 2017 (Spring Budget) – [www.wbg.org.uk](http://www.wbg.org.uk))

The selection of this area of work as a core focus for City Funds has been based on the previous City Office work to promote Breakfast Clubs across the city and the data around food poverty. There is also leadership from a wide selection of city stakeholders, clustered under the Feeding Bristol banner. This includes independent sustainable development experts, faith-based organisations and others, many of whom are already delivering support in this area through food bank delivery, food waste reduction and the wider food network which is very strong across the city.

The focus is currently to enhance the tactical response to increasing access to food for children via breakfast clubs and holiday activities. Developing a systemic approach is not yet agreed. As a City Funds "theme", the initial area of interest in engaging with Bristol's businesses and more widely across the small grants and philanthropic network to build capacity for those delivery organisations supporting this agenda.

## 5. Alignment of City Funds with Bristol City Council and the One City Approach

City Funds is a part of the One City Approach and as such has been developed with alignment as a key requirement. The table below outlines where Bristol City Council, the One City Approach and the City Funds model align.

### 5.1 Alignment between City Funds, Bristol City Council and One City Plan/Approach

City Funds: Themes	Bristol City Council Corporate Strategy	Bristol City Council Business Plans 2018-19	One City Approach/Plan themes (as in BCC Corporate Strategy)	Emerging new One City Plan/Approach themes
"To enable a future for our place that is more equitable, sustainable and where everyone can	"We play a leading role in driving a city of hope and aspiration, where everyone can share in		"By 2050, Bristol is a fair, healthy and sustainable city. A city of hope and aspiration, where everyone can share in its success"	"By 2050, Bristol is a fair, healthy and sustainable city. A city of hope and aspiration, where everyone can share in its success"

City Funds: Themes	Bristol City Council Corporate Strategy	Bristol City Council Business Plans 2018-19	One City Approach/Plan themes (as in BCC Corporate Strategy)	Emerging new One City Plan/Approach themes
thrive. To work together to align, attract and deploy catalytic funding, reducing inequality to create an inclusive, resilient and sustainable place for everyone.”	its success			
Community Initiatives	<p>Empowering &amp; Caring: Working with the city to empower communities and individuals, increase independence and help support those who need it</p> <ul style="list-style-type: none"> <li>• Prioritise community development and enable people to support their community</li> </ul>	<ul style="list-style-type: none"> <li>• Build confidence so citizens can connect with each other to make change in their neighbourhoods.</li> <li>• Create a better-connected neighbourhood with more ability to mobilise itself for community benefit</li> <li>• Celebrate culture</li> </ul>	<ul style="list-style-type: none"> <li>• Enterprise &amp; Innovation</li> <li>• Community safety &amp; Criminal Justice</li> <li>• Skills, education and employability</li> <li>• Housing &amp; regeneration</li> <li>• Deprivation</li> <li>• Communities, diversity and resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Homes &amp; Communities</li> <li>• Inclusive &amp; Sustainable Economy</li> </ul>
Community Initiatives & Inclusive Employment	<p>Fair &amp; Inclusive: Improve economic and social equity, pursuing economic growth which includes everyone and making sure people have access to quality learning, decent jobs and homes they can afford</p> <ul style="list-style-type: none"> <li>• Make sure that 2000 new homes – 800</li> </ul>	<ul style="list-style-type: none"> <li>• Working with partners to enable others to build more homes</li> <li>• Support community build housing offering local communities, Community Land Trusts, local builders, eco-homes and self build to identify land and empty buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Housing &amp; regeneration</li> <li>• Deprivation</li> <li>• Enterprise &amp; Innovation</li> <li>• Skills, education and employability</li> </ul>	<ul style="list-style-type: none"> <li>• Homes &amp; Communities</li> <li>• Inclusive &amp; Sustainable economy</li> </ul>

City Funds: Themes	Bristol City Council Corporate Strategy	Bristol City Council Business Plans 2018-19	One City Approach/Plan themes (as in BCC Corporate Strategy)	Emerging new One City Plan/Approach themes
	<p>affordable- are built in Bristol each year by 2020</p> <ul style="list-style-type: none"> <li>• Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person</li> </ul>	<p>for redevelopment....</p>		
Community Initiatives & Inclusive Employment	<p>Well Connected: Take bold and innovative steps to make Bristol a joined-up city, linking up people with jobs and each other</p> <ul style="list-style-type: none"> <li>• Reduce social and economic isolation and help to connect people to people, people to jobs and people to opportunity</li> </ul>		<ul style="list-style-type: none"> <li>• Skills, education and employability</li> <li>• Communities, diversity and resilience</li> <li>• Deprivation</li> <li>• Culture and tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Homes &amp; Communities</li> <li>• Transport &amp; Connectivity</li> </ul>

City Funds: Themes	Bristol City Council Corporate Strategy	Bristol City Council Business Plans 2018-19	One City Approach/Plan themes (as in BCC Corporate Strategy)	Emerging new One City Plan/Approach themes
No Child Goes Hungry, Community Initiatives & Environmental Sustainability	<p>Wellbeing: Create healthier, more resilient communities where life expectancy is not determined by wealth or background</p> <ul style="list-style-type: none"> <li>Keep Bristol on course to be 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</li> <li>Tackle food and fuel poverty</li> </ul>	<ul style="list-style-type: none"> <li>Work alongside and attract partners to gain investment of around £800m and £1bn that is required over the next 10 years to enable us to stay on course to a carbon neutral city in 2050</li> <li>Access to green spaces is associated with better mental and physical health and can reduce the negative effects of deprivation including health inequalities</li> <li>Work with partners including food banks, social enterprises as part of Feeding Bristol to tackle food poverty</li> </ul>	<ul style="list-style-type: none"> <li>Community safety and justice</li> <li>Health &amp; Social Care</li> <li>Deprivation</li> <li>Enterprise &amp; innovation</li> <li>Environment</li> </ul>	<ul style="list-style-type: none"> <li>Environment</li> <li>Health &amp; Wellbeing</li> <li>Inclusive &amp; Sustainable economy</li> </ul>

## 5.2 What Benefits Could City Funds Deliver?

- Locally sourced and aligned funding driven by evidenced business case assessment by City based experts
- Increase in new investment funding coming into Bristol focussing on City needs and systemic change
- Building the capacity and confidence of the community sector to institute effective solutions to address social and economic issues

- City wide initiatives that have been successfully developed and tested at a community level
- Less reliance on public sector resources due to interventions by and for a community
- Opportunity to shape delivery against key priorities with matched funding, both grant and repayable
- Opportunity to influence and shape the social investment market in Bristol

## 6. Legal implications

### City Funds - Governance

The City Funds Governing Board is governed by a Collaboration Agreement included at **Appendix 4**.

### Investment Fund

- The legal parameters for the Investment Fund are set out at **Appendix 5** in the scoping note provided by Burges Salmon.
- The BBRC commercial arrangements are included in the Collaboration Agreement at **Appendix 4 – Schedule 4**. Although the Collaboration Agreement allows for BBRC to be remunerated up to 5% for its services, BBRC envisages that it will keep its remuneration within 3% (+VAT) of committed funds on an annual basis and from within that amount an allowance for NCM Fund Services will be provided for
- The Draft Investment Policy is included at **Appendix 6**. The Investment Policy will be set and agreed by the Initial Investors as part of the legal process (including BCC). Subsequent changes to this policy will be proposed via the Investment Advisory Committee and ratified by the Governing Board (including BCC representation via the Collaboration Agreement).

### Aligned Grants Capacity Building, Enterprise Development, Investment Readiness and Investment Blend

Where grants are aligned (there will many), it is proposed that a variety of mechanisms are used, these will range from a formal grant agreement with the Investment Fund which the investment Fund can invoice against to a lighter touch memorandum of understanding of where common funding might take place. This is the opportunity and also the challenge created by City Funds.

### Transformational Change Grants Managed by Quartet

This will be managed via Quartet using the process outlined in section 3.5. All legal arrangements are covered by the Collaboration Agreement at **Appendix 4 – Schedule 3**.

## **7. Financials**

### **Assumptions**

Analysis has been completed using financial data from previous projects in order to give an indication of the level of funding required for future comparable initiatives. For asset based capital projects the evidence base is fairly robust and advice has been sought from sector experts to help inform the assumptions for revenue based projects.

### **Funding and Investment Requirements**

Table 7.1 shows the breakdown of example funding required per project, per theme with a % split of timing of the drawdown (revenue and/or capital) over a typical 5 year lifespan of the investment. This gives an indication of the varied mix of projects and their relevant levels of funding at any given time – this will be managed by BBRC and Quartet.

Table 7.2 applies a formula of amount of capital and/or revenue required per project multiplied by the % drawdown per year, multiplied by the number of projects per year to give an indication of funding required in any one year and also by theme over a 5 year timeframe.

Table 7.1

	Community Initiatives				Economic Inclusion						Environmental Transformation			No Child Goes Hungry
	Anchors - Working Capital	Community Led Housing	Capital Projects: Non-Housing Assets	Capital Projects: Community Energy	Skills	Entrepreneurs	Revenue Projects: Infrastructure	Capital Projects: Infrastructure	Revenue Projects: Employment Hubs	Capital Projects: Employment Hubs	Enterprises - Working Capital	Revenue Projects: Low Carbon Assets	Capital Projects: Low Carbon Assets	Charities seeking support
<b>Average Size of Investment/Funding Required:</b>	50,000	4,318,778	412,500	2,365,639	250,000	100,000	500,000	1,000,000	200,000	250,000	75,000	216,667	1,415,556	750,000
<b>Capital or Revenue?</b>	Revenue	Capital	Capital	Capital	Revenue	Revenue	Revenue	Capital	Revenue	Capital	Revenue	Revenue	Capital	Revenue
<b>Timing of cashflows (Year 1 = Project Initiation):</b>		TBC												
Year 1	50%	80%	80%	80%	40%	40%	40%	80%	40%	80%	50%	50%	80%	25%
Year 2	30%	10%	10%	10%	30%	30%	30%	10%	30%	10%	30%	30%	10%	25%
Year 3	20%	10%	10%	10%	30%	30%	30%	10%	30%	10%	20%	20%	10%	25%
Year 4	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	25%
Year 5	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Number of initiated projects:</b>														
Year ended 31 March 2020	1	2	1	0	0	1	0	0	0	0	2	0	1	0
Year ended 31 March 2021	0	4	2	0	1	0	0	1	1	1	0	1	2	0
Year ended 31 March 2022	0	7	0	0	0	1	1	1	0	0	0	2	2	0
Year ended 31 March 2023	1	2	1	0	0	0	0	0	1	0	0	0	2	0
Year ended 31 March 2024	0	3	0	0	1	0	1	0	0	0	0	0	2	1
<b>Total</b>	<b>2</b>	<b>18</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>9</b>	<b>1</b>

Table 7.2

	Community Initiatives				Economic Inclusion						Environmental Transformation			No Child Goes Hungry
	Anchors - Working Capital	Community Led Housing	Capital Projects: Non-Housing Assets	Capital Projects: Community Energy	Skills	Entrepreneurs	Revenue Projects: Infrastructure	Capital Projects: Infrastructure	Revenue Projects: Employment Hubs	Capital Projects: Employment Hubs	Enterprises - Working Capital	Revenue Projects: Low Carbon Assets	Capital Projects: Low Carbon Assets	Charities seeking support
<b>If capital, total amount of capital required:</b>														
Year ended 31 March 2020	0	6,910,044	330,000	0	0	0	0	0	0	0	0	0	1,132,444	0
Year ended 31 March 2021	0	14,683,844	701,250	0	0	0	0	800,000	0	200,000	0	0	2,406,444	0
Year ended 31 March 2022	0	26,776,422	123,750	0	0	0	0	900,000	0	25,000	0	0	2,689,556	0
Year ended 31 March 2023	0	11,660,700	412,500	0	0	0	0	200,000	0	25,000	0	0	2,831,111	0
Year ended 31 March 2024	0	5,182,533	41,250	0	0	0	0	100,000	0	0	0	0	849,333	0
<b>Five Year Total - Capital</b>	<b>0</b>	<b>65,213,544</b>	<b>1,608,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,000,000</b>	<b>0</b>	<b>250,000</b>	<b>0</b>	<b>0</b>	<b>9,908,889</b>	<b>0</b>
<b>If revenue, total amount of revenue required:</b>														
Year ended 31 March 2020	25,000	0	0	0	0	40,000	0	0	0	0	75,000	0	0	0
Year ended 31 March 2021	15,000	0	0	0	100,000	30,000	0	0	80,000	0	45,000	108,333	0	0
Year ended 31 March 2022	10,000	0	0	0	75,000	70,000	200,000	0	60,000	0	30,000	281,667	0	0
Year ended 31 March 2023	25,000	0	0	0	75,000	30,000	150,000	0	140,000	0	0	173,333	0	0
Year ended 31 March 2024	15,000	0	0	0	75,000	30,000	300,000	0	60,000	0	0	86,667	0	187,500
<b>Five Year Total - Revenue</b>	<b>90,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>325,000</b>	<b>200,000</b>	<b>650,000</b>	<b>0</b>	<b>340,000</b>	<b>0</b>	<b>150,000</b>	<b>650,000</b>	<b>0</b>	<b>187,500</b>

Taking into consideration the number of projects anticipated within the first 5 years of City Funds the table below presents the split between the type of finance required. In some cases investments may use a simple split of non-refundable grant aligned to repayable revenue finance. However in other scenarios, particularly those involving assets, there may be the need for tiered funding offering differing risk/return models. Based on early assumptions £61.6m will be sought in total over the first 5 years with from aligned funders, such as pension funds, Triodos and national private and government supported funds. This is in addition to the £15.3m that City Funds will raise and manage.

**Table 7.3**

	Community Initiatives				Economic Inclusion						Environmental Transformation			No Child Goes Hungry	
	Anchors - Working Capital	Community Led Housing	Capital Projects: Non-Housing Assets	Capital Projects: Community Energy	Skills	Entrepreneurs	Revenue Projects: Infrastructure	Capital Projects: Employment Infrastructure	Revenue Projects: Employment Hubs	Capital Projects: Employment Hubs	Enterprises - Working Capital	Revenue Projects: Low Carbon Assets	Capital Projects: Low Carbon Assets	Charities seeking support	
<b>Total Capital &amp; Revenue Required During First Five Years:</b>															<b>Totals</b>
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Grant - Revolving	0	713,056	633,750	0	0	0	0	0	50,000	0	0	855,556	0	0	2,252,361
Mezzanine Debt - Capital Project	0	27,788,362	975,000	0	0	0	0	620,000	0	200,000	0	3,297,778	0	0	32,881,140
Senior Debt (aligned only - outside the scope of C	0	26,645,460	0	0	0	0	0	1,180,000	0	0	0	4,977,778	0	0	32,803,238
Aligned Capital Grant - Governmental	0	10,066,667	0	0	0	0	0	200,000	0	0	0	777,778	0	0	11,044,444
Revolving working capital grant	0	0	0	0	65,000	0	0	85,000	0	80,000	216,667	0	0	0	446,667
Repayable Revenue Finance - Working Capital	90,000	0	0	0	260,000	200,000	0	0	255,000	0	70,000	433,333	0	187,500	1,495,833
<b>Five Year Total - Capital and Revenue</b>	<b>90,000</b>	<b>65,213,544</b>	<b>1,608,750</b>	<b>0</b>	<b>325,000</b>	<b>200,000</b>	<b>0</b>	<b>2,000,000</b>	<b>340,000</b>	<b>250,000</b>	<b>150,000</b>	<b>650,000</b>	<b>9,908,889</b>	<b>187,500</b>	<b>80,923,683</b>
<b>City Funds - Amount Required</b>															<b>Totals</b>
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Grant - Revolving	0	356,528	475,313	0	0	0	0	0	37,500	0	0	641,667	0	0	1,511,007
Mezzanine Debt - Capital Project	0	13,894,181	487,500	0	0	0	0	465,000	0	150,000	0	2,473,333	0	0	17,470,014
Senior Debt (aligned only - outside the scope of C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Aligned Capital Grant - Governmental	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revolving working capital grant	0	0	0	0	32,500	0	0	42,500	0	40,000	108,333	0	0	0	223,333
Repayable Revenue Finance - Working Capital	0	0	0	0	65,000	0	0	42,500	0	8,000	21,667	0	0	0	137,167
<b>Total</b>	<b>0</b>	<b>14,250,709</b>	<b>962,813</b>	<b>0</b>	<b>97,500</b>	<b>0</b>	<b>0</b>	<b>465,000</b>	<b>85,000</b>	<b>187,500</b>	<b>48,000</b>	<b>130,000</b>	<b>3,115,000</b>	<b>0</b>	<b>19,341,521</b>
<b>Aligned Funding Levered In</b>															<b>Totals</b>
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Grant - Revolving	0	356,528	158,438	0	0	0	0	0	12,500	0	0	213,889	0	0	741,354
Mezzanine Debt - Capital Project	0	13,894,181	487,500	0	0	0	0	155,000	0	50,000	0	824,444	0	0	15,411,126
Senior Debt (aligned only - outside the scope of C	0	26,645,460	0	0	0	0	0	1,180,000	0	0	0	4,977,778	0	0	32,803,238
Aligned Capital Grant - Governmental	0	10,066,667	0	0	0	0	0	200,000	0	0	0	777,778	0	0	11,044,444
Revolving working capital grant	0	0	0	0	32,500	0	0	42,500	0	40,000	108,333	0	0	0	223,333
Repayable Revenue Finance - Working Capital	90,000	0	0	0	195,000	200,000	0	0	212,500	0	62,000	411,667	0	187,500	1,358,667
<b>Total</b>	<b>90,000</b>	<b>50,962,836</b>	<b>645,938</b>	<b>0</b>	<b>227,500</b>	<b>200,000</b>	<b>0</b>	<b>1,535,000</b>	<b>255,000</b>	<b>62,500</b>	<b>102,000</b>	<b>520,000</b>	<b>6,793,889</b>	<b>187,500</b>	<b>61,582,162</b>

**Likely Sources of Funding**

Based on ongoing discussions with national funders City Funds is building an analysis of the types of initiatives that they are interested in funding and also the terms and returns that they will expect. Table 7.4 outlines “first brick funders” giving an indication of the initiatives they would fund and also the basis of grant vs investment.

Table 7.4

		CITY FUND THEMES			
		1	2	3	4
Re-payable finance		Big Society Capital (indicative) (funding across all themes)  Cash only  3% - 5% ROI		Bristol City Council (indicative) (funding across all themes)  Cash and Land/Buildings  3% - 5% ROI	
		↑ Cross subsidising			
Grants		ACCESS FOUNDATION (funding across all themes)		P2C (restricted funding)	
		↓ Capital grant; risk tolerant			
		Esmee Fairbairn (funding across all themes)			

Revenue grants: risk tolerant

Capital grant; risk tolerant

The financial model is forecasting an Internal Rate of Return (IRR) of 6% for Bristol City Council based on the assumptions detailed above, this is 1% higher than the targeted 5% IRR. The key risks to achieving this IRR are:

- the number of projects being approved.
- the interest rates achievable on each project.
- the level of default rates.
- the amount of first loss funding available.

The focus point in managing the success of the fund should be on ensuring that the split between the themes stays on target as too many projects in Economic Inclusion and/or No Child Goes Hungry will reduce the IRR. The default, interest and first loss rate risks can be managed on a project by project case to ensure that it is adhering to the fund's parameters, however the split between the themes will need a more holistic overview to keep it in line with the model.

The following scenarios would need to occur in order for the IRR to drop below the 5% target:

- The number of projects would need to drop by 10% specifically in Community Initiatives and Environmental Transformation themes for the IRR to drop to 5.0% (these themes give the highest IRR by project whereas the Economic Inclusion and No Child Goes Hungry themes are low or negative IRR's so reducing the number of these actually improves the IRR)
- Interest rates would need to reduce by 1% across all projects for the IRR to drop to 5.0%
- Default rates would need to increase by 5% on all projects for the IRR to drop to 5.0%
- The amounts funded by first loss funders would need to reduce by 5% on all projects for the IRR to drop to 4.7%

Further stress testing shows the following:

- If the number of projects drop by 30% specifically in the Community Initiatives and Environmental Transformation themes the IRR will drop to 3.9%
- If interest rates reduce by 3% across all projects the IRR will drop to 3.2%
- If default rates increase by 15% on all projects the IRR will drop to 2.9%
- If the amounts funded by first loss funders reduce by 15% on all projects the IRR will drop to 2.4%

## 8. Key Risks

As with all projects that are at an early stage of inception there are a number of identifiable risks that need to be addressed in order to increase the likelihood of success. The Board and partners are working on the risks identified below to ensure that the objectives, structure and set up of the City Funds are defined and robust.

	Risk	Mitigation	Action and Responsibility
1	Funds do not focus on transformative outcomes – viewed and used as just another source of money	Clear funds objectives and purpose, principles of participation, application and approval process agreed and communicated	Board to finalise process and templates

	Risk	Mitigation	Action and Responsibility
2	Lack of detail about how the funds will be managed	Funds design and management plan drafted	BBRC and Quartet finalising and continuously improving
3	Funding priority groups not investment ready	Formal agreement of FPG leads and activities required to begin funding process	Board to identify and secure leads. Communicate terms of reference and expectations
4	Lack of formal investment commitment by initially identified funders	Funds objectives and high-level potential investment priorities communicated directly to each funder	Full report to be shared with potential funders for them to incorporate to respective Board sign off meetings
5	Lack of commitment from asset owners	Principles of asset transfer drafted and discussed with asset owners to reflect shared requirements	Ongoing discussions continuing
6	Lack of resource to drive funds set up and FPG development	Identify core resource required and secure funding	Board to continue to define resource requirement, job description and funding sources
7	Relationship with City Office becomes mis-aligned e.g. due to timing or communication issues	Clear process of joint working and communication established – potentially through shared resource	Board to continue discussions with City Office to establish terms of alignment
8	Set up and testing timelines are delayed causing investment opportunities to be missed	When basics of the fund are in place choose an opportunity to use as a pilot investment	Board to decide pilot investment and timeframe for investment
9	“Competition” with other funds/initiatives for money and resources – e.g. businesses for CSR and benefit in kind, HNW individuals	Identify other funds and potential collaboration opportunities	BBRC and Quarter to identify and communicate

## 9. Consultation/Stakeholder Engagement to Date:

A wide range of stakeholders have been involved in both establishing this project and latterly, becoming part of the governance and oversight for City Funds.

These have included:

- 7 breakfast meetings with a cross-section of public and private sector key city influencers and decision makers
- Bi-monthly meetings with core funders group
- City Funds Board representative presentations at City Gatherings
- Monthly meetings with City Office to ensure alignment
- Monthly one to one meetings with potential core funders
- Meetings with emerging Funding Priority Groups
- Meetings with potential investees to assess investment readiness
- Partnership working within the Mayors Assets Group, including BCC Property & Communities, Mayors Office, Voscur, Locality, Power to Change, City Funds, BBRC

Within Bristol City Council, the Mayor's Office has acted as a key partner in developing City Funds and the Mayor has retained a direct interest and influence over the work to date and encouraged the alignment with the City Office work. Early discussions have also been held with the City Council's 151 officer, Denise Murray, and Craig Cheney as Cabinet Member for Resources. Cllr and Deputy Mayor Asher Craig.

## Appendix 1: Data & Evidence

- a) Indices of Multiple Deprivation – Deprivation in Bristol 2015 (identifying geographic areas of the city experiencing disadvantage against a wide range of domains. ([www.bristol.gov.uk/documents/20182/32951/Deprivation+in+Bristol+2015/429b2004-eeff-44c5-8044-9e7dcd002faf](http://www.bristol.gov.uk/documents/20182/32951/Deprivation+in+Bristol+2015/429b2004-eeff-44c5-8044-9e7dcd002faf))
- Income Deprivation
  - Employment Deprivation
  - Education, Skills and Training Deprivation
  - Health Deprivation and Disability
  - Crime
  - Barriers to Housing and Services
  - Living Environment Deprivation

### Summary of key findings

- The Indices of Deprivation 2015 reinforce previously identified patterns of deprivation across the city. Bristol continues to have deprivation ‘hot spots’ that are amongst some of the most deprived areas in the country yet are adjacent to some of the least deprived areas in the country.
- Since 2010, Bristol has on the whole seen a greater increase in levels of relative deprivation than the other English Core Cities, however, this was mostly from a less deprived starting point.
- In Bristol 16% of residents - 69,000 people - live in the most deprived areas in England, including 17,800 children and 10,500 older people.
- Bristol has 42 LSOAs in the most deprived 10% in England for Multiple Deprivation. Of these 42 LSOAs, there are 26 in the most deprived 5% in England and 6 in the most deprived 1% in England.
- The greatest levels of deprivation in Bristol are in Whitchurch Park, Hartcliffe, Filwood and Lawrence Hill. ‘Bishport Avenue’ (E01032514) and ‘Hareclive’ (E01014726) are both ranked in the most deprived one hundred areas in England for Multiple Deprivation in 2015.
- A greater proportion of Bristol’s population live in the most deprived areas in England in 2015 than in 2010 – 16% of Bristol’s total population live in the most deprived areas compared to 14% in 2010 - an increase of two percentage points. 22% of Bristol’s children live in the most deprived areas - an increase of three percentage points - and 14% of Bristol’s older people live in the most deprived areas - an increase of 1.8 percentage points.
- Relative to other areas in England, Bristol has both more LSOAs in the most deprived 10% for Multiple Deprivation than in 2010 and also areas are ranked higher in terms of Multiple Deprivation relative to other areas than in 2010.
- In Bristol as a whole almost 72,000 - 17% of the population - suffers from income deprivation. The proportion varies greatly across the city from as high as 49% of people living in ‘Fulford Road North’ in Hartcliffe ward to 1% of people living in ‘University Halls’ in Stoke Bishop. On a ward basis, more than a third of people are income deprived in Lawrence Hill (36%) and Filwood (35%).

## Appendix 1: Data & Evidence

- Education, Skills and Training is where Bristol experiences some of the highest levels of deprivation. The distribution of deprivation based on this domain is more far reaching than other domains and is particularly concentrated in the social housing areas in South Bristol. Five LSOAs in Filwood and Whitchurch Park wards are ranked in the most deprived 100 out of 32,844 LSOAs in England.

b) **Joint Strategic Needs Analysis** – wide ranging data sets demonstrating differentials between geographic areas and communities of interest. Below is a selection of key indicators relating to area relevant to the thematic areas in City Funds ([www.bristol.gov.uk/documents/20182/305531/JSNA+2015+v4/fc4df8f4-5c65-4b2e-8ee3-e6ad56f1004f](http://www.bristol.gov.uk/documents/20182/305531/JSNA+2015+v4/fc4df8f4-5c65-4b2e-8ee3-e6ad56f1004f))

Heading	Evidence
Inequalities in Health	<p>Despite the rise in life expectancy, Bristol is significantly worse than national average for men.</p> <ul style="list-style-type: none"> <li>• Inequalities in life expectancy have not improved. The gap between the most deprived and least deprived areas is 8.9 years for men and 6.6 years for women.</li> <li>• The number of years people are living in ill health has a vast range from 11 years to 31 years for females and from 10 years to 24 years in ill health for males.</li> <li>• Premature mortality rates in some areas of Bristol are 3 times as high as other areas.</li> </ul>
Wider Influences on Health	<ul style="list-style-type: none"> <li>• A greater proportion of Bristol’s population live in the 10% most deprived areas in England in 2015 than in 2010; 16% compared to 14% in 2010</li> <li>• 72,000 people (17% of Bristol population) are “income deprived” – in Lawrence Hill (36%) and Filwood (35%) it is more than 1 in 3. 20% of people over 60 are income deprived.</li> <li>• Around 18 000 children live in low-income families in Bristol (23%) – this is significantly higher than the England average (18.6%), and there are stark inequalities across Bristol.</li> </ul>
Mental Health	<ul style="list-style-type: none"> <li>• 30,100 Bristol patients (7.6%) received a diagnosis of depression in the last year by GPs. Rates have been rising across Bristol, and the highest rate is currently in the North &amp; West (outer) area (9.3%).</li> <li>• There were 1,600 attendances for deliberate self-harm at the Bristol</li> </ul>

## Appendix 1: Data & Evidence

Heading	Evidence
	<p>Royal Infirmary in 2014. 18% made a repeated attendance during the year. This number has remained stable since 2011.</p> <ul style="list-style-type: none"> <li>• There are around 500 admissions from self-harm for young people (10-24 year olds) in Bristol and this rate exceeds the England average.</li> <li>• There are around 45 suicides a year amongst the Bristol population with middle aged men having the highest rate, mirroring the national picture. Around 37% of these were in contact with mental health services.</li> <li>• An estimated 10% of children and young people may be experiencing emotional health problems at any time.</li> </ul>
Education and Employment	<ul style="list-style-type: none"> <li>• Overall Bristol's education results are improving, but there remains significant variation within the city. 55.2% of Bristol pupils attained 5 or more GCSEs at grade C or above (including English and Maths), a point rise of 20% since 2008. For the first time, Bristol exceeded the national average (53.4%) in 2014.</li> <li>• Bristol schools are 150<sup>th</sup> out of 152 in the country for attendance – causing issues with skills attainment and employability.</li> <li>• There are 6.3% of 16-18 year olds in Bristol (2014) who are recorded as being not in education, employment or training (NEET). This is significantly worse than the national average of 4.7%, but is falling.</li> <li>• The unemployment rate in Bristol remains high at 8.3% compared to 6.4% in England.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Housing affordability is a serious issue for Bristol. Over the past decade average house prices in Bristol increased by 29% compared to 16% for England and Wales.</li> <li>• The average house price is 8.6 times the average wage in Bristol in 2016.</li> <li>• Bristol will require 33,500 new homes to be built between 2016 and 2036.</li> <li>• The Mayor has committed to deliver 2000 homes per year and 800 of these will be affordable.</li> <li>• Rates of households considered statutorily homelessness (in priority need) is rising.</li> <li>• There has been a considerable increase in private renting (and in rental</li> </ul>

## Appendix 1: Data & Evidence

Heading	Evidence
Older People	<p>costs).</p> <ul style="list-style-type: none"> <li>• An estimated 4,100 people in Bristol have dementia. Of these people, 68.7% have a diagnosis, compared with a national diagnosis rate of 66.1%. This number is rising in line with an ageing population.</li> <li>• Bristol's hospital admission rates following a fall are significantly higher than the South West &amp; England averages, and are increasing. The estimated health &amp; social care costs of injuries following a fall are in excess of £11 million every year.</li> <li>• There are estimated to be between 6,300 and 11,400 older people socially isolated in Bristol. Socially isolated older adults have: longer stays in hospital, a greater number of GP visits and more dependence on homecare services.</li> <li>• In Bristol, 35.3% of social care service users say they have as much social contact as they would like, which is significantly lower than the national average (44.2%).</li> </ul>
Other	<ul style="list-style-type: none"> <li>• The rate of first-time entrants to the Youth Justice System in Bristol is almost double the rate for England.</li> </ul>

- c) **Ward Profiles:** Bristol City Council has also collated ward level statistical profiles for the city. Although wards are not the perfect instinctive or natural boundary, they are a helpful way to understand how areas of the city are performing differently to each other. The link below is to an example ward profile for Filwood ward, selected because one of the potential projects within Community Initiatives is located in this ward. The profile demonstrates the key statistical issues within this neighbourhood differentiating it from many other parts of the city (see city ward maps against key themes). The approach of Community Initiatives related projects will be to seek to demonstrate how they will tackle one/some of these key local issues, empowering communities and building social capital in the process. Importantly, what these profiles show is the data for the neighbourhood to show headline needs. What City Funds in partnership with community organisations seeks to provide is knowledge and most importantly, understanding of how things work locally and how to galvanise the community to develop and deliver their own local solutions to key problems. (<https://www.bristol.gov.uk/documents/20182/436737/Filwood.pdf/d2f649ea-424e-4f36-a739-f93c79d6c40a>)

Known demand for social investment for charities and social enterprises in Bristol as of 2017: CLES/NEF : Investment in underserved areas: geographical deep dives. (<http://www.bab-rc.uk/wp-content/uploads/2017/11/DEEP-DIVES-FINAL-REPORT-NEF-CLES-30.10.17-1.pdf>). This narrative report provides a

# Appendix 1: Data & Evidence

context for the views of the local VCSE regarding how they would use social investment, the barriers they perceive to accessing it and their needs to support the development of investible projects. This forms a backdrop to evidencing why more accessible approaches to social investment are required in Bristol.

## Appendix 2: – The Current Funding Landscape

There are a number of active local and national funders in the Bristol market place, each with specific areas of focus and funding criteria. The table below highlights a selection of those that have expressed an interest in early alignment to City Funds. Further work will be undertaken to discuss where a strategic fit might exist and also to identify where there are gaps in funding that could be rectified through the existence of the City Funds mechanism.

### 4.1 Example Funders

Funder	Headline Strategic statements/priorities	Key national outcomes	How/does it connect with what Bristol wants?
Power to Change (Grant plus access to social investment via Key Fund)	<p>Better places through community business by:</p> <ul style="list-style-type: none"> <li>• Growing the community business sector: to create a greater number of sustainable community businesses delivering significant social, economic and environmental impact at the end of 10 years</li> <li>• Transforming Places – demonstrate that community businesses can transform places through positive social, economic and environmental impact</li> <li>• Making the case – inform and influence government, business, consumers and other funders that community business can be a powerful force for change, such that they increase their investment into and commitment to the sector</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced social isolation</li> <li>• Improved health &amp; wellbeing for local people</li> <li>• Increased employability</li> <li>• Economic regeneration</li> <li>• Better access to basic services</li> <li>• Improved local environment</li> <li>• Greater community cohesion</li> <li>• Greater community pride and empowerment</li> <li>• Recognition of community businesses as a new model for change</li> <li>• Public sector savings</li> </ul> <p>2018-20 Business Plan focus:</p> <ol style="list-style-type: none"> <li>1) Sectors – community led housing, community energy &amp; health &amp; social care</li> <li>2) Places – focus on 10 places of different scale</li> <li>3) Cross cutting themes – community-owned assets - focus on broad asset ownership as part of strengthening local economies</li> </ol>	<p>100% match in terms of local Bristol needs/interest in addressing inequality and disadvantage.</p> <p>Significant interest in approach and community business led model (aligned with Locality research and proposition around local community anchor organisations leading local economic and community resilience).</p> <p>Complete alignment with City Funds thematic priority re: Community initiatives – but no clear strategic alignment with existing core city policies and strategies – testing newer ground.</p> <p>Matches BCC Corporate priorities regarding communities/VCS “stepping up” into service provision and support to communities – but possibly challenging old approaches to enabling community asset transfer</p>

## Appendix 2: – The Current Funding Landscape

Funder	Headline Strategic statements/priorities	Key national outcomes	How/does it connect with what Bristol wants?
		and rebuilding local civic culture. Plus national infrastructure as enabler of thriving community business market.	
Esmee Fairbairn (Grant and social investment)	<ul style="list-style-type: none"> <li>• <b>Reveal the unseen and champion the unpopular:</b> Support people to address difficult issues which are not well known or understood. Where a combination of complex problems, silence or social pressure might lead to prejudice or stigma</li> <li>• <b>Strengthen and connect communities for change:</b> Belief that communities working together with partner organisations or social movements can make more of a difference to peoples lives. Supporting creative or unexpected approaches to community action, encouraging easier sharing of ideas, methods or data.</li> <li>• <b>Catalyse system change:</b> Supporting work that sets out to change the systems which prevent individuals, families and/or communities from living a fulfilling life or threaten to damage the natural environment. Backing organisations that have the vision and knowhow to improve lives in the UK to benefit current and future generations</li> <li>• <b>Unlock and enable potential:</b> Backing exceptional people with inspiring, practical ideas and organisations that have</li> </ul>	Don't set a pre-prescribed group of outcomes – it works with the projects coming in aligned to headline strategic statements.	<p>Strong match around innovation to tackle complex issues.</p> <p>Strong match regarding communities working together for change – maps into City Funds Community Initiatives and the wider values being shared from the City Office/One City Approach.</p> <p>System change interest maps directly into City Office and Funds aspirations.</p> <p>Support for experimentation is strong, though Bristol City Council's appetite for risk is low.</p>

## Appendix 2: – The Current Funding Landscape

Funder	Headline Strategic statements/priorities	Key national outcomes	How/does it connect with what Bristol wants?
	<p>developed new approaches – through core funding and providing the space for experimentation, learning and refinement so that the sector and the people it serves discover how best to fulfil their potential.</p>		
<p>Big Lottery (Grant)</p>	<p>People in the lead:  <b>Bringing real improvements to communities, and lives of people most in need</b>            Big Lottery feel that strong, vibrant communities can be built and renewed by the people living in them.</p> <p><b>As a grant-maker (selected)</b></p> <ul style="list-style-type: none"> <li>• Tackling disadvantage by focusing on what people contribute, supporting communities (geographical or otherwise)</li> <li>• Strengthening their blended funding model:               <ul style="list-style-type: none"> <li>• Keeping open, demand-led funding at our core – making it more accessible and responding to what people tell us our money can help them achieve</li> <li>• Developing the interplay between different funding approaches across portfolios, sharing learning</li> <li>• Exploring new types of grant-making such as social investment and other funding instruments, opportunities to build on full cost recovery, and options for continuation funding.</li> </ul> </li> </ul> <p><b>As a catalyst</b></p>	<p>Supporting organisations which:</p> <ul style="list-style-type: none"> <li>• bring people together and build strong relationships in and across communities</li> <li>• improve the places and spaces that matter to communities</li> <li>• enable more people to fulfil their potential by working to address issues at the earliest possible stage</li> </ul>	<p>Headlines match the city’s overall objectives around empowered, resilient communities;</p> <p>More equal, fair and less disadvantaged</p> <p>Increased agency for community led and focussed solutions to key local issues.</p> <p>Interest in developing a learning set/approach with Locality and Community Anchor organisations to share practice, specific to other organisations and projects and to increase pace and confidence of developing pipeline projects</p> <p>Matches the collaboration aspiration of the City Office and City Funds approaches. Developing collaborations at community level is also building momentum and a key part of building resilience in neighbourhoods -it is not all about one organisation or one project – its working together to deliver change in the place.</p>

## Appendix 2: – The Current Funding Landscape

Funder	Headline Strategic statements/priorities	Key national outcomes	How/does it connect with what Bristol wants?
	<ol style="list-style-type: none"> <li>1. Developing the skills of individuals and communities to take the lead in civil society, such as building community enterprises and increasing digital capability.</li> <li>2. Encouraging different parts of civil society - from informal associations to small and medium sized entrepreneurs, through to the biggest charitable organisations – to adapt to current opportunities and challenges.</li> <li>3. Backing innovation – giving momentum to people, communities and practitioners with new approaches to thorny problems, prioritising and growing the best ideas and practice.</li> <li>4. Creating partnerships with those who can support great community-led activity – civil society organisations, other funders, government, public and private sectors.</li> </ol>		
Access – Foundation for Social Investment (National partnership between Big Lottery Fund, Big Society Capital & Access)	<p>Support to charities and social enterprises to become more financially resilient and self-reliant, so that they can sustain and increase their impact.</p> <p>Growth Fund: Aim to bridge the gap between charities &amp; social enterprises on one side and social investors on the other, using blended finance</p>	<p>Key focus:</p> <ul style="list-style-type: none"> <li>• Seeking opportunities to supply more grant into finance blended models which help expand the reach of social investment, actively working with a range of partners</li> <li>• Actively supporting and managing the portfolio of social investors in the Growth Fund who are making loans to charities and social enterprises</li> </ul>	<p>Potential support for the development work for City Funds under two of their 3 thematic areas:</p> <ul style="list-style-type: none"> <li>• New Approaches: offer creative and relevant new products or new ways of delivering social investment to the sector</li> <li>• Reach: can offer social investment and make it relevant for charities and social enterprises who have not previously benefitted. #</li> </ul>

## Appendix 2: – The Current Funding Landscape

Funder	Headline Strategic statements/priorities	Key national outcomes	How/does it connect with what Bristol wants?
		<ul style="list-style-type: none"> <li>• Leading the case for blended finance and convening the discussions with other potential funders of subsidy around the value of the approach, based on their learning</li> </ul>	<p>Offer of flexible unsecured repayable finance of up to £150,000 for charities and social enterprise</p> <p>Significant learning for Bristol from this work</p>
<p>Big Society Capital (social investment)</p>	<p><b>Priorities:</b></p> <ul style="list-style-type: none"> <li>• <b>Reduce inequality by spreading the cost of growth</b> – prioritising inclusive growth</li> <li>• Long-term strategic city-regional planning</li> <li>• Connecting and coordinating anchor institutions</li> <li>• Ensure incoming resources are more fairly distributed</li> <li>• Empower local community groups</li> </ul> <p>Belief that poverty and inequality is best tackled in a Place based approach</p>	<p>Special focus on: providing homes for people in need; supporting communities to improve lives; and early action to prevent problems.</p> <ul style="list-style-type: none"> <li>➤ <b>Creating jobs and local economic resilience</b> through increased access to finance for SMEs and social enterprises.</li> <li>➤ <b>Creating good places to live</b> through investment in affordable, quality housing and investment into childcare provision and other essential services.</li> <li>➤ <b>Increasing social capital</b> through backing of community owned businesses and assets.</li> <li>➤ <b>Upskilling the workforce</b> through investment in training providers and social enterprises supporting people furthest from the labour market.</li> <li>➤ <b>Improving the well-being of communities</b> through development of innovative</li> </ul>	<p>Really good fit strategically:</p> <ul style="list-style-type: none"> <li>• Community led housing</li> <li>• Community initiatives – driving local economic and community resilience through local community anchor organisations</li> <li>• Generally anti-poverty</li> <li>• Place based approach</li> <li>• Interested in Bristol as city level intervention</li> </ul>

## Appendix 2: – The Current Funding Landscape

Funder	Headline Strategic statements/priorities	Key national outcomes	How/does it connect with what Bristol wants?
		models to address health & wellbeing needs of population	
Resonance (social investment)	<p>Provide:</p> <ul style="list-style-type: none"> <li>• Community Asset Finance – 5-7.5% interest up to £2m</li> <li>• Property Finance (residential) – variable interest rates on £10m+ <ul style="list-style-type: none"> <li>○ National Homelessness Property Fund</li> </ul> </li> <li>• Enterprise Growth Finance – 6% interest <ul style="list-style-type: none"> <li>○ Bristol Sitr fund provides £100k - £500k loans to social enterprises that are helping to dismantle poverty and fight inequality in Bristol and the surrounding areas. Interest only unsecured loan.</li> <li>○ Health and Wellbeing Challenge Fund provides unsecured loans up to £150k for social enterprises working in health and care sector.</li> </ul> </li> </ul>	<p>Impact is measured on a case by case basis but guiding principles are:</p> <ol style="list-style-type: none"> <li>1) Resonance builds relationships that connect social enterprises to support and investment</li> <li>2) Stakeholders see the Fund as true to its intentions, aligning social and financial outcomes</li> <li>3) Social enterprises receiving investment restore the lives of individuals and communities, in part thanks to investment</li> <li>4) The Fund makes a contribution to dismantling poverty in that is greater than the sum of its parts</li> </ol>	<p>Bristol Sitr Fund focuses on dismantling poverty and inequality which is a cornerstone of City Funds objectives</p> <p>Community Asset Finance alignment to Community Initiatives FPG</p>
Triodos (social investment)	<ul style="list-style-type: none"> <li>• National retail and investment bank</li> <li>• €2.5bn assets under management for Impact investment</li> <li>• Offers investors the opportunity to invest in companies or projects that contribute to positive change, covering areas such as microfinance, renewable energy, organic food and agriculture, sustainable real estate and arts &amp; culture.</li> <li>• Have a range of funds and also a crowdfunding platform</li> </ul>	<p>Have a vast portfolio of investment across a range of funding mechanisms and impact outcomes – further discussion will highlight desired outcomes for working with City Funds</p>	<p>Most likely to align with community asset/housing opportunities and community energy projects.</p> <p>Also opportunities for sustainable businesses</p>

## Appendix 2: – The Current Funding Landscape

Funder	Headline Strategic statements/priorities	Key national outcomes	How/does it connect with what Bristol wants?
	<ul style="list-style-type: none"> <li>• <b>Nature &amp; environment:</b> Finance all kinds of sustainable environmental businesses and initiatives, from organic farms and food producers, through renewable energy companies, to eco-development schemes.</li> <li>• <b>Culture &amp; Welfare:</b> Lend to businesses and initiatives that help people develop and act as free and responsible citizens. This can cover everything from schools and medical centres, through arts and cultural activities, to community projects of all kinds.</li> <li>• <b>Social business:</b> Fund businesses of any kind whose key objectives are to add value to society or the environment, from Fair Trade retailers or wholesale traders, through housing associations and eco-tourism initiatives, to manufacturers of environmentally responsible products.</li> </ul>		

## Appendix 3: – Mayors Asset group – Strategic Approach to Assets

### Moving Forward

There are a number of related initiatives currently live that will inform and support how the Community Assets agenda is taken forward. These include:

- The development of a council **Property Strategy**, which will clarify how additional value will be generated from its property portfolio. It will clarify how these assets will be used to support the council's corporate priorities – e.g. addressing disadvantage and inequality.
- Putting in place sound **Asset Management Planning (AMP)** foundations that will enable the property strategy to be delivered. This will include collecting/cleansing key property and finance data and making this more accessible to key partners. Good reliable property data is crucial to moving forward with successful asset transfers.
- Developing strategic **Property Partnerships**, such as the One Public Estate (OPE) partnership, to ensure that the benefits of collaboration in this area are fully realised. This will include creating community facilities with multiple partners, to generate efficiencies and integration benefits for local residents.
- Creating an **Inclusive and Sustainable Economic Growth Strategy**. This may include an action to undertake an audit of council assets to identify spaces and places that could be utilised for use by local entrepreneurs, social enterprises and the third sector.
- Examining the options for **measuring and recognising non-financial value** (e.g. social value) that can be generated from property assets, such as the Housing Association Charitable Trust (HACT) 'social value' calculator
- Developing an approach towards **Community-Led Housing**, as part of a range of different delivery options.

All of these initiatives need to be properly linked with the development of the Community Assets work.

### Next Steps

The next step is to support and inform the policy development through quickly initiating a number (approximately six) of pathfinder projects that can subsequently be applied city-wide. The key areas identified for the pathfinders to test are:

- Establishing the transformational outcomes that can be generated – e.g. what is the return from the asset transfer
- Community-led housing – e.g. how can this approach accelerate the scale and pace of housing delivery and how can it generate sustainable community benefit
- How community capacity can be developed within Community Anchor organisations
- Measuring and recognising non-financial value

Given the need for pace, these pathfinders should be selected from existing projects that already have a degree of momentum.

## Community Assets

### Enabling Economic Resilience and Inclusive Growth

### Proposed Mission

Since adopting the Community Asset Trust, Bristol has successfully transferred over 100 assets. This success has been built on working in partnership with communities and local organisations yet to develop the approach further and this council and its partners.

This paper recommends collaboration as achieving this ambition and the adopting this approach, informed by a number of collaborative projects (e.g. involving community anchors) to move things forward.



## Appendix 4: City Funds Collaboration Agreement

### City Funds Collaboration Agreement

Bristol City Council (1)

and

Quartet Community Foundation (2)

and

Bristol & Bath Regional Capital CIC (3)

# Appendix 4: City Funds Collaboration Agreement

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## Appendix 4: City Funds Collaboration Agreement

THIS AGREEMENT is made on

2018

### BETWEEN:

- (1) **BRISTOL CITY COUNCIL** (acting through the Mayor's Office) of City Hall, College Green, Bristol BS1 5TR (acting through the Mayor's Office, "**Mayor's Office**");
- (2) **QUARTET COMMUNITY FOUNDATION** a company limited by guarantee incorporated in England and Wales (company number 03981052) and registered charity number 1080418 whose registered office is at Royal Oak House, Royal Oak Avenue, Bristol BS1 4GB ("**Quartet**"); and
- (3) **BRISTOL & BATH REGIONAL CAPITAL CIC** a community interest company incorporated in England and Wales (company number 09672937) whose registered office is at Narrow Quay House, Narrow Quay, Bristol BS1 4QA ("**BBRC**").

### WHEREAS:

- (A) The City, via its emerging City Office, is seeking to mobilise business, its universities, local statutory bodies and the voluntary, charitable and social enterprise sectors to work together and focus on shared priorities for the City (the "**City Plan**").
- (B) One aim of the City Office is to enable the collective spend of these organisations to be better targeted on priority areas, such as community-led housing and tackling inequality within the City, in a sustainable way and through enterprise and investment models.
- (C) A new initiative has been developed to help to fulfil priority objectives of the City Plan called "**City Funds**". As a pilot City Funds has a target to raise significant funding to invest into areas of need, as identified by the City Plan. Proactive and innovative match funding partners will be sought to help the City Funds achieve this aim, via a combination of repayable finance and grant funding.
- (D) Quartet is a charitable community foundation which matches those who want to give money locally with those working to improve local communities. Each year it awards around a thousand funding grants.
- (E) BBRC brings together investors with local projects and enterprises and the community to give them access to loan and other finance at competitive rates which will deliver both a financial and social return.
- (F) The parties have come together and agreed to enter into this Agreement for the purpose of regulating the management and operation of the City Funds initiative and certain aspects of their relationship with City Funds and with each other.

### 1 INTERPRETATION

- 1.1 In this Agreement the following expressions have the following meanings, unless the context otherwise requires:

"**Business Day**" means a day on which clearing banks are open for ordinary banking business in England excluding Saturdays, Sundays and any day which is a public holiday in England;

## Appendix 4: City Funds Collaboration Agreement

“**Chair**” means the chair of a meeting of the Governing Board or of a Funding Priority Group, as the context requires;

“**City**” means the City of Bristol;

“**City Funds**” shall have the meaning given to it in Recital (C);

“**City Plan**” shall have the meaning given to it in Recital (A);

“**Conflict of Interest**” means any direct or indirect interest of a Member (whether personal, by virtue of a duty of loyalty to another organisation or otherwise) that conflicts or might conflict with their role as a Member of the Governing Board and/or of a Funding Priority Group (as applicable);

“**Data Protection Legislation**” means, for the periods in which they are in force and are applicable to this Agreement, the European Union Data Protection Directive 95/46/EC, all laws giving effect or purporting to give effect to European Data Protection Directive 95/46/EC (including the UK Data Protection Act 1998) or otherwise relating to data protection (to the extent the same apply) and the GDPR or any successive or replacement applicable personal data protection law with similar effect;

“**Funding Priority**” means a funding priority identified from the City Plan and selected by the Governing Board as one which City Funds should target for implementation;

“**Funding Priority Group**” means a priority group established to implement one of the Funding Priorities, as more particularly described in clause 2.4;

“**GDPR**” means Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation);

“**Governing Board**” means the governing board established to run City Funds, as more particularly described in clause 2;

“**Losses**” means all direct losses, damages, claims, demands, actions, costs, charges, expenses or liabilities (including necessary or properly incurred legal expenses calculated on a solicitor and client basis) recoverable at law and “**Loss**” shall be construed accordingly;

“**Member**” means a member of the Governing Board and/or of a Funding Priority Group, as the context requires;

“**party**” means a party to this Agreement and “parties” shall be construed accordingly; and

“**Personal Data**” has the meaning set out in the Data Protection Legislation.

1.2 In this Agreement, unless the context otherwise requires:

- (a) references to clauses and schedules are to clauses of and schedules to this Agreement;
- (b) the headings to the clauses and schedules are for convenience only and shall not affect the construction or interpretation of this Agreement;

## Appendix 4: City Funds Collaboration Agreement

- (c) 'includes', "including" and other similar phrases mean including without limitation; and
- (d) a provision of any statute or other legislation is to be construed as a reference to such provision as amended or re-enacted or as its application is modified from time to time (whether before or after the date of this Agreement) and shall include a reference to any provision of which it is a re-enactment (whether with or without modification) and to any orders, regulations, instruments or other subordinate legislation (and relevant codes of practice) made under the relevant statute or other legislation except to the extent that any amendment or re-enactment coming into force after the date of this Agreement would increase or extend the liability of any party to any other person under this Agreement.

### 2 GOVERNING BOARD

- 2.1 The Governing Board shall be established by the parties as soon as possible following the signature of this Agreement and will operate in accordance with the Terms of Reference set out in Schedule 1.
- 2.2 Notwithstanding anything to the contrary in the Terms of Reference set out in Schedule 1, each party shall have the right to appoint a Member to represent it on the Governing Board and to remove such Member and any such appointment or removal of a Member shall be by notice in writing served at a Governing Board meeting and shall take effect as at the date of the notice.
- 2.3 Each party shall be indemnified by a party who removes a Member representing it from the Governing Board, against any claim connected with that Member's removal from office.
- 2.4 The parties currently envisage that, once established, the City Office will provide or procure (on a 'pro bono' basis) suitable office space and administrative assistance for the day to day running of the Governing Board and the Funding Priority Groups. Where the City Office is unable to do so for any reason, the parties will use all reasonable endeavours to procure such support (on a 'pro bono' basis) from elsewhere.
- 2.5 The parties shall use all reasonable endeavours:
  - (a) to ensure that their respective appointees as Members shall attend each meeting of the Governing Board; and
  - (b) to procure that a quorum (in accordance with the provisions of this Agreement) is present throughout each such meeting.
- 2.6 The parties will use reasonable endeavours to ensure that the Governing Board complies with the Terms of Reference set out in Schedule 1.

### 3 FUNDING PRIORITY GROUPS

- 3.1 A Funding Priority Group will be formed in respect of each Funding Priority selected by the Governing Board. Each Funding Priority Group will operate in accordance with the Terms of Reference set out in Schedule 2.
- 3.2 Notwithstanding anything to the contrary in the Terms of Reference set out in Schedule 2 each party shall have the right to appoint and to remove a Member to each Funding Priority Group and any such appointment or removal of a Member shall be by notice in writing served at a Governing Board meeting and shall take effect as at the date of the notice.
- 3.3 Each party shall be indemnified by a party who removes a Member representing it from a Funding Priority Group, against any claim connected with that Member's removal from office.

## **Appendix 4: City Funds Collaboration Agreement**

3.4 The parties shall use all reasonable endeavours to ensure that their respective appointees as Members shall attend each meeting of the relevant Funding Priority Group and to procure that a quorum (in accordance with the provisions of this Agreement) is present throughout each such meeting.

3.5 The parties will use reasonable endeavours to ensure that each Funding Priority Group complies with the Terms of Reference set out in Schedule 2.

### **4 QUARTET**

4.1 In respect of the City Funds, Quartet will operate in accordance with the Terms of Reference in Schedule 3.

### **5 BBRC**

5.1 In respect of the City Funds, BBRC will operate in accordance with the Terms of Reference in Schedule 4.

### **6 DATA PROTECTION**

6.1 The parties agree to comply with (and will procure that the Governing Board and each Funding Priority Group complies with) all relevant Data Protection Legislation in respect of the operation of City Funds as well as assisting the Mayor's Office to meet its statutory duties under the Freedom of Information Act 2000, to the extent applicable to City Funds.

6.2 Each party represents and warrants to the other parties that:

- (a) it has the consent (as that term is understood by reference to GDPR) of all relevant data subjects to disclose such of their Personal Data as is disclosed by or on behalf of the party to the other parties pursuant to or in connection with this Agreement;
- (b) prior to disclosure of any Personal Data to the other parties by a party, each of the relevant data subjects will be provided in writing with confirmation of all of the information required to be provided to those data subjects under Data Protection Legislation and the GDPR in connection with processing of their Personal Data by a party pursuant to this Agreement notwithstanding that the GDPR is not in force until 25 May 2018;
- (c) it will on request, provide copies in hard and/or electronic format as the other parties require of the written confirmations referred to in clause 6.2(b) above;
- (d) it will take reasonable steps prior to disclosure by it of any Personal Data to the other parties, to ensure that the Personal Data is accurate; and
- (e) it will not breach Data Protection Legislation by processing the Personal Data disclosed to it by or on behalf the other parties in the manner and for the purposes contemplated by this Agreement.

6.3 Each party shall indemnify and hold harmless the other parties against any and all Losses arising directly or indirectly from any regulatory action or claims brought against it under the Data Protection Legislation as a result of it processing Personal Data in the manner and for the purposes contemplated by this Agreement.

### **7 EQUAL OPPORTUNITIES**

7.1 The parties agree to comply with (and will procure that the Governing Board and each Funding Priority Group complies with) all relevant equalities legislation in respect of the operation of City Funds and to take all reasonable steps in the provision of funding and in any other activities related to City Funds:

## Appendix 4: City Funds Collaboration Agreement

- (a) to ensure that there is equality of access, use and involvement for everyone and that neither the parties nor the Governing Board nor any Funding Priority Group discriminates directly or indirectly on the grounds of any protected characteristic as defined in the Equality Act 2010 including disability, sexual orientation, age, gender reassignment, religion and belief, sex, race, pregnancy and maternity. This does not mean that Funding Priorities cannot be targeted at particular equalities groups, where there is evidence of need and a targeted service is the best way of meeting those needs;
- (b) to contribute to delivering the Mayor's Office's public sector equality duty under the Equality Act 2010 by giving due regard to the need to:
  - (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;
  - (ii) promote equality of opportunity between different groups; and
  - (iii) foster good relations between people from different groups.

### 8 INTELLECTUAL PROPERTY

- 8.1 All intellectual property rights in the "City Plan", "City Office" and "City Funds" names, logos and branding shall at all times remain the property of the Mayor's Office, which undertakes to protect the same.
- 8.2 The Mayor's Office hereby grants a non-exclusive, royalty-free, non-transferable licence to the other parties and to the Governing Board and each Funding Priority Group to use the "City Plan", "City Office" and "City Funds" names, logos and branding solely in connection with the operation of the City Funds, subject to the terms of, and for the duration of, this Agreement.

### 9 NOTICES

- 9.1 Any notice or other communication given under this Agreement or in connection with the matters contemplated in it shall be in writing (including electronic mail) signed by or on behalf of the person giving it and shall except where otherwise specifically provided, be addressed as provided in clause 9.2 and served:
  - (a) by personal delivery in which case it shall be deemed to have been given upon delivery at the relevant address;
  - (b) by first class pre-paid post within the United Kingdom, in which case it shall be deemed to have been given two Business Days after the date of posting;
  - (c) by e-mail, in which case it shall be deemed to have been given when despatched subject to confirmation of delivery by a delivery receipt,

provided that in the case of sub-clause (c) above any notice despatched other than on a Business Day between the hours of 9:00a.m. to 5:00p.m. will be deemed to have been given at 9:00a.m. on the next Business Day.

- 9.2 Notices under this Agreement shall be sent for the attention of the person and to the address or e-mail address, subject to clause 9.3, as follows:
  - (a) the Mayor's Office
    - Name: ●
    - Address: as set out against its name on page 1
    - E-mail address: ●

## Appendix 4: City Funds Collaboration Agreement

- (b) Quartet
  - Name: ●
  - Address: as set out against its name on page 1
  - E-mail address: ●
- (c) BBRC:
  - Name: ●
  - Address: as set out against its name on page 1
  - E-mail address: ●

9.3 Any party to this Agreement may notify the other parties of any change to its address or other details specified in clause 9.2 provided that such notification shall only be effective on the date specified in such notice.

### 10 CONFIDENTIALITY AND ANNOUNCEMENTS

10.1 Each party undertakes to the others that:

- (a) it will not at any time use or divulge or communicate to any person (other than to its own officers, employees or professional advisers whose province it is to know the same) any confidential information concerning City Funds, City Office or the City Plan or concerning any of the parties, which may come to its knowledge; and
- (b) it shall procure that the Governing Board and each Priority Funding Group also abides by the terms of this clause 10.

10.2 The obligations set out in this clause 10 shall continue to apply after a party shall cease to be a party to this Agreement or otherwise involved in City Funds without limit in time but shall cease to apply to information which has come into the public domain other than by a breach of this clause 10 or which for any other reason other than through the default of that party shall have ceased to be confidential.

10.3 Each party acknowledges to each of the other parties that confidential information received from or referencing any of the other parties may constitute or include information that is commercially sensitive and whose disclosure to third parties may be prejudicial to the interests of one or more of the parties to this Agreement and therefore each party undertakes to each of the other parties to:

- (a) identify where reasonably practicable all such commercially sensitive information either orally or in writing; and
- (b) take all such steps as are reasonably possible to refuse or restrict the disclosure of such commercially sensitive information to any third party including in response to a request for disclosure by reference to any applicable legislation such as the Freedom of Information Act 2000.

10.4 No announcement or publicity concerning the terms of this Agreement or the interests of any party with regard to it shall be made or issued by any of the parties without the prior written approval of the other parties.

10.5 The provisions of this clause 10 shall not apply so as to restrict any disclosure or announcement required by law or by the rules of any regulatory organisation to which any of the parties is subject (in which case the parties shall, where permitted to do so, consult with each other on the form of the disclosure or announcement).

## **Appendix 4: City Funds Collaboration Agreement**

### **11 GENERAL**

- 11.1 The parties will not (and will procure that neither the Governing Board nor the Funding Priority Groups will) in respect of City Funds promote or oppose any political party or candidate for office, which includes not agreeing to fund organisations that promote or oppose any political party or candidate.
- 11.2 The Governing Board may from time to time issue such further guidance to the Funding Priority Groups as to the receipt and allocation of funding as it shall see fit.
- 11.3 Other than as expressly stated in this Agreement a person who is not a party has no right under the Contracts (Rights of Third Parties) Act 1999 to enforce any terms of this Agreement but this does not affect any right or remedy of a third party which exists or is available apart from that Act.
- 11.4 No variation of any provision of this Agreement shall be effective unless it is in writing, refers specifically to this Agreement and is duly executed by each party.
- 11.5 No party may assign, transfer, hold on trust or otherwise dispose or deal with all or any of its rights or obligations arising under this Agreement without the prior written consent of the other parties.
- 11.6 Each party agrees to comply with all applicable laws and regulations in respect of this Agreement and its involvement in the City Funds initiative.

### **12 LIABILITIES**

- 12.1 No party may incur any liability on behalf of any other party in respect of this Agreement.

### **13 NO PARTNERSHIP**

- 13.1 Nothing in this Agreement shall constitute or be deemed to constitute a partnership between any of the parties to it and none of them shall have any authority to bind the others in any way.

### **14 DURATION**

- 14.1 This Agreement shall continue in full force and effect from the date of this Agreement until the earliest of the following:
- (a) the date on which all the parties agree in writing to its termination;
  - (b) the date of termination of the City Funds initiative.
- 14.2 Termination of this Agreement, with respect to any or all the parties, shall be without prejudice to:
- (a) any rights or liabilities of any party that have accrued prior to that termination; and
  - (b) clauses 10 and 16.

### **15 ENTIRE AGREEMENT**

- 15.1 This Agreement constitutes the entire agreement between the parties and supersedes all prior agreements understandings and arrangements between them and representations by them whether oral or written, which relate to the subject matter of this Agreement, save to the extent that they arise out of the fraud or fraudulent misrepresentation of a party.

### **16 GOVERNING LAW AND JURISDICTION**

## **Appendix 4: City Funds Collaboration Agreement**

- 16.1 This Agreement and any and all matters (including any contractual or non-contractual obligation) arising out of or in connection with this Agreement, its subject matter or formation shall be governed by and construed in accordance with English law.
- 16.2 The parties irrevocably submit to the exclusive jurisdiction of the English courts for all purposes relating to this Agreement, its subject matter or formation.

This Agreement has been signed and takes effect on the date stated at the beginning of it.

# Appendix 4: City Funds Collaboration Agreement

## Schedule 1

### Governing Board Terms of Reference

#### **1 PURPOSE AND OBJECT**

- 1.1 The main purpose and objective for which the Governing Board is established is to oversee the City Funds initiative.
- 1.2 The Governing Board should do this by:
- (a) selecting a manageable number of clearly defined Funding Priorities;
  - (b) establishing a Funding Priority Group in respect of each Funding Priority (e.g. the “[Subject] FPG”), deciding who should sit on each Funding Priority Group and delegating responsibility for the implementation of the relevant Funding Priority to that group;
  - (c) providing support, advice and guidance to each Funding Priority Group, as required;
  - (d) reviewing the progress of and continuing need for each Funding Priority Group, at least annually;
  - (e) preparing an annual report on the overall progress made against each Funding Priority, which shall be made publicly available.
- 1.3 The Governing Board may add to, amend or vary the Terms of Reference for each Funding Priority Group as it shall see fit.

#### **2 APPOINTMENT OF MEMBERS**

- 2.1 The Governing Board will consist of:
- (a) the Mayor of Bristol, or a duly appointed representative of the Mayor’s Office;
  - (b) a duly appointed representative of Quartet;
  - (c) a duly appointed representative of BBRC;
  - (d) a representative of at least one City-based, community organisation;
  - (e) one or more experts, being persons with professional qualifications, experience and/or skills which are aligned to and will benefit the implementation and delivery of the Funding Priorities from time to time; and
  - (f) an independent Chair, who will be drawn from a suitable organisation based within the City of Bristol,
- provided that the Governing Board shall:
- (g) seek to include representatives from businesses, relevant trade unions, academia and other relevant groups located in the City;
  - (h) to the greatest extent possible reflect the diversity of the people of the City including with regard to factors such as social demographic, age, disability, sex, sexual orientation, race and religion and belief; and
  - (i) consist of no more than 9 persons unless the Governing Board shall otherwise agree unanimously.

## Appendix 4: City Funds Collaboration Agreement

2.2 All appointments to the Governing Board shall be for such period as the Governing Board may specify, bearing in mind the nature of the Funding Priorities selected from time to time.

2.3 The Governing Board may at any time resolve:

(a) by unanimous decision (excluding the relevant Member), to remove a Member from the Governing Board ; or

(b) to remove a Member from a Funding Priority Group,

but without prejudice in each case to a party's right to appoint a replacement pursuant to clause 2.2 or clause 3.2 respectively and provided that neither the Mayor nor a representative of the Mayor's Office shall be capable of removal as a Member.

2.4 Each Member appointed to the Governing Board shall be asked to sign a copy of these Terms of Reference by way of acceptance of their terms.

### 3 MEETINGS

3.1 The Governing Board shall meet at least quarterly and the dates of each quarterly meeting during a twelve month period commencing each year on 1 April shall be set at the last meeting held during the prior twelve month period ending 31 March. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and any supporting papers, shall be forwarded to each Member and to any other person requested to attend (in respect only those aspects relevant to their attendance), no later than 5 Business Days prior to the date of the meeting.

3.2 The quorum for meetings of the Governing Board shall be at least half of the Members which shall include at least the Mayor (or his representative) and a Member representing each of Quartet and BBRC.

3.3 If within half an hour from the time appointed for a Governing Board meeting a quorum is not present, the meeting shall be adjourned by the Chair and each Member not present at the meeting shall be notified by the Chair (by any form of notice in writing in accordance with this Agreement) of the date, time and place of the adjourned meeting. If at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting, the meeting shall be dissolved.

3.4 All decisions of the Governing Board shall be made by way of resolution. No resolution of the Members of the Governing Board shall be effective unless carried by at least three-quarters of the Members.

3.5 In the absence of the Chair and/or any appointed deputy at any meeting, the remaining Members present shall elect one of themselves to chair the meeting.

3.6 The Chair shall not have a casting vote.

3.7 No Member will be paid for their attendance at Governing Board meetings provided that, at the sole discretion of the Governing Board and only to the extent that resources are or become available outside of the City Funds, travel expenses may be paid to Members who would otherwise struggle to attend meetings (on a case by case basis).

3.8 The Governing Board shall minute its proceedings, recommendations and decisions in respect of all of its meetings, including the names of those present and in attendance.

3.9 Minutes of meetings of the Governing Board shall be circulated promptly to all Members and will, once approved, be made public subject only to the redaction of any reserved, confidential business.

## **Appendix 4: City Funds Collaboration Agreement**

### **4 ANNUAL PERFORMANCE REVIEW**

- 4.1 There will be an annual meeting in the third quarter of each twelve month period commencing 1 April to review the current Funding Priorities and to agree any change to the Funding Priorities for the following twelve month period.
- 4.2 The Governing Board shall, at least once a year, review its own performance, membership and Terms of Reference to ensure that it is operating at maximum effectiveness and make any changes it considers necessary.

### **5 CONFLICTS OF INTEREST**

- 5.1 Whenever a Member finds himself or herself in a situation that is reasonably likely to give rise to a Conflict of Interest, he or she must declare his or her interest to the Governing Board.
- 5.2 Whenever a matter is to be discussed at a meeting of the Governing Board and a Member has a Conflict of Interest in respect of that matter then, subject to paragraph 6, he or she must:
- (a) not be counted in the quorum for that part of the meeting; and
  - (b) shall have no vote on the matter.
- 5.3 If any question arises as to whether a Member has a Conflict of Interest, the question shall be decided by a decision of the Governing Board (excluding that Member).

### **6 MEMBERS' POWER TO AUTHORISE A CONFLICT OF INTEREST**

- 6.1 The Members have power to authorise a Member to be in a position of Conflict of Interest provided that:
- (a) in authorising a Conflict of Interest, the Members can decide the manner in which the Conflict of Interest may be dealt with and they can decide that the Member with a Conflict of Interest can participate in a vote on the matter and can be counted in the quorum; and
  - (b) the decision to authorise a Conflict of Interest can impose such terms as the Members think fit and is subject always to their right to vary or terminate the authorisation.
- 6.2 If a matter, or office, employment or position, has been authorised by the Members in accordance with paragraph 6.1 then, even if he or she has been authorised to remain at the meeting by the other Members, the Member may absent himself or herself from meetings of the Governing Board at which anything relating to that matter, or that office, employment or position, will or may be discussed.
- 6.3 A Member shall not be accountable to the Governing Board for any benefit which he or she derives from any matter, or from any office, employment or position, which has been authorised by the Governing Board in accordance with paragraph 6.1 (subject to any limits or conditions to which such approval was subject).

### **7 REGISTER OF MEMBERS' INTERESTS**

- 7.1 The Members shall cause a register of Members' interests to be kept. A Member must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement involving the City Funds or in any transaction or arrangement involving the City Funds which has not previously been declared.

# Appendix 4: City Funds Collaboration Agreement

## Schedule 2

### Funding Priority Group Terms of Reference

#### **1 PURPOSE AND OBJECT**

- 1.1 The main purpose and objective for which a Funding Priority Group is established is to implement a particular Funding Priority as identified and delegated to it by the Governing Board.
- 1.2 A Funding Priority Group should do this by:
- (a) focusing on delivery of the Funding Priority assigned to it by the Governing Board;
  - (b) preparing an annual report on the overall progress made against its allocated Funding Priority.
- 1.3 The Governing Board shall be responsible for setting the Terms of Reference for each Funding Priority Group.

#### **2 APPOINTMENT OF MEMBERS**

- 2.1 Each Funding Priority Group will consist of:
- (a) the Mayor of Bristol, or a duly appointed representative of the Mayor's Office;
  - (b) (to the extent that grant funding is relevant to that particular Funding Priority Group) a duly appointed representative of Quartet;
  - (c) (to the extent that investment funding is relevant to that particular Funding Priority Group) a duly appointed representative of BBRC;
  - (d) such additional persons (being experts or members of any relevant local community) as are deemed by the Governing Board as necessary for the implementation and delivery of the applicable Funding Priority,
  - (e) such person to act as Chair as is nominated for the purpose by the Governing Board,
- provided that:
- (f) to the greatest extent possible each Funding Priority Group shall reflect the diversity of the people of the City including with regard to factors such as social demographic, age, disability, sex, sexual orientation, race and religion and belief; and
  - (g) no Funding Priority Group shall consist of more than 8 persons unless the Governing Board shall otherwise agree.
- 2.2 All appointments to a Funding Priority Group shall be for such period as the Governing Board may specify, bearing in mind the nature of relevant Funding Priority.
- 2.3 The Governing Board may resolve to remove a Member from a Funding Priority Group (but without prejudice to the relevant party's right to appoint a replacement pursuant to clause 3.2).
- 2.4 Each Member appointed to a Funding Priority Group shall be asked to sign a copy of these Terms of Reference by way of acceptance of their terms.

## **Appendix 4: City Funds Collaboration Agreement**

### **3 MEETINGS**

- 3.1 In the absence of the Chair and/or any appointed deputy at any meeting, the remaining persons present shall elect one of themselves to chair the meeting.
- 3.2 Each Funding Priority Group will meet at least quarterly and the dates of each quarterly meeting during a twelve month period commencing each year on 1 April shall be set at the last meeting held during the prior twelve month period ending 31 March. Ideally meetings of each Funding Priority Group will be scheduled sufficiently ahead of the next scheduled Governing Board meeting to allow reporting back ahead of that Governing Board meeting.
- 3.3 Unless otherwise agreed, notice of each meeting of the Funding Priority Group confirming the venue, time and date together with an agenda of items to be discussed and any supporting papers, shall be forwarded to each member of the group and to any other person requested to attend (in respect only those aspects relevant to their attendance), no later than 5 Business Days prior to the date of the meeting.
- 3.4 All decisions of a Funding Priority Group shall be made by way of resolution. No resolution of the Members of a Funding Priority Group shall be effective unless carried by at least a majority of the Members.
- 3.5 The Funding Priority Group shall minute its proceedings, recommendations and decisions in respect of all of its meetings, including the names of those present and in attendance.
- 3.6 Minutes of each meeting of the Funding Priority Group shall be circulated promptly to all Members of the group and will, once approved, be made public subject only to the redaction of any reserved confidential business.
- 3.7 Each Funding Priority Group shall report formally to the Governing Board and ensure that copies of the minutes of its meetings are also circulated to each Member of the Governing Board. Any such report will follow such template as may be specified by the Governing Board from time to time and shall be made public following its approval by the Governing Board.
- 3.8 No Member will be paid for their attendance at a Funding Priority Group meeting provided that, at the sole discretion of the Governing Board and only to the extent that resources are or become available outside of the City Funds, travel expenses may be paid to Members who would otherwise struggle to attend meetings (on a case by case basis).

### **4 PERFORMANCE REVIEW**

- 4.1 Each Funding Priority Group shall, at least once a year, review its own performance and Terms of Reference to ensure that it is operating at maximum effectiveness and refer any concerns or changes it considers necessary to the Governing Board.

### **5 CONFLICTS OF INTEREST**

- 5.1 Whenever a Member finds himself or herself in a situation that is reasonably likely to give rise to a Conflict of Interest, he or she must declare his or her interest to the Governing Board.
- 5.2 Whenever a matter is to be discussed at a meeting of the Funding Priority Group and a Member has a Conflict of Interest in respect of that matter then, subject to paragraph 7, he or she must:
  - (a) not be counted in the quorum for that part of the meeting; and
  - (b) shall have no vote on the matter.

## **Appendix 4: City Funds Collaboration Agreement**

5.3 If any question arises as to whether a Member has a Conflict of Interest, the question shall be decided by a decision of the Governing Board (excluding that Member).

### **6 MEMBERS' POWER TO AUTHORISE A CONFLICT OF INTEREST**

6.1 The Governing Board has the power to authorise a Member of a Funding Priority Group to be in a position of Conflict of Interest provided that:

(a) in authorising a Conflict of Interest, the Members can decide the manner in which the Conflict of Interest may be dealt with and they can decide that the Member with a Conflict of Interest can participate in a vote on the matter and can be counted in the quorum; and

(b) the decision to authorise a Conflict of Interest can impose such terms as the Governing Board thinks fit and is subject always to its right to vary or terminate the authorisation.

6.2 If a matter, or office, employment or position, has been authorised by the Members in accordance with paragraph 7.1 then, even if he or she has been authorised to remain at the meeting by the other Members, the Member may absent himself or herself from meetings of the Funding Priority Group at which anything relating to that matter, or that office, employment or position, will or may be discussed.

6.3 A Member shall not be accountable to a Funding Priority Group and/or to the Governing Board for any benefit which he or she derives from any matter, or from any office, employment or position, which has been authorised by the Governing Board in accordance with paragraph 7.1 (subject to any limits or conditions to which such approval was subject).

### **7 REGISTER OF MEMBERS' INTERESTS**

7.1 The Members shall cause a register of Members' interests to be kept. A Member must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement involving the City Funds or in any transaction or arrangement involving the City Funds which has not previously been declared.

## Appendix 4: City Funds Collaboration Agreement

### Schedule 3

#### Quartet Terms of Reference

- 1 Where any part of the solution adopted by a Funding Priority Group involves grant funding, this shall be advertised, promoted, coordinated and administered by Quartet in the name of City Funds, including the collection and distribution of funds.
- 2 Quartet will charge an administration fee of 10% of the funds it raises (excluding any funds collected by way of interest or tax relief) or such other amount as may be agreed between Quartet and the Governing Board in respect of any particular funding initiative. To the extent that a relevant funder is willing to meet some or all of Quartet's charges as outlined above then Quartet will not seek to charge any additional fee under this paragraph 2 in respect of the monies invested by that investor. All other fees charged pursuant to this paragraph 2 in respect of any particular funding initiative shall be deducted from the relevant funds raised and Quartet will advise the Governing Board of its charges made, if any, on a quarterly basis.
- 3 Quartet will provide a quarterly written report to the relevant Funding Priority Group of all sums collected and distributed during the period covered by the report in connection with the relevant Funding Priority, itemising organisations to which money has been paid and for what purpose. The report will also detail Quartet's operating costs in connection with carrying out the work reported on. To the extent that the report shows that the administration fee charged by Quartet for its work exceeds its relevant operating costs for this work then the excess shall be credited against Quartet's fees for the next quarter and/or Quartet shall consider reducing its fees going forward.
- 4 It should generally be a condition of grants that the recipient is prepared to feature in photographs, case studies, news stories etc (with reasonable exceptions, such as womens' refuges).
- 5 100% of any interest earned on funds or any form of tax relief received by Quartet as a result of the administration of such funds will be reinvested back into the funds.
- 6 Quartet will monitor and evaluate at an appropriate time after any grant is paid, to confirm that it has been used for the purpose intended.
- 7 Quartet will allocate grants in accordance with any guidelines specified by the relevant Funding Priority Group or by the Governing Board.
- 8 Quartet will keep relevant accounts in permanent form. These must be capable of annual audit by someone who is a member of a recognised accountancy body and copies of any such audit must be provided to the relevant Funding Priority Group and the Governing Board no later than 10 months from the end of the accounting year to which they relate.
- 9 Quartet must inform the Governing Board of any changes affecting its service delivery, management functions or financial viability or otherwise its ability to carry out its role as set out in this schedule and the Agreement.
- 10 If requested Quartet will give any person which the Governing Board or the Mayor's Office may nominate access to Quartet's financial records and any other records which it may reasonably request in order to satisfy itself that Quartet is complying with this Agreement.

### Schedule 4

#### BBRC Terms of Reference

## Appendix 4: City Funds Collaboration Agreement

- 1 Where any part of the solution adopted by a Funding Priority Group involves investment funding, this shall be advertised, promoted, coordinated and administered by BBRC in the name of City Funds, including the raising and distribution of funds.
- 2 BBRC shall be entitled to charge an administration fee of 5% of the funds it raises or such other amount as BBRC and the Governing Board may agree in respect of any particular funding initiative. To the extent that a relevant investor is willing to meet some or all of BBRC's charges as outlined above then BBRC will not seek to charge any additional fee under this paragraph 2 in respect of the monies invested by that investor. All other fees charged pursuant to this paragraph 2 in respect of any particular funding initiative shall be deducted from the relevant funds raised and BBRC will advise the Governing Board of its charges made, if any, on a quarterly basis.
- 3 BBRC will provide a quarterly written report to the relevant Funding Priority Group of all sums raised and distributed during the period covered by the report in connection with the relevant Funding Priority, itemising organisations to which money has been paid and for what purpose. The report will also detail BBRC's operating costs in connection with carrying out the work reported on. To the extent that the report shows that the administration fee charged by BBRC for its work exceeds its relevant operating costs for this work then the excess shall be credited against BBRC's fees for the next quarter and/or BBRC shall consider reducing its fees going forward.
- 4 It should generally be a condition of grants that the recipient is prepared to feature in photographs, case studies, news stories etc (with reasonable exceptions, such as womens' refuges).
- 5 BBRC will monitor and evaluate at an appropriate time after any investment funding is paid, to confirm that it has been used for the purpose intended.
- 6 BBRC will procure investment funding in accordance with any guidelines specified by the relevant Funding Priority Group or by the Governing Board.
- 7 BBRC will keep relevant accounts in permanent form. These must be capable of annual audit by someone who is a member of a recognised accountancy body and copies of any such audit must be provided to the relevant Funding Priority Group and the Governing Board by no later than 10 months from the end of the accounting year to which they relate.
- 8 BBRC must inform the Governing Board of any changes affecting its service delivery, management functions or financial viability or otherwise its ability to carry out its role as set out in this schedule and the Agreement.
- 9 If requested BBRC will give any person which the Governing Board or the Mayor's Office may nominate access to BBRC's financial records and any other records which it may reasonably request in order to satisfy itself that BBRC is complying with this Agreement.

**SIGNED** by **BRISTOL CITY COUNCIL** )  
acting by )  
)

---

## Appendix 4: City Funds Collaboration Agreement

**SIGNED** by **QUARTET COMMUNITY** )  
**FOUNDATION** acting by a director )  
)

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**SIGNED** by **BRISTOL & BATH** )  
**REGIONAL CAPITAL CIC** acting by a )  
director )

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# Appendix 5: Structuring note on City Funds LP prepared by Burges Salmon

## CITY FUNDS LP

### PROJECT STRUCTURE AND GOVERNANCE

#### 1 DEFINITIONS:

##### 1.1 In this note:

“**Adviser**” means Bristol & Bath Regional Capital CIC;

“**BCC**” means Bristol City Council;

“**BSC**” means Big Society Capital Limited;

“**City Funds**” means an initiative promoted by BCC, the Adviser and Quartet;

“**Collaboration Agreement**” means an agreement dated 23 March 2018 between the Adviser, BCC and Quartet to promote the City Funds initiative;

“**Fund**” means City Funds LP, an English limited partnership with registration number LP020081;

“**Governing Board**” means a committee of this name constituted by the Collaboration Agreement (and shall be deemed for the purposes of this note to include any “Funding Priority Groups” also established under the Collaboration Agreement);

“**GP**” means CF General Partner Limited, a limited company incorporated in England and Wales with number 12025521 of which the Adviser is the sole shareholder;

“**Initial Limited Partner**” means CF Initial Limited Partner Limited, a private limited company incorporated in England and Wales with number 11772200 of which the Adviser is the sole shareholder;

“**Investment Advisory Committee**” or “**IAC**” means a committee of this name to be constituted pursuant to the LPA having the responsibilities described below;

“**LPA**” means the limited partnership agreement to be entered into between the GP, BCC and BSC governing the operation of the Fund;

“**Manager**” means NCM Fund Services Limited, which will be the manager of the Fund and provide administration services to it; and

“**Quartet**” means Quartet Community Foundation.

#### 2 PROJECT

- 2.1 The overall project aims to see the Fund established with committed funding of £5 million from each of BCC and BSC structured as loans aside from a thin layer of equity. While not legally controlled by City Funds or the Governing Board, the Fund will formally adopt strategic aims and objectives which are consistent with those of City Funds and its ‘One City’ approach. The GP will appoint the Adviser to assist in the sourcing and initial evaluation of applications for funding from the Fund. The Adviser will “filter” initial opportunities which will be referred to the Investment Advisory Committee. The IAC will perform an advisory role and will have discretion on whether: (i) to confirm to the Adviser that in its opinion an individual opportunity is suitable for investment by the Fund; (ii) to deny authority for the Adviser to

## **Appendix 5: Structuring note on City Funds LP prepared by Burges Salmon**

recommend the investment to the Manager; or (iii) to express no view. Once this initial “pre-vetting” has been undertaken by the Adviser and the IAC, and unless vetoed by the IAC, the Adviser will formally refer a proposal to the Manager for a decision on behalf of the Fund. If the Manager approves a particular investment, it will make arrangements to implement that. While there will be close links between the Fund and City Funds, there will be no formal legal connection although both entities will fall under the same broad social “umbrella” and the Fund may well be regarded within the Bristol community as being in some (non-legal) sense an emanation of City Funds.

- 2.2 This note has been prepared with a view to helping all relevant parties to confirm agreement to the overall structure ahead of drafting of definitive Fund documentation and in particular with a view to avoiding wasted time and costs.

### **3 CURRENT STATUS OF THE FUND**

- 3.1 As at the date of preparation of this note, the Fund has been registered as a limited partnership and it has been agreed that the Fund should convert to a ‘private fund limited partnership’.
- 3.2 An initial limited partnership agreement between the GP and the Initial Limited Partner has been executed. It is intended that this is simply a holding document and that on the Fund’s formal launch the LPA will be entered into. The Manager will be appointed immediately prior to admission of BCC and BSC (at which point the Fund would become a collective investment scheme and require a regulated manager). The Initial Limited Partner will at that point cease to be a member of the Fund. BCC and BSC will execute the LPA itself. It is axiomatic that the LPA will need to be acceptable in form and content to BCC and BSC and, in particular, contain any prescribed content essential for them, especially BSC (whose standard riders we have received).

### **4 GP GOVERNANCE AND OWNERSHIP**

- 4.1 The GP has been created as a limited company and as such is under the control of the Adviser as its parent. It would be appropriate, we suggest, for at least one other individual associated with the Adviser to be a director of the GP. It is intended that the GP should apply to register for VAT as part of the same VAT group as the Adviser. The limited partners will have the potential to remove the GP, the Adviser and/or the Manager should they so choose.
- 4.2 The GP will receive an ‘advanced priority’ profit share from the Fund and the Adviser will invoice the GP directly (i.e. on its own account and not as agent for the Fund) in respect of its remuneration. As the Adviser and the GP will be part of the same group for VAT purposes, VAT should not be due on the remuneration paid by the GP to the Adviser. The VAT on the remuneration of the Manager, however, which will be invoiced to the GP on behalf of the Fund, is likely to be an irrecoverable cost to the Fund.
- 4.3 In addition to its advanced priority profit share, the GP may receive a 20% share of residual profits on the conclusion of the life of the Fund e.g. rather than pay residual profits to limited partners only pro rata to their profit share. For example, 20% (akin to a manager’s ‘carry’) might be paid to the GP to be applied for charitable or social purposes. This point, we understand, remains to be finally agreed and the payment may be made instead to a ‘Community Legacy Partner’.

### **5 INITIAL LIMITED PARTNER**

- 5.1 The Initial Limited Partner is simply a company which has been incorporated to perform the specific function of helping the Fund to be formed and registered, to enable the creation of bank accounts, etc. Generally speaking, limited partnership agreements prohibit limited partners from withdrawing their capital since that results in loss of limited liability to the extent of the capital withdrawn. However, in the case of private fund limited partnerships, such capital can be returned at any time without the limited partner being liable for debts and

## **Appendix 5: Structuring note on City Funds LP prepared by Burges Salmon**

obligations on the amount withdrawn, enabling the Initial Limited Partner to withdraw its capital and retire from the Fund at the point of admission of the two “real” limited partners. The Initial Limited Partner can, if the Adviser so wishes, then simply be struck off the register of companies.

- 5.2 As with the GP, the Initial Limited Partner is under the control in practice of the Adviser. It may be sensible for there to be at least two Directors of the Initial Limited Partner, but this is not essential given its limited ‘shelf life’.

### **6 THE ADVISER**

- 6.1 The Adviser is an appointed representative of The Social Investment Markets CIC, which trades as “Investing for Good”. A formal investment advisory agreement will be implemented between the GP and the Adviser. The precise terms of the investment advisory agreement are to be determined but it is envisaged that the Adviser will:

- provide its advice to the GP in its capacity as such;
- act in effect as “gatekeeper” for enquiries to the Fund, conducting anti money-laundering checks as agreed with the Manager;
- seek to identify and evaluate at a high level potential investment opportunities for the Fund;
- evaluate, by reference to a criteria agreed with the Manager, applications for funding, lead on financial “due diligence” and credit risk analysis and in effect be the Fund’s representative in negotiations with prospective recipients of funding.

- 6.2 The Adviser will not have the power to bind the Fund or to make any decisions as to any investments on its behalf. Its role will be purely advisory. It is not inconceivable that in the future the Adviser will seek to expand the scope of its FCA permissions to include a full fund management permission such that it may succeed also to the role of the Manager. However, that is not in immediate contemplation. In some fund structures the adviser is appointed by the manager and so in effect acts as its subcontractor. That structure is often adopted due to the commercial specifics where a new fund is promoted by a manager as an established investment management business. In this case, however, it is considered that the Fund is a discrete and independent entity, born out of the City Funds initiative, and it is appropriate for the GP to contract separately as principal with the Adviser on the one hand and, as agent for the Fund, the Manager on the other. Any decision to remove the Adviser would in principle be a matter for the Fund acting by its limited partners, as mentioned above.

### **7 THE INVESTMENT ADVISORY COMMITTEE**

- 7.1 It is of fundamental importance to the perception of the Fund that it operates on an ethical basis and in a fashion which is consistent with the wider City Funds initiative, while also pursuing objectives consistent with those articulated by the Governing Board. As mentioned, it is not appropriate for there to be any formal legal linkage between the Governing Board and the Fund and in many ways having an Investment Advisory Committee for the Fund is unnecessary; it would be possible in principle for the Adviser and Manager to be directed to ensure compliance with the ethical objectives and strategy adopted by the Governing Board. We understand, however, that there is considered to be wider benefit in having the IAC to review all proposed investments of the Fund. It is emphasised that, as with the Adviser, the IAC will have no legal decision-making power on behalf of the Fund, but the Adviser will not be able to recommend an investment to the Manager / the Manager will be unable to make an investment if, in either case, it has been vetoed by the IAC. The IAC will also perform an unofficial oversight role in relation to conflicts, adequacy of governance and undertake (at least) an annual review of the performance of the Fund, the Adviser and the Manager. The Terms of Reference for this committee will be set out in the LPA and will be subject to annual review. The IAC will therefore be constituted pursuant to the LPA. The exact size and

## Appendix 5: Structuring note on City Funds LP prepared by Burges Salmon

composition of the IAC is still under consideration. As initially contemplated neither BSC nor BCC were considered likely to require IAC representation, but BSC has now concluded that it does and BCC may therefore wish to opt for equivalent treatment. Please see below for further discussion of this; observer rights on the IAC might in any event be a preferred alternative i.e. BCC could have the right either to have a representative on the IAC or to send an observer. For continuity it is intended that the Adviser should have one nominee on the IAC, indicatively its Head of Credit.

- 7.2 Consideration has been given to whether representation by the limited partners on the IAC would involve them in day to day management of the Fund. It is our understanding that the generally accepted position for English limited partnerships has been that if a fund's terms allow a limited partner representative body to give or withdraw the authority of a manager to make a decision to buy a particular investment, that does not compromise the limited liability of those partners who have appointees on that body. A key point is that with its authority in place the manager retains the discretion to make or not to make the investment i.e. it is not directed to buy the investment. In the case of the Fund, the IAC is one step further removed from the concept of a limited partner representative body in that there would only be two limited partner representatives, and they would be a minority and thus not able to block or approve a recommendation. As such in our view BSC and BCC could have representation on the IAC without their limited liability being compromised but this is only our opinion and, while we are confident in it, it has not been tested by the courts.
- 7.3 However, the Limited Partnerships Act 1907 was recently amended to introduce 'private fund limited partnerships' ("PFLP") which are available in addition to the existing limited partnership regime. One advantage of a PFLP is that the Act sets out (section 6a) a list of actions which, if undertaken by a limited partner, are not to be regarded as taking part in the management of the partnership business. That section includes:
- 'taking part in a decision approving or authorising an action proposed to be taken by a.....person appointed to manage the partnership, including in particular a proposal in relation to.....(ii) the acquisition or disposal of a type of investment or a particular investment by the partnership'*
- 7.4 While the fact that PFLPs benefit from this express qualification does not automatically mean that the same activity by a limited partner in a non-PFLP would be considered to be taking part in management and thus lose limited liability, on discussion with BSC the decision has been taken to convert the Fund to a PFLP simply to benefit from this safe harbour. The decision to give the IAC power to recommend, veto or **abstain** i.e. if it abstains the Manager can still decide to invest and so IAC approval is not a pre-condition to investment, whatever happens in practice, means that the IAC is not a necessary part of the decision-making process and further supports the case that participation in it does not amount to management or control. It is considered that these factors in combination give as much certainty and security as it is commercially feasible to obtain for a limited partner seeking IAC representation.
- 7.5 Unlike a conventional investment fund which invests in quoted securities or makes other investments in a fast-moving environment, it is probable that the time line for approval of investments by the Fund will be relatively generous, such that the involvement of the IAC should not be an impediment to decision-making. The IAC should be capable of being quorate with perhaps only a defined percentage of its membership present and so maybe have a pool of expertise from which to draw, e.g. there could be an IAC of seven but which would be quorate with five. Thought should be given as to whether IAC members should be covered by Directors' and Officers' insurance. We understand a 'job description' has been prepared for prospective members of the IAC and recruitment for the initial membership is in progress.
- 7.6 As outlined at section 2 above, investment recommendations sourced and prepared by the Adviser will be considered by the IAC, which has the power to deny authority for the Adviser to make the recommendation to the Manager. The Manager can only make a decision on

## Appendix 5: Structuring note on City Funds LP prepared by Burges Salmon

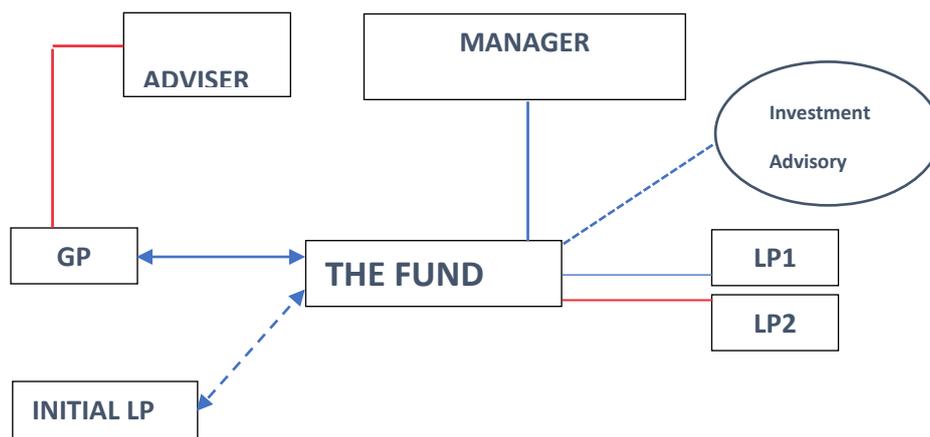
recommendations put to it by the Adviser. A recommendation by the IAC will not be essential but the Adviser will have to wait a sufficient period to allow IAC deliberation / consideration and this will be written into the LPA. We envisage that in practice there would be a process agreed between the Adviser and the Manager so as to streamline so far as possible all processes prior to the bringing of proposals to the Manager.

### 8 ROLE OF THE MANAGER

8.1 The Manager will have a crucial regulatory role. It will perform all functions which are required by law to be performed by the manager of an alternative investment fund and since this cannot be performed by the Adviser, it will need to assess and evaluate each investment proposal and to have a completely unfettered discretion on approvals subject to (a) an Adviser recommendation; and (b) no IAC veto. As stated, there will be a separate investment management agreement between the Fund (acting by the GP) and the Manager and additionally a separate administration (and fund accounting) agreement between the Fund (acting by the GP) and the Manager.

### 9 OVERVIEW

9.1 The overall structure may be represented diagrammatically as follows:



### 10 CONCLUSION

10.1 We hope this note is of use in explaining the current state of the project and we look forward to progressing this project with all concerned.

**BURGES SALMON LLP**  
CG01

24 June 2019

## Appendix 6: City Funds LP: Investment Policy - DRAFT

### Definitions

In this Policy:

“**Adviser**” means Bristol & Bath Regional Capital CIC;

“**BCC**” means Bristol City Council;

“**BSC**” means Big Society Capital Limited;

“**City Funds**” means an initiative promoted by BCC, the Adviser and Quartet;

“**Collaboration Agreement**” means an agreement dated 23 March 2018 between the Adviser, BCC and Quartet to promote the City Funds initiative;

“**Fund**” means City Funds LP, an English limited partnership with registration number LP020081;

“**Funding Priority Group**” means an advisory group as defined in the Collaboration Agreement formed around a specific thematic priority for funding and investment;

“**Governing Board**” means the committee of this name constituted by the Collaboration Agreement. See [www.bristolcityfunds.co.uk](http://www.bristolcityfunds.co.uk)

“**GP**” means CF General Partner Limited, a private limited company incorporated in England and Wales with number 12025521;

“**Investment Advisory Committee**” means a committee to be constituted pursuant to the limited partnership agreement regulating the operation of the Fund having the responsibilities described below;

“**Investment Policy**” means the policy adopted by the Fund (from time to time) to inform investment decisions;

“**Manager**” means NCM Fund Services Limited, which will be the manager of the Fund and provide administration services to it; and

“**One City Approach**” means citywide collaboration to bring together a range of public, private, voluntary and third sector partners within Bristol. They share an aim to make Bristol a fair, healthy and sustainable city. A city of hope and aspiration, where everyone can share in its success;

“**One City Plan**” means Bristol first ever One City Plan setting out ambitious targets for the future of Bristol, decade by decade up to 2050. Partners from across the city’s business, charitable, academic and public sectors all contributed to the first draft of the plan which aims to make Bristol fair, healthy and sustainable with reduced

## Appendix 6: City Funds LP: Investment Policy - DRAFT

inequality. The plan has a vision for each decade and goals which fall under six priority themes; Health and Wellbeing, Economy, Homes and Communities, Environment, Learning and Skills, and Connectivity.

“**Quartet**” means Quartet Community Foundation.

### What is the problem that City Funds is trying to solve?

Bristol is a city with entrenched systemic **inequality** and **disadvantage**.

**Social** and **environmental** factors contribute to the problem: it's bad for everyone but **most negatively impacts specific neighbourhoods and groups of people**.

Financial, physical, human and natural **resources are not effectively and equitably leveraged** into and within the city, which makes it harder for those in the city to respond.

### Given this problem, what is City Funds' vision?

**City Funds' vision is to help create a sustainable city, reducing inequality and poverty, so everyone can thrive.**

City Funds is a disruptive, place-based, locally-led initiative which **aims to catalyse sustainable and transformational change** where the need is greatest in Bristol.

City Funds will work collaboratively, seeking to involve the marginalised to the powerful, across all sectors, **in alignment with the One City Approach**.

### Given this vision, what activities will City Funds undertake in order to address the problem?

- Provide **financial resources** to enable local organisations to bring about transformational change.
- Broker **non-financial resources** that provide the support funded organisations need to thrive.
- Maintain inclusive **governance of the Governing Board** to include and involve those most at risk of disadvantage.
- Decide and review **funding priorities** in line with the One City Plan.
- **Assist** funded organisations to improve financial and impact performance.

## Appendix 6: City Funds LP: Investment Policy - DRAFT

- **Work in collaboration** to influence city-wide priorities in line with the One City Approach.

### Once these activities are in place, what outcomes does City Funds seek to deliver?

- Increased **transformational change** delivered by projects.
- Increased **capacity** within local organisations to deliver change.
- A **sustainable placed-based fund**, supporting the goals of the One City Plan.
- Increased **alignment** within the city seeking to deliver change in line with the One City Approach.
- Increased **influence** on policy and practice across Bristol to enable places to take action.

### Governance

While not legally controlled by City Funds or the Governing Board, the Fund will formally adopt strategic aims and objectives which are consistent with those of City Funds and the One City Approach, seeking to further the objectives of the One City Plan.

The Fund, acting by the GP, will appoint the Adviser to assist in the sourcing and initial evaluation of applications for funding from the Fund. The Adviser will “filter” initial opportunities which will be referred to the Investment Advisory Committee. The Investment Advisory Committee will perform an advisory role but will confirm whether in its opinion an individual opportunity is suitable for investment by the Fund, although it has the option to abstain. Once this initial “pre-vetting” has been undertaken by the Adviser and the Investment Advisory Committee, and unless the Investment Advisory Committee has vetoed a proposal, the Adviser will formally refer a proposal to the Manager for a decision on behalf of the Fund. If the Manager approves a particular investment, it will make arrangements for the GP to implement that. While there will be close links between the Fund and City Funds, there will be no formal legal connection although both entities will fall under the same broad social “umbrella” and the Fund may well be regarded within the Bristol community as being in some (non-legal) sense an emanation of City Funds.

## **Appendix 6: City Funds LP: Investment Policy - DRAFT**

Given this context, this Investment Policy is technically that of the Fund. It will be enshrined within its constitution (the limited partnership agreement), but will be capable of variation as described in this document.

It is of fundamental importance to the perception and operation of the Fund that it operates on an ethical basis and in a fashion which is consistent with the wider City Funds initiative while also pursuing objectives consistent with those articulated by the Governing Board.

The link between the Governing Board and the board of the GP is therefore of high importance. Formally, the Chair of the Governing Board will write to the board of the GP in December each year with advice on the following matters:

1. The link to the One City Approach, One City Plan along with any considerations that the Fund should take into account in its future investment policy.
2. Preferred Funding Priorities.
3. Any other information that is relevant to the operation of the Fund.

During the year, the Governing Board will work closely with the Adviser and the Funding Priority Groups to shape investment opportunities for the Fund.

As part of its annual cycle, the Board of the GP will then act on these updates from the Governing Board, Funding Priority Groups, LP's, Adviser and Fund Manager to update this Investment Policy by 31 March each year and communicate the same to the Manager.

The initial Funding Priority Groups include:

1. No Child Goes Hungry, addressing the roots causes of food poverty;

## **Appendix 6: City Funds LP: Investment Policy - DRAFT**

2. Economic Inclusion, to enable all communities in Bristol to access employment, education and skill development;
3. Community Initiatives, including community-led housing, up-skilling communities to take on new assets and empowering community anchor organisations to increase their resilience; and
4. Environmental Transformation to support the transition to a carbon neutral, zero waste city and restore the natural environment on which the city depends.

Where there is a clear fit with the One City Approach but no specific Funding Priority Group is in place, the Manager may none the less approve investment, with clearly documented reasoning provided by the Adviser and a decision to support from the Investment Advisory Committee.

Any proposed change to the Terms of Reference for Funding Priority Groups or the creation or deletion of a theme/Funding Priority Group from City Funds needs the agreement of the Governing Board. Per the Collaboration Agreement, the Adviser has the right to a position on the Funding Priority Group and through this place will ensure on-going communication and an effective interface between the Governing Board, Funding Priority Groups and the Fund.

The Investment Advisory Committee will comprise skills outlined in Appendix 3. The structure of the Committee will include representatives from the GP, Governing Board, Adviser and independent members. The Committee will operate with a delegated authority from the GP.

### **Investment Objective**

The aim of the Fund is to provide place-based repayable finance by way of loan and/or equity investment in incorporated organisations, based in Bristol City Region that are delivering identifiable social and/or environmental impacts that meet the criteria identified by the Governing Board, and Funding Priority Groups as described

## **Appendix 6: City Funds LP: Investment Policy - DRAFT**

above. Investments will be expected to generate a financial return and measurable social and/or environmental impact.

The overall aim of City Funds is to catalyse the local “market” into developing new models of delivering social value, supported by professional investors, who understand and care for the Bristol City Region and its people. The Fund will be place-based and focused on the key strategic priorities for Bristol, outlined in the One City Plan, which will reduce disadvantage and inequality, whilst improving environmental sustainability, leading to a fairer and more inclusive city.

The aim is to help to drive inclusive and collaborative approaches that can be replicated across the Bristol City Region. The existence of aligned grant and investment funds will enable faster, more targeted decision making as investment will come from one, as opposed to multiple disparate sources. This will enable the Fund to collaborate with a range of co-investors, grant makers and other risk partners to bring additional investment for the key strategic priorities into the City Region.

### **Investment Policy**

The Fund can invest in incorporated organisations providing a range of activities, services and facilities that include:

- a) Registered charities and Charitable Incorporated Organisations
- b) Community Interest Companies (Limited by shares or guarantee)
- c) Companies limited by guarantee
- d) Co-operative or Community Benefit Societies
- e) Wholly-owned subsidiaries of the above (a-d) regardless of legal form
- f) Companies limited by shares who have a clear social and/or environmental mission or can evidence that their business will deliver a clear social or environmental value

Examples of potential investments, which may or may not qualify for investment from the Fund, are shown in Appendix 1.

## **Appendix 6: City Funds LP: Investment Policy - DRAFT**

### **Social and/or Environmental Impact**

All organisations will be able to demonstrate clear social and/or environmental objectives articulated within their constitutional documents. The Fund will only invest in organisations that already generate or are expected to generate a positive, clearly defined and measurable social and/or environmental impact, which aligns to the City Funds objectives. Every investment made by the Fund will be approved by the Manager after support from the Investment Advisory Committee and the Adviser and will include an assessment of social and/or environmental impact with the aim of creating balanced impact portfolio.

Wherever possible the Fund will seek to collaborate with a range of co-investors, grant makers and other risk partners to bring additional investment for the key strategic priorities into Bristol City Region. It is therefore a stated aim of this policy to multiply investment via effective collaboration.

### **Investment Types (see also table at Appendix 2)**

- **Secured lending** (growth and recurring revenue) mainly larger investments (£250,000+) for organisations seeking to grow and develop new products or services or purchase or develop a property to deliver their products or services.
- **Unsecured lending** (proving business model, expanding market; working capital growth; and scaling up) for organisations looking to grow and develop new products or services or deliver contracts.
- **Risk investments** (loans or a small number of equity investments) for organisations looking to grow and develop new products and services. To provide working capital and cashflow for organisations delivering larger projects.

The Manager will aim to allocate 40-60% of the Fund in secured lending, 30-50% of the Fund in unsecured lending and approximately 10% in risk investments (including equity investments).

### **Investment size limits (see also table at Appendix 2)**

- Minimum investment £50,000

## **Appendix 6: City Funds LP: Investment Policy - DRAFT**

Maximum investment £1m. Investments over £1m may be considered by exception, with reference to the published guidance of the Governing Board if it is considered that the investment will make a demonstrable contribution to the One City Plan or One City Approach. e.g. Bristol Housing Festival.

### **Investment restrictions**

The Fund will NOT:

- Commit more than the higher of £1m or 10% of the total commitments of the Fund in any single investment.
- Invest more than the higher of £1m or 10% of the total commitments of the Fund in any single organisation or legal group of organisations.

Investments will be limited by sector within the Fund's investment portfolio. The aim is to create a balanced portfolio in sectors across the City Funds themes.

### **Investment terms**

Indicative investment types and terms are shown in Appendix 2, showing the different potential pathways to investment, which applicants to the Fund may use.

**Interest rates** - generally in the range of 4% to 10% representative annual interest rates for secured, unsecured investments subject to compliance with State Aid and review over the life of the loan/investment and the Fund. The Fund will seek to create packages of blended finance (a package of grant and loan) to increase the potential for successful sustainability where possible.

Interest rates for risk investments may be higher than the 10% quoted above and will be assessed on a case by case basis.

**Arrangement, monitoring and similar remuneration** - to be agreed for each investment and being between 1-3% of the amount of the loan/investment.

## **Appendix 6: City Funds LP: Investment Policy - DRAFT**

**Repayment terms** – to be a maximum of 8 years for secured, unsecured and risk investments.

**Repayment holidays** – may be made available for a period of 12 months or a maximum period of 24 months in exceptional circumstances. These may relate to delays in repayment of capital only or capital and interest.

**Security** - will be taken where appropriate to mitigate risk.

**Ranking of loans** – where a secured investment is being made to an organisation from both the Fund and another investor, both entities may take security in respect of the investment made. At the discretion of the Investment Advisory Committee these securities will be ranked in proportion to the amount invested by each entity or on a pari passu basis depending on the legal agreement between the parties.

The above terms are subject to review over the life of the Fund. The specific terms for each investment are to be approved by the Manager after support from the Investment Advisory Committee and the Adviser.

### **Risk assessment and decisions**

The detailed process of risk assessment and decisions is provided in the Investment Procedures and Responsibilities document held by the Adviser and agreed by the Investment Advisory Committee. These procedures are to be reviewed regularly by the Investment Advisory Committee and the Manager to ensure they meet the requirements of the Fund.

## Appendix 6: City Funds LP: Investment Policy - DRAFT

### Appendix 1 - Investment Policy

Below are examples of possible investments, *which may qualify* for investment by the Fund. These are listed by City Funds themes.

#### Economic Inclusion

- £100k invested in a single counterparty in order to distribute to specialist groups on specialist terms with the counterparty taking the risk.
- A co-operative business seeking to move low paid employees into a position of co-ownership in their work.

#### Community Initiatives

- £1m as part of an overall deal in a £25m housing scheme led by a local organisation in a disadvantaged neighbourhood.
- £200k on a pilot with Bristol Housing Festival where there is clear additionality and impact.

#### Environmental Sustainability

- £200k pre-planning for a wind farm, with a view that the investment stays in post planning.

Below are examples of possible investments, *which would not qualify* for investment by the Fund.

- A commercial business, which has some minor impact aspects to it: e.g. a recruitment consultant seeking to improve the efficiency of match making using a tech solution.
- A large organisation with HQ in London seeking to create a minor local subsidiary to carry out more of its existing activities.
- A sole trader who has an amazing vision, but no intention of working in collaboration with a board or other partners to achieve this vision.
- A company who could easily source private sector capital.
- Fully funding a large housing scheme of £10m
- Funding a housing scheme where BBRC has a commercial risk position other than via City Funds.

## **Appendix 6: City Funds LP: Investment Policy - DRAFT**

- A business, which has operations, that is contrary to the values of Bristol and Bath Regional Capital and/or City Funds.
- A direct investment in individual intermediaries without suitable governance.

## Appendix 6: City Funds LP: Investment Policy - DRAFT

### Appendix 2 – Indicative investment types and terms

<b>Business stage</b>	<b>Proving business model</b>	<b>Expanding market</b>	<b>Product Market Fit Revenue /Capital</b>	<b>Scaling up Revenue/Capital</b>
<b>Purpose of finance</b>	Core costs	Project support loan	Growth	Recurring revenue
<b>Category of finance</b>	Quasi-equity	Project finance	Working Capital/Asset Finance	Working Capital/Asset Finance
<b>Grant funding/blended finance</b>	Possible	Possible	Possible	None
<b>Investment type</b>	Unsecured lending	Unsecured lending	Working Capital – unsecured Asset Finance – secured	Working Capital – unsecured Asset Finance – secured
<b>Minimum/Maximum investment</b>	Minimum £50,000 Maximum £500,000	Minimum £50,000 Maximum £1m	Minimum £50,000 Maximum £1m	Minimum £50,000 Maximum £1m
<b>Interest rates</b>	4-10%	4-10%	4-10%	4-10%
<b>Arrangement, monitoring and similar remuneration</b>	1-3%	1-3%	1-3%	1-3%
<b>Repayment terms</b>	Maximum of 8 years	Maximum of 8 years	Maximum of 8 years	Maximum of 8 years
<b>Repayment holiday</b>	Available	Available	Available	Available
<b>Security</b>	To be taken where applicable but limited value	To be taken where applicable but limited value	To be taken where applicable	To be taken where applicable
<b>Ranking of loans</b>			For secured investment	For secured investment

## Appendix 6: City Funds LP: Investment Policy - DRAFT

			rank in proportion to amount invested or pari passu	rank in proportion to amount invested or pari passu
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### Appendix 3 – City Funds LP Investment Advisory Committee – structure, competencies and skills

The Committee will operate with a delegated authority from City Funds LP

City Funds role	Committee role	Existing People competencies and skills	Lending	Investment	Fund/lending portfolio management	Business management	Knowledge of third sector (including local knowledge)	Social purpose
GP Board member	Protect interests of City Funds and City Funds LP Champion social investment on both Boards		X	X	X	X	X	X
Governing Board member	Protect interests of Governing Board in particular social and environmental impact					X	X	X
Head of Credit Adviser	Accountability for Adviser's role		X		X	X	X	X
Independent	External overview							

## Appendix 6: City Funds LP: Investment Policy - DRAFT

committee members x4	of proposals							
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### Observers

Representative Big Society Capital	Protecting investment and keeping up to date as fund develops		X	X	X	X	X	X
Representative Bristol City Council	Protecting investment and keeping up to date as fund develops					X	X	X

**Members of the Committee will be required to:**

## Appendix 6: City Funds LP: Investment Policy - DRAFT

1. Have the ability to think through a social investment proposal, see the positives and negatives and be able to discuss these constructively with other members of the committee.
2. Consensus decision required for proposals to proceed, i.e. all members of the committee in agreement with a proposal. If this is not the case the reason for disagreement is discussed, if no way forward can be found the proposal is either declined, or deferred for further work.
3. If consensus cannot be achieved after considerable discussion a decision on a proposal may be escalated to the General Partner for a final decision.
4. Be flexible and able to make quick decisions, by email and/or conference call.
5. Have a genuine interest in social investment and the opportunities it presents for Bristol City Region and potential applicants.
6. Be responsible for decisions on investment proposals up to £1m each.

Dated

23 March

2018

## City Funds Collaboration Agreement

Bristol City Council (1)  
and  
Quartet Community Foundation (2)  
and  
Bristol & Bath Regional Capital CIC (3)

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THIS AGREEMENT is made on 23 March

2018

**BETWEEN:**

- (1) **BRISTOL CITY COUNCIL** (acting through the Mayor's Office) of City Hall, College Green, Bristol BS1 5TR (acting through the Mayor's Office, "**Mayor's Office**");
- (2) **QUARTET COMMUNITY FOUNDATION** a company limited by guarantee incorporated in England and Wales (company number 03981052) and registered charity number 1080418 whose registered office is at Royal Oak House, Royal Oak Avenue, Bristol BS1 4GB ("**Quartet**"); and
- (3) **BRISTOL & BATH REGIONAL CAPITAL CIC** a community interest company incorporated in England and Wales (company number 09672937) whose registered office is at Narrow Quay House, Narrow Quay, Bristol BS1 4QA ("**BBRC**").

**WHEREAS:**

- (A) The City, via its emerging City Office, is seeking to mobilise business, its universities, local statutory bodies and the voluntary, charitable and social enterprise sectors to work together and focus on shared priorities for the City (the "**City Plan**").
- (B) One aim of the City Office is to enable the collective spend of these organisations to be better targeted on priority areas, such as community-led housing and tackling inequality within the City, in a sustainable way and through enterprise and investment models.
- (C) A new initiative has been developed to help to fulfil priority objectives of the City Plan called "**City Funds**". As a pilot City Funds has a target to raise significant funding to invest into areas of need, as identified by the City Plan. Proactive and innovative match funding partners will be sought to help the City Funds achieve this aim, via a combination of repayable finance and grant funding.
- (D) Quartet is a charitable community foundation which matches those who want to give money locally with those working to improve local communities. Each year it awards around a thousand funding grants.
- (E) BBRC brings together investors with local projects and enterprises and the community to give them access to loan and other finance at competitive rates which will deliver both a financial and social return.
- (F) The parties have come together and agreed to enter into this Agreement for the purpose of regulating the management and operation of the City Funds initiative and certain aspects of their relationship with City Funds and with each other.

**1 INTERPRETATION**

1.1 In this Agreement the following expressions have the following meanings, unless the context otherwise requires:

- "**Business Day**" means a day on which clearing banks are open for ordinary banking business in England excluding Saturdays, Sundays and any day which is a public holiday in England;
- "**Chair**" means the chair of a meeting of the Governing Board or of a Funding Priority Group, as the context requires;
- "**City**" means the City of Bristol;
- "**City Funds**" shall have the meaning given to it in Recital (C);
- "**City Plan**" shall have the meaning given to it in Recital (A);

**"Conflict of Interest"** means any direct or indirect interest of a Member (whether personal, by virtue of a duty of loyalty to another organisation or otherwise) that conflicts or might conflict with their role as a Member of the Governing Board and/or of a Funding Priority Group (as applicable);

**"Data Protection Legislation"** means, for the periods in which they are in force and are applicable to this Agreement, the European Union Data Protection Directive 95/46/EC, all laws giving effect or purporting to give effect to European Data Protection Directive 95/46/EC (including the UK Data Protection Act 1998) or otherwise relating to data protection (to the extent the same apply) and the GDPR or any successive or replacement applicable personal data protection law with similar effect;

**"Funding Priority"** means a funding priority identified from the City Plan and selected by the Governing Board as one which City Funds should target for implementation;

**"Funding Priority Group"** means a priority group established to implement one of the Funding Priorities, as more particularly described in clause 2.4;

**"GDPR"** means Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC (General Data Protection Regulation);

**"Governing Board"** means the governing board established to run City Funds, as more particularly described in clause 2;

**"Losses"** means all direct losses, damages, claims, demands, actions, costs, charges, expenses or liabilities (including necessary or properly incurred legal expenses calculated on a solicitor and client basis) recoverable at law and **"Loss"** shall be construed accordingly;

**"Member"** means a member of the Governing Board and/or of a Funding Priority Group, as the context requires;

**"party"** means a party to this Agreement and "parties" shall be construed accordingly; and

**"Personal Data"** has the meaning set out in the Data Protection Legislation.

1.2 In this Agreement, unless the context otherwise requires:

- (a) references to clauses and schedules are to clauses of and schedules to this Agreement;
- (b) the headings to the clauses and schedules are for convenience only and shall not affect the construction or interpretation of this Agreement;
- (c) 'includes', "including" and other similar phrases mean including without limitation; and
- (d) a provision of any statute or other legislation is to be construed as a reference to such provision as amended or re-enacted or as its application is modified from time to time (whether before or after the date of this Agreement) and shall include a reference to any provision of which it is a re-enactment (whether with or without modification) and to any orders, regulations, instruments or other subordinate legislation (and relevant codes of practice) made under the relevant statute or other legislation except to the extent that any amendment or re-enactment coming into force after the date of this Agreement would increase or extend the liability of any party to any other person under this Agreement.

## **2 GOVERNING BOARD**

- 2.1 The Governing Board shall be established by the parties as soon as possible following the signature of this Agreement and will operate in accordance with the Terms of Reference set out in Schedule 1.
- 2.2 Notwithstanding anything to the contrary in the Terms of Reference set out in Schedule 1, each party shall have the right to appoint a Member to represent it on the Governing Board and to remove such Member and any such appointment or removal of a Member shall be by notice in writing served at a Governing Board meeting and shall take effect as at the date of the notice.
- 2.3 Each party shall be indemnified by a party who removes a Member representing it from the Governing Board, against any claim connected with that Member's removal from office.
- 2.4 The parties currently envisage that, once established, the City Office will provide or procure (on a 'pro bono' basis) suitable office space and administrative assistance for the day to day running of the Governing Board and the Funding Priority Groups. Where the City Office is unable to do so for any reason, the parties will use all reasonable endeavours to procure such support (on a 'pro bono' basis) from elsewhere.
- 2.5 The parties shall use all reasonable endeavours:
- (a) to ensure that their respective appointees as Members shall attend each meeting of the Governing Board; and
  - (b) to procure that a quorum (in accordance with the provisions of this Agreement) is present throughout each such meeting.
- 2.6 The parties will use reasonable endeavours to ensure that the Governing Board complies with the Terms of Reference set out in Schedule 1.

## **3 FUNDING PRIORITY GROUPS**

- 3.1 A Funding Priority Group will be formed in respect of each Funding Priority selected by the Governing Board. Each Funding Priority Group will operate in accordance with the Terms of Reference set out in Schedule 2.
- 3.2 Notwithstanding anything to the contrary in the Terms of Reference set out in Schedule 2 each party shall have the right to appoint and to remove a Member to each Funding Priority Group and any such appointment or removal of a Member shall be by notice in writing served at a Governing Board meeting and shall take effect as at the date of the notice.
- 3.3 Each party shall be indemnified by a party who removes a Member representing it from a Funding Priority Group, against any claim connected with that Member's removal from office.
- 3.4 The parties shall use all reasonable endeavours to ensure that their respective appointees as Members shall attend each meeting of the relevant Funding Priority Group and to procure that a quorum (in accordance with the provisions of this Agreement) is present throughout each such meeting.
- 3.5 The parties will use reasonable endeavours to ensure that each Funding Priority Group complies with the Terms of Reference set out in Schedule 2.

## **4 QUARTET**

- 4.1 In respect of the City Funds, Quartet will operate in accordance with the Terms of Reference in Schedule 3.

## **5 BBRC**

5.1 In respect of the City Funds, BBRC will operate in accordance with the Terms of Reference in Schedule 4.

## **6 DATA PROTECTION**

6.1 The parties agree to comply with (and will procure that the Governing Board and each Funding Priority Group complies with) all relevant Data Protection Legislation in respect of the operation of City Funds as well as assisting the Mayor's Office to meet its statutory duties under the Freedom of Information Act 2000, to the extent applicable to City Funds.

6.2 Each party represents and warrants to the other parties that:

- (a) it has the consent (as that term is understood by reference to GDPR) of all relevant data subjects to disclose such of their Personal Data as is disclosed by or on behalf of the party to the other parties pursuant to or in connection with this Agreement;
- (b) prior to disclosure of any Personal Data to the other parties by a party, each of the relevant data subjects will be provided in writing with confirmation of all of the information required to be provided to those data subjects under Data Protection Legislation and the GDPR in connection with processing of their Personal Data by a party pursuant to this Agreement notwithstanding that the GDPR is not in force until 25 May 2018;
- (c) it will on request, provide copies in hard and/or electronic format as the other parties require of the written confirmations referred to in clause 6.2(b) above;
- (d) it will take reasonable steps prior to disclosure by it of any Personal Data to the other parties, to ensure that the Personal Data is accurate; and
- (e) it will not breach Data Protection Legislation by processing the Personal Data disclosed to it by or on behalf the other parties in the manner and for the purposes contemplated by this Agreement.

6.3 Each party shall indemnify and hold harmless the other parties against any and all Losses arising directly or indirectly from any regulatory action or claims brought against it under the Data Protection Legislation as a result of it processing Personal Data in the manner and for the purposes contemplated by this Agreement.

## **7 EQUAL OPPORTUNITIES**

7.1 The parties agree to comply with (and will procure that the Governing Board and each Funding Priority Group complies with) all relevant equalities legislation in respect of the operation of City Funds and to take all reasonable steps in the provision of funding and in any other activities related to City Funds:

- (a) to ensure that there is equality of access, use and involvement for everyone and that neither the parties nor the Governing Board nor any Funding Priority Group discriminates directly or indirectly on the grounds of any protected characteristic as defined in the Equality Act 2010 including disability, sexual orientation, age, gender reassignment, religion and belief, sex, race, pregnancy and maternity. This does not mean that Funding Priorities cannot be targeted at particular equalities groups, where there is evidence of need and a targeted service is the best way of meeting those needs;
- (b) to contribute to delivering the Mayor's Office's public sector equality duty under the Equality Act 2010 by giving due regard to the need to:
  - (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;

- (ii) promote equality of opportunity between different groups; and
- (iii) foster good relations between people from different groups.

**8 INTELLECTUAL PROPERTY**

- 8.1 All intellectual property rights in the "City Plan", "City Office" and "City Funds" names, logos and branding shall at all times remain the property of the Mayor's Office, which undertakes to protect the same.
- 8.2 The Mayor's Office hereby grants a non-exclusive, royalty-free, non-transferable licence to the other parties and to the Governing Board and each Funding Priority Group to use the "City Plan", "City Office" and "City Funds" names, logos and branding solely in connection with the operation of the City Funds, subject to the terms of, and for the duration of, this Agreement.

**9 NOTICES**

- 9.1 Any notice or other communication given under this Agreement or in connection with the matters contemplated in it shall be in writing (including electronic mail) signed by or on behalf of the person giving it and shall except where otherwise specifically provided, be addressed as provided in clause 9.2 and served:

- (a) by personal delivery in which case it shall be deemed to have been given upon delivery at the relevant address;
- (b) by first class pre-paid post within the United Kingdom, in which case it shall be deemed to have been given two Business Days after the date of posting;
- (c) by e-mail, in which case it shall be deemed to have been given when despatched subject to confirmation of delivery by a delivery receipt,

provided that in the case of sub-clause (c) above any notice despatched other than on a Business Day between the hours of 9:00a.m. to 5:00p.m. will be deemed to have been given at 9:00a.m. on the next Business Day.

- 9.2 Notices under this Agreement shall be sent for the attention of the person and to the address or e-mail address, subject to clause 9.3, as follows:

- (a) the Mayor's Office

Name:

• *The Mayor*

Address:

as set out against its name on page 1

*HW MOR*

E-mail address:

• *Mayor@bristol.gov.uk*

- (b) Quartet

Name:

• *Sue Turner*

Address:

as set out against its name on page 1

*HW MOR*

E-mail address:

• *Sue.turner@quartetcf.org.uk*

- (c) BBRC:

Name:

• *Ed Rowberry*

Address:

as set out against its name on page 1

*HW MOR*

E-mail address:

• *Edward.Rowberry@bb-rc.uk*

9.3 Any party to this Agreement may notify the other parties of any change to its address or other details specified in clause 9.2 provided that such notification shall only be effective on the date specified in such notice.

## **10 CONFIDENTIALITY AND ANNOUNCEMENTS**

10.1 Each party undertakes to the others that:

- (a) it will not at any time use or divulge or communicate to any person (other than to its own officers, employees or professional advisers whose province it is to know the same) any confidential information concerning City Funds, City Office or the City Plan or concerning any of the parties, which may come to its knowledge; and
- (b) it shall procure that the Governing Board and each Priority Funding Group also abides by the terms of this clause 10.

10.2 The obligations set out in this clause 10 shall continue to apply after a party shall cease to be a party to this Agreement or otherwise involved in City Funds without limit in time but shall cease to apply to information which has come into the public domain other than by a breach of this clause 10 or which for any other reason other than through the default of that party shall have ceased to be confidential.

10.3 Each party acknowledges to each of the other parties that confidential information received from or referencing any of the other parties may constitute or include information that is commercially sensitive and whose disclosure to third parties may be prejudicial to the interests of one or more of the parties to this Agreement and therefore each party undertakes to each of the other parties to:

- (a) identify where reasonably practicable all such commercially sensitive information either orally or in writing; and
- (b) take all such steps as are reasonably possible to refuse or restrict the disclosure of such commercially sensitive information to any third party including in response to a request for disclosure by reference to any applicable legislation such as the Freedom of Information Act 2000.

10.4 No announcement or publicity concerning the terms of this Agreement or the interests of any party with regard to it shall be made or issued by any of the parties without the prior written approval of the other parties.

10.5 The provisions of this clause 10 shall not apply so as to restrict any disclosure or announcement required by law or by the rules of any regulatory organisation to which any of the parties is subject (in which case the parties shall, where permitted to do so, consult with each other on the form of the disclosure or announcement).

## **11 GENERAL**

11.1 The parties will not (and will procure that neither the Governing Board nor the Funding Priority Groups will) in respect of City Funds promote or oppose any political party or candidate for office, which includes not agreeing to fund organisations that promote or oppose any political party or candidate.

11.2 The Governing Board may from time to time issue such further guidance to the Funding Priority Groups as to the receipt and allocation of funding as it shall see fit.

11.3 Other than as expressly stated in this Agreement a person who is not a party has no right under the Contracts (Rights of Third Parties) Act 1999 to enforce any terms of this Agreement but this does not affect any right or remedy of a third party which exists or is available apart from that Act.

11.4 No variation of any provision of this Agreement shall be effective unless it is in writing, refers specifically to this Agreement and is duly executed by each party.

11.5 No party may assign, transfer, hold on trust or otherwise dispose or deal with all or any of its rights or obligations arising under this Agreement without the prior written consent of the other parties.

11.6 Each party agrees to comply with all applicable laws and regulations in respect of this Agreement and its involvement in the City Funds initiative.

## 12 LIABILITIES

12.1 No party may incur any liability on behalf of any other party in respect of this Agreement.

## 13 NO PARTNERSHIP

13.1 Nothing in this Agreement shall constitute or be deemed to constitute a partnership between any of the parties to it and none of them shall have any authority to bind the others in any way.

## 14 DURATION

14.1 This Agreement shall continue in full force and effect from the date of this Agreement until the earliest of the following:

- (a) the date on which all the parties agree in writing to its termination;
- (b) the date of termination of the City Funds initiative.

14.2 Termination of this Agreement, with respect to any or all the parties, shall be without prejudice to:

- (a) any rights or liabilities of any party that have accrued prior to that termination; and
- (b) clauses 10 and 16.

## 15 ENTIRE AGREEMENT

15.1 This Agreement constitutes the entire agreement between the parties and supersedes all prior agreements understandings and arrangements between them and representations by them whether oral or written, which relate to the subject matter of this Agreement, save to the extent that they arise out of the fraud or fraudulent misrepresentation of a party.

## 16 GOVERNING LAW AND JURISDICTION

16.1 This Agreement and any and all matters (including any contractual or non-contractual obligation) arising out of or in connection with this Agreement, its subject matter or formation shall be governed by and construed in accordance with English law.

16.2 The parties irrevocably submit to the exclusive jurisdiction of the English courts for all purposes relating to this Agreement, its subject matter or formation.

This Agreement has been signed and takes effect on the date stated at the beginning of it.

## Schedule 1

### Governing Board Terms of Reference

#### **1 PURPOSE AND OBJECT**

- 1.1 The main purpose and objective for which the Governing Board is established is to oversee the City Funds initiative.
- 1.2 The Governing Board should do this by:
- (a) selecting a manageable number of clearly defined Funding Priorities;
  - (b) establishing a Funding Priority Group in respect of each Funding Priority (e.g. the "[Subject] FPG"), deciding who should sit on each Funding Priority Group and delegating responsibility for the implementation of the relevant Funding Priority to that group;
  - (c) providing support, advice and guidance to each Funding Priority Group, as required;
  - (d) reviewing the progress of and continuing need for each Funding Priority Group, at least annually;
  - (e) preparing an annual report on the overall progress made against each Funding Priority, which shall be made publicly available.
- 1.3 The Governing Board may add to, amend or vary the Terms of Reference for each Funding Priority Group as it shall see fit.

#### **2 APPOINTMENT OF MEMBERS**

- 2.1 The Governing Board will consist of:
- (a) the Mayor of Bristol, or a duly appointed representative of the Mayor's Office;
  - (b) a duly appointed representative of Quartet;
  - (c) a duly appointed representative of BBRC;
  - (d) a representative of at least one City-based, community organisation;
  - (e) one or more experts, being persons with professional qualifications, experience and/or skills which are aligned to and will benefit the implementation and delivery of the Funding Priorities from time to time; and
  - (f) an independent Chair, who will be drawn from a suitable organisation based within the City of Bristol,
- provided that the Governing Board shall:
- (g) seek to include representatives from businesses, relevant trade unions, academia and other relevant groups located in the City;
  - (h) to the greatest extent possible reflect the diversity of the people of the City including with regard to factors such as social demographic, age, disability, sex, sexual orientation, race and religion and belief; and
  - (i) consist of no more than 9 persons unless the Governing Board shall otherwise agree unanimously.

2.2 All appointments to the Governing Board shall be for such period as the Governing Board may specify, bearing in mind the nature of the Funding Priorities selected from time to time.

2.3 The Governing Board may at any time resolve:

(a) by unanimous decision (excluding the relevant Member), to remove a Member from the Governing Board ; or

(b) to remove a Member from a Funding Priority Group,

but without prejudice in each case to a party's right to appoint a replacement pursuant to clause 2.2 or clause 3.2 respectively and provided that neither the Mayor nor a representative of the Mayor's Office shall be capable of removal as a Member.

2.4 Each Member appointed to the Governing Board shall be asked to sign a copy of these Terms of Reference by way of acceptance of their terms.

### **3 MEETINGS**

3.1 The Governing Board shall meet at least quarterly and the dates of each quarterly meeting during a twelve month period commencing each year on 1 April shall be set at the last meeting held during the prior twelve month period ending 31 March. Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed and any supporting papers, shall be forwarded to each Member and to any other person requested to attend (in respect only those aspects relevant to their attendance), no later than 5 Business Days prior to the date of the meeting.

3.2 The quorum for meetings of the Governing Board shall be at least half of the Members which shall include at least the Mayor (or his representative) and a Member representing each of Quartet and BBRC.

3.3 If within half an hour from the time appointed for a Governing Board meeting a quorum is not present, the meeting shall be adjourned by the Chair and each Member not present at the meeting shall be notified by the Chair (by any form of notice in writing in accordance with this Agreement) of the date, time and place of the adjourned meeting. If at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting, the meeting shall be dissolved.

3.4 All decisions of the Governing Board shall be made by way of resolution. No resolution of the Members of the Governing Board shall be effective unless carried by at least three-quarters of the Members.

3.5 In the absence of the Chair and/or any appointed deputy at any meeting, the remaining Members present shall elect one of themselves to chair the meeting.

3.6 The Chair shall not have a casting vote.

3.7 No Member will be paid for their attendance at Governing Board meetings provided that, at the sole discretion of the Governing Board and only to the extent that resources are or become available outside of the City Funds, travel expenses may be paid to Members who would otherwise struggle to attend meetings (on a case by case basis).

3.8 The Governing Board shall minute its proceedings, recommendations and decisions in respect of all of its meetings, including the names of those present and in attendance.

3.9 Minutes of meetings of the Governing Board shall be circulated promptly to all Members and will, once approved, be made public subject only to the redaction of any reserved, confidential business.

#### **4 ANNUAL PERFORMANCE REVIEW**

- 4.1 There will be an annual meeting in the third quarter of each twelve month period commencing 1 April to review the current Funding Priorities and to agree any change to the Funding Priorities for the following twelve month period.
- 4.2 The Governing Board shall, at least once a year, review its own performance, membership and Terms of Reference to ensure that it is operating at maximum effectiveness and make any changes it considers necessary.

#### **5 CONFLICTS OF INTEREST**

- 5.1 Whenever a Member finds himself or herself in a situation that is reasonably likely to give rise to a Conflict of Interest, he or she must declare his or her interest to the Governing Board.
- 5.2 Whenever a matter is to be discussed at a meeting of the Governing Board and a Member has a Conflict of Interest in respect of that matter then, subject to paragraph 6, he or she must:
- (a) not be counted in the quorum for that part of the meeting; and
  - (b) shall have no vote on the matter.
- 5.3 If any question arises as to whether a Member has a Conflict of Interest, the question shall be decided by a decision of the Governing Board (excluding that Member).

#### **6 MEMBERS' POWER TO AUTHORISE A CONFLICT OF INTEREST**

- 6.1 The Members have power to authorise a Member to be in a position of Conflict of Interest provided that:
- (a) in authorising a Conflict of Interest, the Members can decide the manner in which the Conflict of Interest may be dealt with and they can decide that the Member with a Conflict of Interest can participate in a vote on the matter and can be counted in the quorum; and
  - (b) the decision to authorise a Conflict of Interest can impose such terms as the Members think fit and is subject always to their right to vary or terminate the authorisation.
- 6.2 If a matter, or office, employment or position, has been authorised by the Members in accordance with paragraph 6.1 then, even if he or she has been authorised to remain at the meeting by the other Members, the Member may absent himself or herself from meetings of the Governing Board at which anything relating to that matter, or that office, employment or position, will or may be discussed.
- 6.3 A Member shall not be accountable to the Governing Board for any benefit which he or she derives from any matter, or from any office, employment or position, which has been authorised by the Governing Board in accordance with paragraph 6.1 (subject to any limits or conditions to which such approval was subject).

#### **7 REGISTER OF MEMBERS' INTERESTS**

- 7.1 The Members shall cause a register of Members' interests to be kept. A Member must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement involving the City Funds or in any transaction or arrangement involving the City Funds which has not previously been declared.

## **Schedule 2**

### **Funding Priority Group Terms of Reference**

#### **1 PURPOSE AND OBJECT**

- 1.1 The main purpose and objective for which a Funding Priority Group is established is to implement a particular Funding Priority as identified and delegated to it by the Governing Board.
- 1.2 A Funding Priority Group should do this by:
- (a) focusing on delivery of the Funding Priority assigned to it by the Governing Board;
  - (b) preparing an annual report on the overall progress made against its allocated Funding Priority.
- 1.3 The Governing Board shall be responsible for setting the Terms of Reference for each Funding Priority Group.

#### **2 APPOINTMENT OF MEMBERS**

- 2.1 Each Funding Priority Group will consist of:
- (a) the Mayor of Bristol, or a duly appointed representative of the Mayor's Office;
  - (b) (to the extent that grant funding is relevant to that particular Funding Priority Group) a duly appointed representative of Quartet;
  - (c) (to the extent that investment funding is relevant to that particular Funding Priority Group) a duly appointed representative of BBRC;
  - (d) such additional persons (being experts or members of any relevant local community) as are deemed by the Governing Board as necessary for the implementation and delivery of the applicable Funding Priority,
  - (e) such person to act as Chair as is nominated for the purpose by the Governing Board,
- provided that:
- (f) to the greatest extent possible each Funding Priority Group shall reflect the diversity of the people of the City including with regard to factors such as social demographic, age, disability, sex, sexual orientation, race and religion and belief; and
  - (g) no Funding Priority Group shall consist of more than 8 persons unless the Governing Board shall otherwise agree.
- 2.2 All appointments to a Funding Priority Group shall be for such period as the Governing Board may specify, bearing in mind the nature of relevant Funding Priority.
- 2.3 The Governing Board may resolve to remove a Member from a Funding Priority Group (but without prejudice to the relevant party's right to appoint a replacement pursuant to clause 3.2).
- 2.4 Each Member appointed to a Funding Priority Group shall be asked to sign a copy of these Terms of Reference by way of acceptance of their terms.

#### **3 MEETINGS**

- 3.1 In the absence of the Chair and/or any appointed deputy at any meeting, the remaining persons present shall elect one of themselves to chair the meeting.

- 3.2 Each Funding Priority Group will meet at least quarterly and the dates of each quarterly meeting during a twelve month period commencing each year on 1 April shall be set at the last meeting held during the prior twelve month period ending 31 March. Ideally meetings of each Funding Priority Group will be scheduled sufficiently ahead of the next scheduled Governing Board meeting to allow reporting back ahead of that Governing Board meeting.
- 3.3 Unless otherwise agreed, notice of each meeting of the Funding Priority Group confirming the venue, time and date together with an agenda of items to be discussed and any supporting papers, shall be forwarded to each member of the group and to any other person requested to attend (in respect only those aspects relevant to their attendance), no later than 5 Business Days prior to the date of the meeting.
- 3.4 All decisions of a Funding Priority Group shall be made by way of resolution. No resolution of the Members of a Funding Priority Group shall be effective unless carried by at least a majority of the Members.
- 3.5 The Funding Priority Group shall minute its proceedings, recommendations and decisions in respect of all of its meetings, including the names of those present and in attendance.
- 3.6 Minutes of each meeting of the Funding Priority Group shall be circulated promptly to all Members of the group and will, once approved, be made public subject only to the redaction of any reserved confidential business.
- 3.7 Each Funding Priority Group shall report formally to the Governing Board and ensure that copies of the minutes of its meetings are also circulated to each Member of the Governing Board. Any such report will follow such template as may be specified by the Governing Board from time to time and shall be made public following its approval by the Governing Board.
- 3.8 No Member will be paid for their attendance at a Funding Priority Group meeting provided that, at the sole discretion of the Governing Board and only to the extent that resources are or become available outside of the City Funds, travel expenses may be paid to Members who would otherwise struggle to attend meetings (on a case by case basis).

#### **4 PERFORMANCE REVIEW**

- 4.1 Each Funding Priority Group shall, at least once a year, review its own performance and Terms of Reference to ensure that it is operating at maximum effectiveness and refer any concerns or changes it considers necessary to the Governing Board.

#### **5 CONFLICTS OF INTEREST**

- 5.1 Whenever a Member finds himself or herself in a situation that is reasonably likely to give rise to a Conflict of Interest, he or she must declare his or her interest to the Governing Board.
- 5.2 Whenever a matter is to be discussed at a meeting of the Funding Priority Group and a Member has a Conflict of Interest in respect of that matter then, subject to paragraph 7, he or she must:
- (a) not be counted in the quorum for that part of the meeting; and
  - (b) shall have no vote on the matter.
- 5.3 if any question arises as to whether a Member has a Conflict of Interest, the question shall be decided by a decision of the Governing Board (excluding that Member).

#### **6 MEMBERS' POWER TO AUTHORISE A CONFLICT OF INTEREST**

- 6.1 The Governing Board has the power to authorise a Member of a Funding Priority Group to be in a position of Conflict of Interest provided that:

- (a) in authorising a Conflict of Interest, the Members can decide the manner in which the Conflict of Interest may be dealt with and they can decide that the Member with a Conflict of Interest can participate in a vote on the matter and can be counted in the quorum; and
  - (b) the decision to authorise a Conflict of Interest can impose such terms as the Governing Board thinks fit and is subject always to its right to vary or terminate the authorisation.
- 6.2 If a matter, or office, employment or position, has been authorised by the Members in accordance with paragraph 7.1 then, even if he or she has been authorised to remain at the meeting by the other Members, the Member may absent himself or herself from meetings of the Funding Priority Group at which anything relating to that matter, or that office, employment or position, will or may be discussed.
- 6.3 A Member shall not be accountable to a Funding Priority Group and/or to the Governing Board for any benefit which he or she derives from any matter, or from any office, employment or position, which has been authorised by the Governing Board in accordance with paragraph 7.1 (subject to any limits or conditions to which such approval was subject).

## **7 REGISTER OF MEMBERS' INTERESTS**

- 7.1 The Members shall cause a register of Members' interests to be kept. A Member must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement involving the City Funds or in any transaction or arrangement involving the City Funds which has not previously been declared.

### Schedule 3

#### Quartet Terms of Reference

- 1 Where any part of the solution adopted by a Funding Priority Group involves grant funding, this shall be advertised, promoted, coordinated and administered by Quartet in the name of City Funds, including the collection and distribution of funds.
- 2 Quartet will charge an administration fee of 10% of the funds it raises (excluding any funds collected by way of interest or tax relief) or such other amount as may be agreed between Quartet and the Governing Board in respect of any particular funding initiative. To the extent that a relevant funder is willing to meet some or all of Quartet's charges as outlined above then Quartet will not seek to charge any additional fee under this paragraph 2 in respect of the monies invested by that investor. All other fees charged pursuant to this paragraph 2 in respect of any particular funding initiative shall be deducted from the relevant funds raised and Quartet will advise the Governing Board of its charges made, if any, on a quarterly basis.
- 3 Quartet will provide a quarterly written report to the relevant Funding Priority Group of all sums collected and distributed during the period covered by the report in connection with the relevant Funding Priority, itemising organisations to which money has been paid and for what purpose. The report will also detail Quartet's operating costs in connection with carrying out the work reported on. To the extent that the report shows that the administration fee charged by Quartet for its work exceeds its relevant operating costs for this work then the excess shall be credited against Quartet's fees for the next quarter and/or Quartet shall consider reducing its fees going forward.
- 4 It should generally be a condition of grants that the recipient is prepared to feature in photographs, case studies, news stories etc (with reasonable exceptions, such as womens' refuges).
- 5 100% of any interest earned on funds or any form of tax relief received by Quartet as a result of the administration of such funds will be reinvested back into the funds.
- 6 Quartet will monitor and evaluate at an appropriate time after any grant is paid, to confirm that it has been used for the purpose intended.
- 7 Quartet will allocate grants in accordance with any guidelines specified by the relevant Funding Priority Group or by the Governing Board.
- 8 Quartet will keep relevant accounts in permanent form. These must be capable of annual audit by someone who is a member of a recognised accountancy body and copies of any such audit must be provided to the relevant Funding Priority Group and the Governing Board no later than 10 months from the end of the accounting year to which they relate.
- 9 Quartet must inform the Governing Board of any changes affecting its service delivery, management functions or financial viability or otherwise its ability to carry out its role as set out in this schedule and the Agreement.
- 10 If requested Quartet will give any person which the Governing Board or the Mayor's Office may nominate access to Quartet's financial records and any other records which it may reasonably request in order to satisfy itself that Quartet is complying with this Agreement.

**Schedule 4**

**BBRC Terms of Reference**

- 1 Where any part of the solution adopted by a Funding Priority Group involves investment funding, this shall be advertised, promoted, coordinated and administered by BBRC in the name of City Funds, including the raising and distribution of funds.
- 2 BBRC shall be entitled to charge an administration fee of 5% of the funds it raises or such other amount as BBRC and the Governing Board may agree in respect of any particular funding initiative. To the extent that a relevant investor is willing to meet some or all of BBRC's charges as outlined above then BBRC will not seek to charge any additional fee under this paragraph 2 in respect of the monies invested by that investor. All other fees charged pursuant to this paragraph 2 in respect of any particular funding initiative shall be deducted from the relevant funds raised and BBRC will advise the Governing Board of its charges made, if any, on a quarterly basis.
- 3 BBRC will provide a quarterly written report to the relevant Funding Priority Group of all sums raised and distributed during the period covered by the report in connection with the relevant Funding Priority, itemising organisations to which money has been paid and for what purpose. The report will also detail BBRC's operating costs in connection with carrying out the work reported on. To the extent that the report shows that the administration fee charged by BBRC for its work exceeds its relevant operating costs for this work then the excess shall be credited against BBRC's fees for the next quarter and/or BBRC shall consider reducing its fees going forward.
- 4 It should generally be a condition of grants that the recipient is prepared to feature in photographs, case studies, news stories etc (with reasonable exceptions, such as womens' refuges).
- 5 BBRC will monitor and evaluate at an appropriate time after any investment funding is paid, to confirm that it has been used for the purpose intended.
- 6 BBRC will procure investment funding in accordance with any guidelines specified by the relevant Funding Priority Group or by the Governing Board.
- 7 BBRC will keep relevant accounts in permanent form. These must be capable of annual audit by someone who is a member of a recognised accountancy body and copies of any such audit must be provided to the relevant Funding Priority Group and the Governing Board by no later than 10 months from the end of the accounting year to which they relate.
- 8 BBRC must inform the Governing Board of any changes affecting its service delivery, management functions or financial viability or otherwise its ability to carry out its role as set out in this schedule and the Agreement.
- 9 If requested BBRC will give any person which the Governing Board or the Mayor's Office may nominate access to BBRC's financial records and any other records which it may reasonably request in order to satisfy itself that BBRC is complying with this Agreement.

**SIGNED by BRISTOL CITY COUNCIL** )  
acting by )

)  
)

  
\_\_\_\_\_

SIGNED by QUARTET COMMUNITY )  
FOUNDATION acting by a director )

H. Balade

SIGNED by BRISTOL & BATH )  
REGIONAL CAPITAL CIC acting by a )  
director )

SIGNED by QUARTET COMMUNITY )  
FOUNDATION acting by a director )  
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SIGNED by BRISTOL & BATH )  
REGIONAL CAPITAL CIC acting by a )  
director )

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## APPENDIX D - City Fund - Risk Register

### Negative Risks that offer a threat to Delivery of City Funds and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Status	Risk Owner	Key Mitigations
		Open / Closed		
1	· Selected investments don't align with One City Plan / Approach	Open	CF Board to develop & BCC to monitor	· Ensure investment policy is aligned at the outset
2	· The fund is not taken up by target groups and growth forecast which is a critical driver of success is sub scale.	Open	CF Board to Develop & BCC to Monitor	<ul style="list-style-type: none"> <li>• Clear marketing strategy developed by City Fund and monitored for effectiveness.</li> <li>• Set of tolerances to be agreed for key indicators.</li> <li>• Open, transparent and timely performance reports across the period of the investment.</li> </ul>
3	· Non-delivery by projects invested in.	Open	CF Board to develop & BCC to monitor	· Ensure a robust project evaluation process is in place.
4	· Misapplication of funds	Open	CF Board to develop & BCC to monitor	· Due diligence on fund manager selection, coupled with robust governance and performance review of fund manager (KPI's).
5	· Interest rate - investments and cash flow values decrease due to an increase in the absolute level of interest rates.	Open	CF Board / Investors to develop & BCC to monitor	<ul style="list-style-type: none"> <li>• Set of tolerances to be agreed for key indicators.</li> <li>• Open, transparent and timely performance reports across the period of the investment.</li> </ul>
6	· Bad Debt Rates - If the level of debt assumed from failed investments in the fund, is underestimated, the indicative social rate of return will be reduced.	Open	CF Board / Investors to develop & BCC to monitor	<ul style="list-style-type: none"> <li>• Set of tolerances to be agreed for key indicators.</li> <li>• Open, transparent and timely performance reports across the period of the investment.</li> </ul>
7	· Market risk - investment faces fluctuations and decline in its value because of economic developments and other events that influence the entire market.	Open	CF Board to develop & BCC to monitor	• Risk cannot be completely eliminated but can be minimised with scenario planning, supported by sensitivity analysis and stress testing.
8	· Absence of additional third party funders for the investment fund.	Open	CF Board	· Develop marketing and /or fund raising strategy and where possible seek to secure pre-commitments from potential third parties
9	· Return on investment is not delivered	Open	CF Board to develop & BCC to monitor	• Risk cannot be completely eliminated but can be minimised by City Funds use of a robust investment criteria, due diligence and monitoring process.
10	· Reputational damage as a result of bad, or adverse investments.	Open	CF Board to develop & BCC to monitor	<ul style="list-style-type: none"> <li>• Clear and transparent governance process with BCC represented on the Investment Advisory Committee.</li> <li>• Investment team aligned with investors</li> <li>• Due diligence and monitoring process embedded.</li> </ul>
11	· City Funds capability to deliver the fund.	Open	CF Board to develop & BCC to monitor	<ul style="list-style-type: none"> <li>• Due diligence from match funding providers</li> <li>• Further information to be provided including CVs of key staff and the Investment Advisory Committee members, anonymised version of its existing loan book, its investment policy and procedures as part of the councils ongoing due diligence process.</li> </ul>
12	· State Aid Compliance	Open	BCC to seek periodic assurance	• A clear assessment criteria must be in place to check state aid implications. A state aid analysis must be undertaken on all investment prior to decision to invest and full evidence retained of the assessment.
13	· Conflict of Interest	Open	CF Board to develop & BCC to monitor	· Conflict of Interest Policies will need to be developed by BCC and BBRC to ensure transparency and appropriate independency in decision making. The implementation of the policy should be evidenced in Board minutes.
14	· Absence of a full Risk Management Infrastructure	Open	CF Board to develop & BCC to monitor	• A risk framework needs to be developed and embedded to ensure proper oversight of risks.

## Bristol City Council Equality Impact Relevance Check



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

What is the proposal?	
Name of proposal	Bristol City Funds
Please outline the proposal.	Invest £5m in the creation of a place based investment fund which will seek to leverage further funding to be exclusively focussed on the key strategic priorities for Bristol, outlined in the One City Plan. This fund and the one city approach will reduce disadvantage and inequality, whilst improving environmental sustainability, leading to a fairer and more inclusive city.
What savings will this proposal achieve?	No direct savings, it is intended that social value will be delivered and 4% IRR p.a. anticipated.
Name of Lead Officer	Denise Murray

Could your proposal impact citizens with protected characteristics? (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
<p>The Fund will be place-based and focused on the key strategic priorities for Bristol, outlined in the One City Plan, which will reduce disadvantage and inequality, whilst improving environmental sustainability, leading to a fairer and more inclusive city.</p> <p><b>The Fund aims to:</b></p> <ul style="list-style-type: none"> <li>• Provide, raise and manage grant and investment funds, leverage co-investment, and structure financial products to enable local organisations to bring about transformational impact.</li> <li>• Broker business, civic and other resources that provide the support funded organisations need to thrive.</li> <li>• Maintain governance in such a way that membership is regularly rotated, with constant challenge to include and involve those most at risk of disadvantage.</li> <li>• Decide and review funding priorities and selection criteria in line with the One City Plan.</li> <li>• Monitor, evaluate, assist and report financial and impact performance of investees and the Fund.</li> <li>• Work in partnership with key stakeholders and use learnings to influence priorities and policy across Bristol in line with the One City Approach, and to share effective practice across Bristol and the UK.</li> </ul> <p>Each proposition recommended for approval will be subject to its own due diligence and individual Equality Impact Assessment (EQIA).</p> <p>The parties to this fund agree to comply with (and will procure that the Governing Board, each Funding Priority Group and staff assigned to administer this fund complies with) all relevant equalities legislation in respect of the operation of City Funds and to take all reasonable steps in the provision of funding and in any other activities related to City Funds:</p> <p>(a) to ensure that there is equality of access, use and involvement for everyone and that neither the parties nor the Governing Board nor any Funding Priority Group discriminates directly or indirectly on the grounds of any protected characteristic as defined in the Equality Act 2010 including disability, sexual orientation, age, gender reassignment, religion and belief, sex, race, pregnancy and maternity.</p>

This does not mean that Funding Priorities cannot be targeted at particular equalities groups, where there is evidence of need and a targeted service is the best way of meeting those needs. Applications will be open to all eligible businesses regardless of protected characteristics. The Fund will be promoted in a wide variety of relevant forums as well as the investment sector which is beginning to recognise that historically it has drawn from a very narrow section of society.

Project delivery will be developed to ensure engagement is responsive to the needs of all communities and under-represented groups.

Please outline where there may be significant negative impacts, and for whom.

No - Bristol City Council is committed to providing equality of opportunity and will ensure the Fund encourages diversity in the applications received.

Each proposition recommended for approval will be subject to an individual EQIA.

**Could your proposal impact staff with protected characteristics?**  
(i.e. reduction in posts, changes to working hours or locations, changes in pay)

Please outline where there may be significant opportunities or positive impacts, and for whom.

As per above

Please outline where there may be negative impacts, and for whom.

As per above

**Is a full Equality Impact Assessment required?**

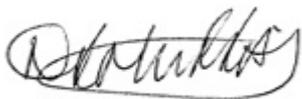
Does the proposal have the potential to impact on people with protected characteristics in the following ways:

- access to or participation in a service,
- levels of representation in our workforce, or
- reducing quality of life (i.e. health, education, standard of living) ?

Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.

No  
Details are not yet known. Each application when received will be subject to its own due diligence and where applicable EQIA.

Service Director sign-off and date:



Denise Murray 21/6/2019

Equalities Officer sign-off and date:



Duncan Fleming 20/6/2019

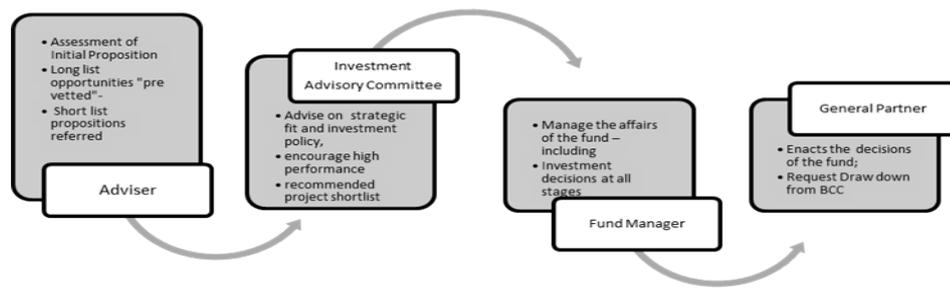
## **Appendix G(i) – Financial and Governance Overview**

### **1 What is the City Fund?**

- 1.1 The City Fund concept has been developed by City Partners as a pilot to provide a channel of funding, filling the gap left by austerity measures, risk-averse investors and shrinkage in public sector funding. The 'Fund' is a discrete and independent entity (no legal status), born out of the City Funds initiative. The Fund is proposing to use two separate drawdown options, a City Fund Grant managed by Quartet Community Foundation and City Fund Investment managed by Bristol & Bath Regional Capital (BBRC). City Funds will adopt the strategic aims and objectives which are consistent with those of the One City Plan. Following its establishment the Fund will become a collective investment scheme and will mean investor capital can be earning returns from the initial investment.
- 1.2 Investment is being sought from Bristol City Council (BCC), to provide the initial 'first brick' investment and leverage further public / private investment to achieve its long term target of c. £61m revolving credit facility. Big Society Capital Limited (BSC) has agreed in principle to match BCC's investment, to a maximum value of £5m and therefore in optimising the additional funding that will be available to Bristol, BCC are proposing to investment £5m in the fund which with the leverage will result in an initial investment fund of £10m.
- 1.3 BBRC have had discussion on the potential fund structure with both Burges Salmon, Solicitors, and with input from NCM Fund Services Limited, a regulated specialist fund manager, has decided that an English Limited Partnership ("LP") structure is most appropriate. The LP is a commonly used investment vehicle which has no legal personality and enables different types of investors to co-invest. LPs are governed by a relatively light statutory and regulatory regime when compared to companies and limited liability partnerships. This flexibility means LPs can vary greatly in terms of size and complexity.
- 1.4 The LPs (BCC and BSC) will make a minimal equity contribution each and will be parties to a limited partnership agreement. The main element of the investment will be debt financing which will be allocated within the portfolio via a matrix of secured lending, unsecured lending and risk investment, each of which will have varying risks profiles. These legal agreements are yet to be finalised and the finance provisions will include the base investor information, financial reporting requirements, the permitted uses of capital, circumstances after which capital may no longer be called and the rights and remedies of the fund in the event of a default by an investor or advisor.
- 1.5 By not engaging in decision making, the LPs liability is limited to the value of their capital stake. There is no additional cost or risk to BCC in this direct investment model. Limited Partners may not direct the investment decisions of a LP based fund without sacrificing their limited liability status. However, they can and should influence the way that the fund is invested at a strategic level by setting the Investment Policy which will be adhered to by the Adviser and Fund Manager.

### **2 Accountable Body**

- 2.1 BBRC will be the Accountable Body and the fund will employ an experienced Fund Manager regulated by the Financial Conduct Authority (FCA) responsible for investment decisions at all stages through to disposal or exit/realisation. A General Partner, has been created, which will be operated by BBRC and will accept all liabilities that may stem from this activity. Adviser to assist in the sourcing, initial evaluation and filtering of applications for funding which will be referred to the Investment Advisory Committee. A high level illustration of the investment decision flow is outlined below.



2.2 To cover the operational costs BBRC will not charge any additional fee in respect of the monies invested by that investor but will charge an overarching management / administration remuneration of c.3% p.a. (c.£5m = £150,000) of the fund it raises and deduct (top slice) this from the relevant funds raised. The current financial model indicates a figure in the region of £131,000, although the Collaboration Agreement allows for BBRC to be remunerated up to 5% for its services.

2.3 In respect of particular funding initiatives, similar remuneration of 1% - 3%, will be applied for the arrangement and monitoring of the project. As the Accountable body all loans from the fund will be between BBRC and the applicants – although it would be expected that the Bristol One City brand would be widely used.

### 3 The Financial Implications

3.1 The initial fund is presently expected to have a ten year life and yield returns of 4% per annum for investors. The funds will be invested in longer term less liquid opportunities ranging between £50,000 - £1m with interest rates of 4% - 10%.

3.2 The Adviser will act in effect as “gatekeeper” for enquiries to the Fund and from a financial perspective will include the following assessments:

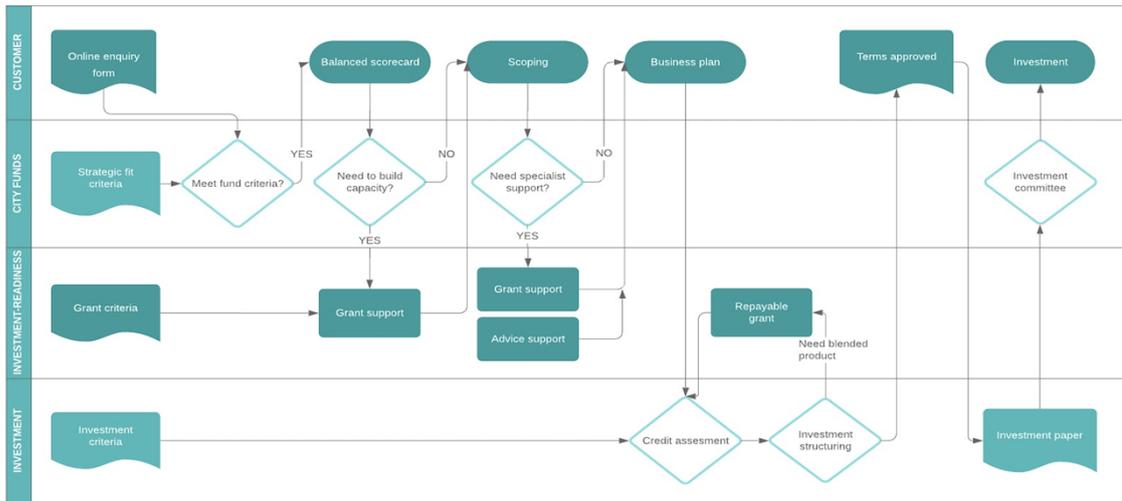
- Conducting anti money-laundering checks as agreed with the fund Manager.
- Analysis of any potential state aid implications.
- Evaluate, by reference to the investment policy criteria, applications for funding
- Lead on financial “due diligence” and credit risk analysis.
- Be the Fund’s representative in negotiations with prospective recipients of funding.
- Take advice from VAT Advisory Services Limited as to the VAT implications for the Fund and the way in which the contracts and the cash flows associated with them are structured.

3.3 The Adviser role is purely advisory and will not have the power to bind the Fund or to make any decisions as to any investments on its behalf. Once this initial “pre-vetting” has been undertaken by the Adviser and the Investment Advisory Committee, the proposal will be formally referred to the Fund Manager for a decision. The Fund Manager will need to assess and evaluate each investment proposal and to have a completely unfettered discretion on approvals. The Fund Manager can only approve investment propositions that have adhered to the robust process of full review by the local fund advisor and the Investment Advisory Committee. If the Fund Manager approves a particular investment, it will make arrangements for the General Partner to implement it.

3.4 The Funds will support funding applicants which have a sound and commercial business idea on their journey to make their project investment ready. Early stage ideas could be supported with City Grant Fund whilst they work together with the City Funds team to build their capacity and business case in preparation for an investment application. The process from the potential project’s perspective is shown in the investment application flow, below. The goal is to help these organisations reach sustainability and therefore build resilience into the social sector as a whole.

Investment application flow

City Funds | January 30, 2019



- 3.5 This customer journey is designed around a gated decision-making process, addressing key assessment areas and providing wrap-around support to maximise successful outcomes. Through this process, applicants will build resilience into their organisation at the same time as minimising credit risk to the Fund.
- 3.6 The loans provided, where appropriate can include flexible repayment plans including interest and capital repayment holidays. The indicative draw down of BCC investment is outlined in Appendix G (ii) with the first BCC drawdown expected within 2019. Due to the need to scale up and grow the fund for the first 5 years it is not proposed that investor returns will be drawn down for the first 5 years of the Funds operation.
- 3.7 Following the first 5 years of operation, should a decision be made to release the funds, due to their likely non liquid status, notice of 5 years will be required to release the fund, enabling assets to be converted to liquid form or alternatively seek new investors. Given the wider social impact expected to be derived from these investments, From year 5 BCC will also have the opportunity to consider annually the extension of the period of investment for a period of (+1), (+1) up to 2 years (12 years in total).
- 3.8 The investment of £5m will be funded from one-off funding attributed to additional Section 31 business rates received in 2018/19, from which an earmarked reserve was created during the 2019/20 budget process, specifically for this purpose. BCC would not be required to put any monies into the fund until individual projects are approved. As such the amount of money invested in City Funds will rise over time until it hits the £5m maximum.
- 3.9 BCC's invest will become part of the borrowing base and as such will be subject to capital calls issued periodically by the General Partner of the fund. When issuing capital calls, the Fund Manager faces potential uncertainties relating to whether or not the funds will be received as required, as well as built-in time delays imposed by fund governing documents which typically require 7 to 15 business days advance notice. This, at the very least, hampers a fund's flexibility in deciding when to call capital and also creates risk of a potential default by a fund in meeting its contractual obligations, such as paying the purchase price at a closing, because it does not have the money in hand. To deal with these concerns, BCC's approval and payment process will need to be sufficiently agile to meet the Fund's needs.

## **4 Sensitivity analysis**

4.1 A sensitivity analysis and stress test has been undertaken on the City Funds financial model, which provides an indicative Internal Rate of Return (IRR) of 6% for BCC (4% BCC minimum). The key risks to achieving this IRR are:

- the number of projects being approved.
- the interest rates achievable on each project.
- the level of default rates.
- the amount of first loss funding available.

4.2 The focus point in managing the success of the fund should be on ensuring that the split between the themes stays on target as too many projects in Economic Inclusion and/or No Child Goes Hungry will reduce the IRR. The default, interest and first loss rate risks can be managed on a project by project case to ensure that it is adhering to the fund's parameters; however the split between the themes will need a more holistic overview to keep it in line with the model.

4.3 The stress testing shows the following:

- If the number of projects drop by 30% specifically in the Community Initiatives and Environmental Transformation themes the IRR will drop to 3.9%
- If interest rates reduce by 3% across all projects the IRR will drop to 3.2%
- If default rates increase by 15% on all projects the IRR will drop to 2.9%
- If the amounts funded by first loss funders reduce by 15% on all projects the IRR will drop to 2.4%

## **5 Alternative Usage**

5.1 The alternatives usage for this fund needs to be given some consideration as part of decision making. A Council with approximately £5m of liquid reserves would typically place these on short term deposits with lower rates. The average rates achieved for deposits of this nature for BCC is 0.9% amounting to £45,000 per year (£450,000 for 10 years). Whilst like all investments there is a risk that future cash-flows do not materialise. This potential increase in investment income from alternative usage should be compared against wider social value and or c.4% - return amounting to £1,055,000. See Appendix G (ii) for breakdown.

## **6 How is risk being managed?**

6.1 There are financial risks associated with this investment that will need to be managed throughout the life of this investment. The longer term aim of the City Funds is to create a legacy pot for the city, via the returns it generates. This is part of a wider resilience strategy, however there is not a 'tried and trusted' route for the proposed investment and therefore the partners will need to be responsive and work collaboratively to ensure issues are addressed and risks are managed in an effective and efficient manner.

6.2 The high level risks identified by the proposer are outlined within the business case, with proposed mitigations and further risks considered by BCC are outlined in Appendix D as well as the actions to mitigate and reduce those risks to the BCC. A risk framework is required to ensure proper oversight and assurance can be provided that the portfolio themes remain within their guidelines and constraints, market volatility is appropriately tracked and risks assessed and consistently reported.

6.3 The progress of the fund will be managed as part of the BCCs Investment Fund and it will be monitored on a regular basis by the Capital Board chaired by the Executive Director Resources and movements on the funds reported to Cabinet with annual performance and impact assessment available for Scrutiny.

## Appendix G (ii) - Financial Investor Profile - Illustration Only

Outlined in the table below is the indicative annual drawdown of BCC investment and indicative repayment plan. The figures are based on the overarching principles outlined in the report, of a scale up period of 5 years, 4% deferred interest and the indicative cash-in / out flows in the City Fund Financial model.

### BCC INDICATIVE DRAWDOWN OF £5M FUNDING

	BCC - Indicative Annual Profile of Investment & Repayment												
Year	1	2	3	4	5	6	7	8	9	10	11	12	
Financial Year	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total
	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
Investment by Financial Year (£)	688,802	1,228,700	1,539,494	1,017,173	525,831	-	-	-	-	-	-	-	<b>5,000,000</b>
Indicative Principle & Interest						(826,473)	(1,805,875)	(1,824,590)	(569,793)	(598,976)	(429,626)	-	<b>(6,055,332)</b>
Investment by Financial Year (%)	13.78%	24.57%	30.79%	20.34%	10.52%	-16.53%	-36.12%	-36.49%	-11.40%	-11.98%	-8.59%	0.00%	<b>-21.11%</b>
Cumulative Investment (%)	<b>13.78%</b>	<b>38.35%</b>	<b>69.14%</b>	<b>89.48%</b>	<b>100.00%</b>	<b>83.47%</b>	<b>47.35%</b>	<b>10.86%</b>	<b>-0.53%</b>	<b>-12.51%</b>	<b>-21.11%</b>	<b>-21.11%</b>	
<b>BCC Annual IRR</b>	<b>4%</b>												
<b>Payback – Year</b>	<b>9</b>												
<b>BCC Money Multiple</b>	<b>1.21</b>												

## Appendix G (iii) - Profile of Investments – Illustration Only

City Fund investment profile by theme - taking into consideration the number of projects anticipated within the first 5 years of City Funds the table below presents the split between the types of finance required. In some cases investments may use a simple split of non-refundable grant aligned to repayable revenue finance. However in other scenarios, particularly those involving assets, there may be the need for tiered funding offering differing risk/return models. Based on early assumptions £61.6m will be sought in total over the first 5 years with from aligned funders, such as pension funds, national private and government supported funds. This is in addition to the £15.3m that City Funds will raise and manage.

	Community Initiatives				Economic Inclusion						Environmental Transformation			No Child Goes Hungry	Totals
	Anchors - Working Capital	Community Led Housing	Capital Projects: Non-Housing Assets	Capital Projects: Community Energy	Skills	Entrepreneurs	Revenue Projects: Infrastructure	Capital Projects: Infrastructure	Revenue Projects: Employment Hubs	Capital Projects: Employment Hubs	Enterprises - Working Capital	Revenue Projects: Low Carbon Assets	Capital Projects: Low Carbon Assets	Charities seeking support	
<b>Total Capital &amp; Revenue Required During First Five Years:</b>															
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Grant - Revolving	0	713,056	633,750	0	0	0	0	0	50,000	0	0	855,556	0	0	2,252,361
Mezzanine Debt - Capital Project	0	27,788,362	975,000	0	0	0	620,000	0	200,000	0	0	3,297,778	0	0	32,881,140
Senior Debt (aligned only - outside the scope of C	0	26,645,460	0	0	0	0	1,180,000	0	0	0	0	4,977,778	0	0	32,803,238
Aligned Capital Grant - Governmental	0	10,066,667	0	0	0	0	200,000	0	0	0	0	777,778	0	0	11,044,444
Revolving working capital grant	0	0	0	0	65,000	0	0	85,000	0	80,000	216,667	0	0	446,667	
Repayable Revenue Finance - Working Capital	90,000	0	0	0	260,000	200,000	0	255,000	0	70,000	433,333	0	187,500	1,495,833	
<b>Five Year Total - Capital and Revenue</b>	<b>90,000</b>	<b>65,213,544</b>	<b>1,608,750</b>	<b>0</b>	<b>325,000</b>	<b>200,000</b>	<b>0</b>	<b>2,000,000</b>	<b>340,000</b>	<b>250,000</b>	<b>150,000</b>	<b>650,000</b>	<b>9,908,889</b>	<b>187,500</b>	<b>80,923,683</b>
<b>City Funds - Amount Required</b>															
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Grant - Revolving	0	356,528	475,313	0	0	0	0	0	37,500	0	0	641,667	0	0	1,511,007
Mezzanine Debt - Capital Project	0	13,894,181	487,500	0	0	0	465,000	0	150,000	0	0	2,473,333	0	0	17,470,014
Senior Debt (aligned only - outside the scope of C	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Aligned Capital Grant - Governmental	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revolving working capital grant	0	0	0	0	32,500	0	0	42,500	0	40,000	108,333	0	0	223,333	
Repayable Revenue Finance - Working Capital	0	0	0	0	65,000	0	0	42,500	0	8,000	21,667	0	0	137,167	
<b>Total</b>	<b>0</b>	<b>14,250,709</b>	<b>962,813</b>	<b>0</b>	<b>97,500</b>	<b>0</b>	<b>0</b>	<b>465,000</b>	<b>85,000</b>	<b>187,500</b>	<b>48,000</b>	<b>130,000</b>	<b>3,115,000</b>	<b>0</b>	<b>19,341,521</b>
<b>Aligned Funding Levered In</b>															
Land	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Grant - Revolving	0	356,528	158,438	0	0	0	0	0	12,500	0	0	213,889	0	0	741,354
Mezzanine Debt - Capital Project	0	13,894,181	487,500	0	0	0	155,000	0	50,000	0	0	824,444	0	0	15,411,126
Senior Debt (aligned only - outside the scope of C	0	26,645,460	0	0	0	0	1,180,000	0	0	0	0	4,977,778	0	0	32,803,238
Aligned Capital Grant - Governmental	0	10,066,667	0	0	0	0	200,000	0	0	0	0	777,778	0	0	11,044,444
Revolving working capital grant	0	0	0	0	32,500	0	0	42,500	0	40,000	108,333	0	0	223,333	
Repayable Revenue Finance - Working Capital	90,000	0	0	0	195,000	200,000	0	212,500	0	62,000	411,667	0	187,500	1,358,667	
<b>Total</b>	<b>90,000</b>	<b>50,962,836</b>	<b>645,938</b>	<b>0</b>	<b>227,500</b>	<b>200,000</b>	<b>0</b>	<b>1,535,000</b>	<b>255,000</b>	<b>62,500</b>	<b>102,000</b>	<b>520,000</b>	<b>6,793,889</b>	<b>187,500</b>	<b>61,582,162</b>

## CITY FUND – BCC £5M Cash Flow Illustration

Based on the above financial model the BCC indicative cash-flow by theme is outlined in the table below.

### CITY FUND - INDICATIVE CASHFLOW BY THEME 2019 TO 2031

	CITY FUND _ BCC Indicative - Net Cash flows By Theme												
Year	1	2	3	4	5	6	7	8	9	10	11	12	
Financial Year	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	Total
	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s	£'s
Community Initiatives	(474,489)	(779,711)	(1,014,749)	(647,100)	(213,319)	588,281	1,213,974	1,182,176	839,718	400,627	160,282	-	<b>1,255,689</b>
Economic Inclusion	(50,917)	(199,037)	(233,645)	(108,245)	(19,072)	114,890	223,411	193,935	80,284	21,863		-	<b>23,466</b>
Environmental Transformation	(158,500)	(245,865)	(287,013)	(257,741)	(178,737)	110,479	353,373	406,760	360,671	231,891	92,774	-	<b>428,093</b>
No Child Goes Hungry	(4,896)	(4,087)	(4,087)	(4,087)	(41,844)	(53,946)	9,026	41,719	39,844	24,023		-	<b>1,666</b>
<b>Net Cash flow</b>	<b>(688,802)</b>	<b>(1,228,700)</b>	<b>(1,539,494)</b>	<b>(1,017,173)</b>	<b>(452,972)</b>	<b>759,705</b>	<b>1,799,784</b>	<b>1,824,590</b>	<b>1,320,517</b>	<b>678,405</b>	<b>253,056</b>	<b>-</b>	<b>1,708,915</b>
Return on Capital									777,454	1,455,859	1,708,915		
<b>BCC Annual IRR</b>	<b>6%</b>												
<b>Payback – Year</b>	<b>9</b>												
<b>BCC Money Multiple</b>	<b>1.34</b>												

# Decision Pathway – Report Template

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>Hartcliffe Household Reuse &amp; Recycling Centre (HRRC)</b>		
<b>Ward(s)</b>	Filwood and Bishopsworth		
<b>Author:</b> Oliver Roberts	<b>Job title:</b> Senior Project Manager		
<b>Cabinet lead:</b> Cllr Pearce	<b>Executive Director lead:</b> Colin Molton		
<b>Proposal origin:</b> <i>Mayor</i>			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. To provide a progress report on developing a Household Reuse and Recycling Centre (HRRC) at Hartcliffe Way in south Bristol and to seek approval for the project development budget.</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. Bristol’s “Waste and Resource Management Strategy” (April 2016) makes a commitment to address the inadequacy of the current Household Waste Recycling facilities (HWRC) in Bristol.</li> <li>2. The need for a new HRRC at Hartcliffe Way is strengthened by land at the Days Road HWRC not being within Council ownership. The Council presently leases part of the site from Network Rail and a new lease to secure its continuing use is presently being negotiated.</li> <li>3. The incoming administration in May 2016 made a commitment to the delivery of a third facility for the city.</li> <li>4. A capital allocation of £4m in the Capital Programme was made as part of the 2017 budget process.</li> <li>5. A previous planning consent for the provision of a HWRC on land owned by the Council at Hartcliffe Way currently used as a Street Cleansing Depot has now expired.</li> <li>6. The new facility will be named a Household Reuse and Recycling Centre (HRRC) to emphasise the predominance of reuse and recycling functions, above any facilities provided for disposal of waste.</li> <li>7. Review of delivery arrangements following the December 2018 Cabinet identified that the most efficient route to take the project forward would be for BWC to take on delivery responsibility for the HRRC in their capacity as a Council owned company. In summary the arrangements are:             <ul style="list-style-type: none"> <li>- Working under their existing waste services contract with the Council BWC have appointed a professional team to undertake preliminary design work, undertake technical assessments and pre planning – application engagement with the Local Planning Authority.</li> <li>- If Cabinet approve the recommended project development budget BWC will be instructed to develop detailed design proposals, with supporting cost plan; submit a planning application; and commence the first stages of Contractor procurement for the new HRRC facility.</li> <li>- The project will be developed sufficiently to inform development of a full business case with detailed cost information to demonstrate the deliverability of the project within the available funding envelope; this business case will be bought back to Cabinet later in 2019 for approval.</li> <li>- Following an approval of the full business case BCC and BWC would then enter a Development Agreement, covering the design and construction of the new HRRC facility. Under the agreement BWC will be responsible for appointment of the Contractor and for delivery of the works. The Development Agreement would include details of any BWC capital funding contributions to the project from their reserves, the value of which is anticipated as up to £1m and shall be determined through development of the full business case for the project.</li> </ul> </li> </ol>			

- BWC will be required to follow EU compliant procurement in respect of the works and associated contracts.
  - It is proposed that BWC will be granted a lease of the site following completion of the construction works and will operate the new facility under their existing waste contract with the Council. The Council is likely to be required to provide revenue funding to Bristol Waste Company in respect of the operational and waste disposal costs of the new HRRC, details of these costs will be included within the full business case taken to Cabinet later in 2019.
  - The Development Agreement, including any BWC capital contributions would need to be approved by the BWC Board before it can be entered into.
8. Initial design Proposals have been developed by BWC's Professional Team, which include both the new HRRC and replacement Street Cleansing depot facilities. These allow for the option of the HRRC being delivered as a first phase to commence operations in 2020.
  9. Options for the future location of depot facilities for Street Cleansing and Winter Services are presently being developed; it is forecast that costs for building new depot provision on the existing Hartcliffe Way site could not be accommodated within the project budget and would need to be delivered as a second phase, the costs for which would be subject to separate Capital funding. Details of these options and costs will be included within the full business case taken to Cabinet later in 2019.
  10. Additional details on delivery arrangements and project development, including outline of proposals, costs and programme information is included in Appendix A.

**Cabinet Member / Officer Recommendations:**

That Cabinet:

1. Approves initial project development expenditure of up to £650,000 from the allocated £4m of the Council's available budget in the Capital Programme;
2. Notes that a full business case and detailed cost plan in respect of the new Household Reuse and Recycling Centre (HRRC) at Hartcliffe Way and re-provision of existing Street Cleansing and Winter Services Depot facilities will be bought to Cabinet later in 2019 for approval.

**Corporate Strategy alignment:**

1. Theme 4 Wellbeing - 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:
  - Moving towards a more 'circular economy', where goods and materials are reused and recycled rather than discarded as waste can also help contribute to protecting both our economy and our environment, with positive wellbeing outcomes.
  - Cleaner, greener environments help support a wide range of positive objectives – on health, education, the local economy and community safety. We are working with many partners to improve our environment and will encourage everyone to play their part in this.

**City Benefits:**

1. The potential to increase yet further the already high levels of recycling of domestic waste through additional HRRC provision. The provision of reuse facilities to support this goal of maintaining the City's position near the top of the recycling league table.

**Consultation Details:**

**Internal:** Finance, Legal, Property, Waste Client lead

**External:** Bristol Waste

**Background Documents:**

N/A – all supporting information has been provided in Appendix A

<b>Revenue Cost</b>	<b>N/A</b>	<b>Source of Revenue Funding</b>	
<b>Capital Cost</b>	<b>£4m</b>	<b>Source of Capital Funding</b>	Prudential borrowing

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

**1. Finance Advice:**

This report provides Cabinet with a progress update since that presented in December 2018 regarding the development and delivery of a third Household Reuse & Recycling Centre (HRRC) at Hartcliffe Way in South Bristol. A further report will be brought back for scheme approval following preparation of a full business case, which will incorporate the household reuse and recycling centre along with re-provision of depot and associated facilities. Cabinet is asked at this stage to approve £650K project development expenditure, the details of which are set out in Appendix A to the report.

Capital

The Capital Programme 2019/20 to 2023/24 includes £3.95m planned for the Hartcliffe Way scheme (reference NH04) planned to be delivered over two financial years as follow;

- 19/20 - £1.05m
- 20/21 - £2.90m.

Costs for the building development have not yet been finalised, and will be subject to a further report back to Cabinet, but it is anticipated that an operational recycling facility could be delivered within the cost parameters . However this does not include options for the permanent relocation of the Street Cleansing Depot, which will be subject to a separate review. Depending on the outcome of that review there is a risk of additional capital funding being required in the medium term.

The report indicates the potential of up to a further £1m of additional Capital funding to support the project to be provided from Bristol Waste Company . Any such agreement would have to be agreed by the board of Bristol Waste Co.

At this stage approval is sought for £650k for the feasibility and design stages along with some relocation costs. Should the scheme not progress, then expenditure incurred would not qualify as capital expenditure and would be subject to revenue reversion.

Revenue

Since last reporting to Cabinet it is understood that there is likely to be additional ongoing revenue expenditure arising as a consequence of operating the additional reuse and recycle centre. This will all be considered as part of the full business case along with potential options for mitigation. Any additional budget pressures will be contained within existing Growth and Regeneration budget as set out in the approved medium term financial plan.

**Finance Business Partner:** Jemma Prince 10/6/19

**2. Legal Advice:**

BWC is a Teckal subsidiary company of the Council which means that BCC can award a contract to them without the need of any formal procurement process. However, BWC in this case would become a company set up under the public law and will itself be deemed as a “contracting authority”. That would imply that any purchases of works, supplies or services will have to be procured in accordance with the Procurement Regulations as and where applicable. The report informs that BWC have appointed a professional team to undertake preliminary design work, undertake technical assessments and pre planning –application engagement. It is expected that procurement regulations have been followed while making those appointments.

The development agreement needs to clearly provide the role and responsibility of BCC and overarching monitoring arrangements throughout the project period to ensure that the Reuse and Recycling Facility is progressing in accordance with the Council's requirement.

As stated in the report the property is owned by BCC but the project will be undertaken by BWC so they will need some kind of lease or licence to enter the property and also to enable the works contractor to deliver the works. The facility after completion is intended be given to BWC for operation, hence, a proper lease will be needed for that purpose. It is recommended the terms of such lease are agreed earlier to facilitate a seamless transition to BWC as operators.

Under the proposed arrangement BCC appears to transfer up to £4 Million to BWC who after topping up that amount with any capital contribution of up to £1 Million will deliver the project. In this arrangement the payments made by BWC to contractors/consultants will potentially be subject to payment of VAT at the rate of 20%. Such amount will not be refundable as BWC is not included in the entities provided in Section 33(3) of the Value Added Tax Act 1994 that are entitled to claim refund. It is expected that Finance Business Partner while giving comments will keep that position in view.

**Legal Team Leader:** Eric Andrews

**3. Implications on IT:**

Although Bristol Waste have independent IT service provision, BCC IT provides technical governance and some infrastructure services. Therefore, BCC IT Services will need to be engaged at design stages of the proposed site.

**IT Team Leader:** Ian Gale

**3. HR Advice:**

The new household waste recycling centre will be wholly staffed by BWC employees, under the existing waste services contract. It is not proposed that any BCC staff will be located onsite or involved in the operation of the project. For the Capital delivery, Bristol Waste will manage the design and construction. BCC staff will be will be involved in aspects of the project delivery, including relocation of services, which is expected to be managed within existing resources.

**HR Partner:** Celia Williams, HR Business Partner 29 April 2019

<b>EDM Sign-off</b>	Colin Molton	24/06/2019
<b>Cabinet Member sign-off</b>	Cllr Pearce	24/06/2019
<b>Mayor's Office sign-off</b>	Mayor's Office	24/06/2019

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>YES</b>
<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>YES</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Exempt Information</b>	<b>NO</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>



**18<sup>th</sup> June 2019 Cabinet**

**Hartcliffe Way Household Reuse & Recycling Centre (HRRC)**

**Appendix A - Further essential background / detail on the proposal**

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## **1. Delivery Arrangements**

In December 2018 Bristol Waste Company (BWC) put forward proposals to take the lead project delivery role for the HRRC in their capacity as a BCC owned Teckal Company. The proposed delivery arrangements are split over two stages (1) Pre-Planning project development and (2) Project Development and Construction, which would follow any Cabinet approval for the project to proceed. The details of the arrangements are summarised below:

### **1.1 Pre-Planning project development**

The work for this stage is to be provided under the existing Waste Services Contract with BWC and includes:

- A. Appoint the project team.**
  - i. BWC produced a proposal for appointment of the project team to deliver the HRRC project for initial services:
    - SLR Consulting for design services from ESPO framework, and
    - Landmark Practice for technical assessment and ecological surveys.
  
- B. Develop plans, specifications, cost and programme information.**
  - i. BWC are using specifications and information from contract arrangements for the Avonmouth HWRC development to ensure that the Hartcliffe Way HRRC benefits from any of this knowledge and delivery experience;
  - ii. BWC will produce a detailed design brief / scope detailing the project design requirements and specifications;
  - iii. BWC's project team are producing detailed design proposals, which include consideration of a package of enabling works. Preliminary cost information has been produced and a full project cost plan will be produced following development of detailed designs.
  
- C. Pre-Planning project development**
  - i. Technical assessments required to inform the planning applications.
  - ii. Submit Environmental Impact Assessment Screening Opinion
  - iii. Transport Assessment work, including highway ingress and egress arrangements and off site highway works required to mitigate traffic impacts of the new facility.
  - iv. Development of draft planning documentation and pre-application discussions with the Planning Authority.
  - v. Planning of Pre planning stakeholder consultation.

## 1.2 Project Development and Construction

It is recommended that the Council enters into a Development Agreement with BWC to cover the further design development, regulatory approvals, including planning approval and construction of the new HRRC facility.

A draft form of agreement has been developed by BCC Legal Services. Under the agreement BWC would appoint designers and the contractor/s and recharge the Council for the cost of the works up to the £4m Capital budget allocation (less BCC direct costs/expenditure). The agreement will include provision for BWC to contribute up to £1m additional capital from their reserves. The agreement of any capital contribution will require ratification by the BWC Board and would be agreed by the Executive Director Growth and Regeneration, in consultation with the Deputy Mayor for Finance Governance & Performance, the Cabinet Member for Waste, Commercialisation and Regulatory Services, and the Chief Financial Officer.

The Development Agreement will include a project gateway requiring approval prior to BWC entering a contract with the building contractor for the main construction works. This approval will be based on project documentation produced by BWC demonstrating that the project can be delivered within the available budget. Cost information provided by BWC will inform the Council's full business case, which will be approved by the Executive Director Growth and Regeneration, in consultation with the Deputy Mayor for Finance Governance & Performance, the Cabinet Member for Waste, Commercialisation and Regulatory Services, and the Chief Financial Officer.

## 1.3 Project Development Costs

A summary of non-construction project development costs has been provided below and a detailed breakdown provided in Appendix I – Exempt Information, due to containing commercially sensitive information.

Item	Cost estimate
Professional Fees, Studies, BCC Costs, BWC Costs, Regulatory Fees	£700,000
Relocation Costs for Street Cleaning Depot and Winter Services (estimated value, subject to further site assessments)	£250,000 - £500,000
<b>Sub Total</b>	<b>£0.95 - £1.2m</b>

The remaining budget available for construction works is between £2.8m and £3.05m, plus up to £1m Capital contribution from BWC. Further design development and production of a detailed cost plan is required prior to the value of construction costs being set.

## **1.4 Operation of the HRRC**

Upon completion of the works it is proposed that the new HRRC will be leased to BWC on terms to be negotiated and agreed by the Executive Director Growth and Regeneration. The value of any capital contribution will need to be taken into account in the market rent paid by BWC for the facility. BWC will develop an operations plan for the new facility and be responsible for recruitment of all staff.

The costs associated with the operation of the new HRRC are not covered by the existing BWC business plan and as detailed within the finance comments in the executive summary, provision for the future Revenue funding of these will need to be made by the Council.

## **2. Project Deliverables and Design**

An outline project scope for the HRRC was detailed in the 4th December 2018 Cabinet Report. This section outlines how the project has developed since this last update.

The Supporting Plan included at the end of Appendix A covers the sites referenced in this report.

### **2.1 Hartcliffe Way Household Reuse & Recycling Centre**

The HRRC will be located on the existing Street Cleansing Depot (Site C in the supporting plan). A new access bridge will be required to replace the existing single carriageway bridge. Usage data from the existing Days Road and Avonmouth HWRC's is being used to inform demand modelling requirements for the new facility. It is proposed that the internal road network will be suitable for off highway queuing of between 70 – 80 cars, through use of two queuing lanes during busy periods. The site will have a greater number of containers than the existing provision at Days Road HWRC, with a more efficient layout incorporating a central lane for cars to pass those waiting to park in any specific bays. These measures are being designed to mitigate risk of highway queuing onto Hartcliffe Way.

The design will include ANPR technology, with a check point and route for refused vehicles to exit, so as to allow effective management of the site. These measures will be necessary to control the waste disposal costs of the new facility by ensuring that policies strictly limiting the use of the HWRCs to Bristol residents can be fully enforced.

The design will utilise existing ramps / site levels and, so will not utilise a modular design approach, as considered in the previous cabinet paper. This approach is the most efficient design approach taking into account the existing topography of the site and minimising requirements for new retaining features; however will result in a longer construction

programme. The design includes a Reuse Centre with dedicated parking provision. Welfare and office provision for the HRRC may be located in non-permanent buildings as part of the first phase of the development.

It is proposed that the footprint of the HRRC will extend onto the adjacent Site A plot of land, where it is proposed a new second site exit will be created. Site A was used for Landfill in the 1950's to 1970's and project risk associated with development of this land is identified in Appendix D.

## **2.2 Street Cleansing Depot**

The existing depot buildings will be demolished and the street cleansing depot relocated to an alternative location within South Bristol. The HRRC designs will include an option for the Street Cleansing Depot to return to the site as a second phase of development. This second phase would need to be delivered as part of a programme covering the rationalisation of City wide depot provision, the costs for which would be subject to separate Capital funding.

The new provision included as an option within the design would include parking for all vehicles (both operational and staff car parking); storage; undercover parking; office building with welfare facilities for both the Depot and the HRRC. The footprint of the depot would extend onto the adjacent Site A plot of land.

The Council's Waste Strategic Client Manager has started investigations with Corporate Property into sites where the depot provision could be housed on a temporary or longer term basis. This will require suitable secure parking space for the street cleansing vehicles and suitable office space. It may be possible to split provision across two sites if a single site is not identified. Once a site is /sites are identified, securing the site and moving operations for the construction phase will need to become part of the project and resourced and costed accordingly. As the date for vacant possession of the site will inform when Construction and enabling works can commence this is a critical path item for the project, which presently has a high overall risk rating.

## **2.3 Winter Services - Salt Store**

The Council should be increasing storage of salt stock as the present provision does not hold the minimum stock pile of salt requirements for resilience in accordance with the government guidance; this is on a risk register for the civil contingency team.

Changes in the current depot location for the winter service to facilitate the build will require up to 6 months lead in for the statutory winter service. Resources and budget will also need to be found to undertake the work required to achieve the move from the project budget. The technology / routing and route cards will need to be redesigned and completed by consultants due to the need for each route to be optimised to the minute. The guidance states the Council need to complete our service within 3 hours, presently the Council run to 3.5 hours which is generally in line with most authorities and a risk based approach to the guidance. Change of location may positively or negatively impact this.

The present proposal being explored is to relocate the salt provision on a permanent basis to the Days Road HWRRRC site where land is leased from Network Rail. Structural assessment an existing building will inform the feasibility of the proposed relocation. Presently the short term lease arrangements do not provide long-term security / certainty over the continued use of this site and a long-term lease will need to be negotiated in order to provide the security required for both the relocation and continued use of the wider site as a HWRC. This certainty will also allow potential for investment in this site to increase efficiency and potentially expand the use to other depot facilities as part of the programme of rationalising city wide provision.

Costs associated with relocation of the salt store will need to become part of the project and resourced and costed accordingly.

## **2.4 Highway Ingress and Egress**

Three ingress / egress points are being considered as part of the outline design development:

### **2.4.1 Existing Depot Entrance (Site C)**

The existing depot site entrance is a single carriageway bridge which will not be suitable for future operational requirements. It is proposed this bridge could be retained for pedestrian / cyclist movements to the reuse and depot facilities and a new two way bridge and junction will be constructed adjacent to this.

### **2.4.2 Southern Exit (Site A)**

Draft outline designs include a new Southern exit, including bridge over the Pigeon House Stream located on site A. This exit would be used by members of the public leaving the HRRC and for the staff car park as part of a second phase of development.

### **2.4.3 Northern Exit (Across Site D and Site F)**

The Council has freehold rights of access over the adjacent Site D land leased to ETM and the access road across site F leased to Domo Investments Ltd. It is expected that access will be required across these sites during the construction phase when new access bridges are being built. Considerations for any permanent access requirements across this land are being considered as part of the design development process. Initial discussions with ETM are underway to agree these access requirements.

### **2.4.4 Offsite Highway Works**

A number of offsite highway works are likely to be required as mitigation for the new HRRC. These will likely include new signalised junctions and adjustments to existing carriageway arrangements to accommodate right in and right out movements.

## **2.5 Potential for future Waste Transfer Station**

The 4th December 2018 Cabinet Report committed to explore if the HRRC design can be futureproofed to allow for the possible inclusion of a Waste Transfer Station (WTS) when/if funds allow. This project objective has now been further analysed with BWC and it has been concluded that there is insufficient room to house the operational requirements of a WTS alongside other uses.

- The existing WTS at Albert Road is circa 3 ½ acres of flat land, with three entry/exit points, which are an operational requirement for the WTS.
- The existing Street Cleansing Depot site is circa 3 acres. The adjacent site A is circa 2½ acres ground with a steep gradient (20m rise across the site); was a former landfill site and has a Site of Nature Conservation Interest with stream running through the front section. These constraints all reduce the area of developable land.
- The HRRC will take up approximately 50% of the existing depot site. It would not be suitable from an operational and risk perspective to share public vehicle ingress and egress arrangements of the HRRC with operational traffic of a WTS and there is insufficient space therefore to meet both the operational and access requirements of a WTS.
- It is proposed that residual land not used by the HRRC is safeguarded for future depot requirements.

### **3. Social Value**

#### **3.1 Operation of the Reuse Centre**

The proposed Reuse Centre will be run by BWC in partnership with the Bristol Reuse Network.

The facility will be open year-round and will provide both a regular source of reused items for the city of Bristol, and a repair and upcycling facility. BWC's aim is also to provide training and apprenticeships as well as volunteer opportunities. The focus of the reuse facility will initially be on furniture, electrical items, bikes, mobility aids, paint and bric-a-brac type items. BWC will continue to work with and support voluntary sector organizations through the continued donation of usable items such as bikes, mobility aids and paint.

#### **3.2 Waste Education**

It is not proposed to house education facilities within the HRRC as BWC have an existing waste education and community engagement programme and consider that education facilities are better suited to a Waste Transfer Setting rather than a HRRC as well as being based within the community

The Community Engagement Team works in partnership with communities to show that if we all recycle more and throw away less, it's better for our wellbeing, our pockets, the environment and our city as a whole. The team is split across the city of Bristol and works locally with groups and individuals to help solve their waste issues and improve their street scene. If Bristol residents have any ideas or initiatives for improving how BWC serves the city then the Community Engagement team are ready to listen and help out wherever possible.

## 4. Programme

The below table outlines programme information for two delivery approaches, which are presently under consideration.

### 1. Traditional Procurement approach

This approach has been recommended by the BWC consultant team, with construction mobilisation commencing in January 2020 and the new facility opening late 2020.

### 2. Two stage procurement approach

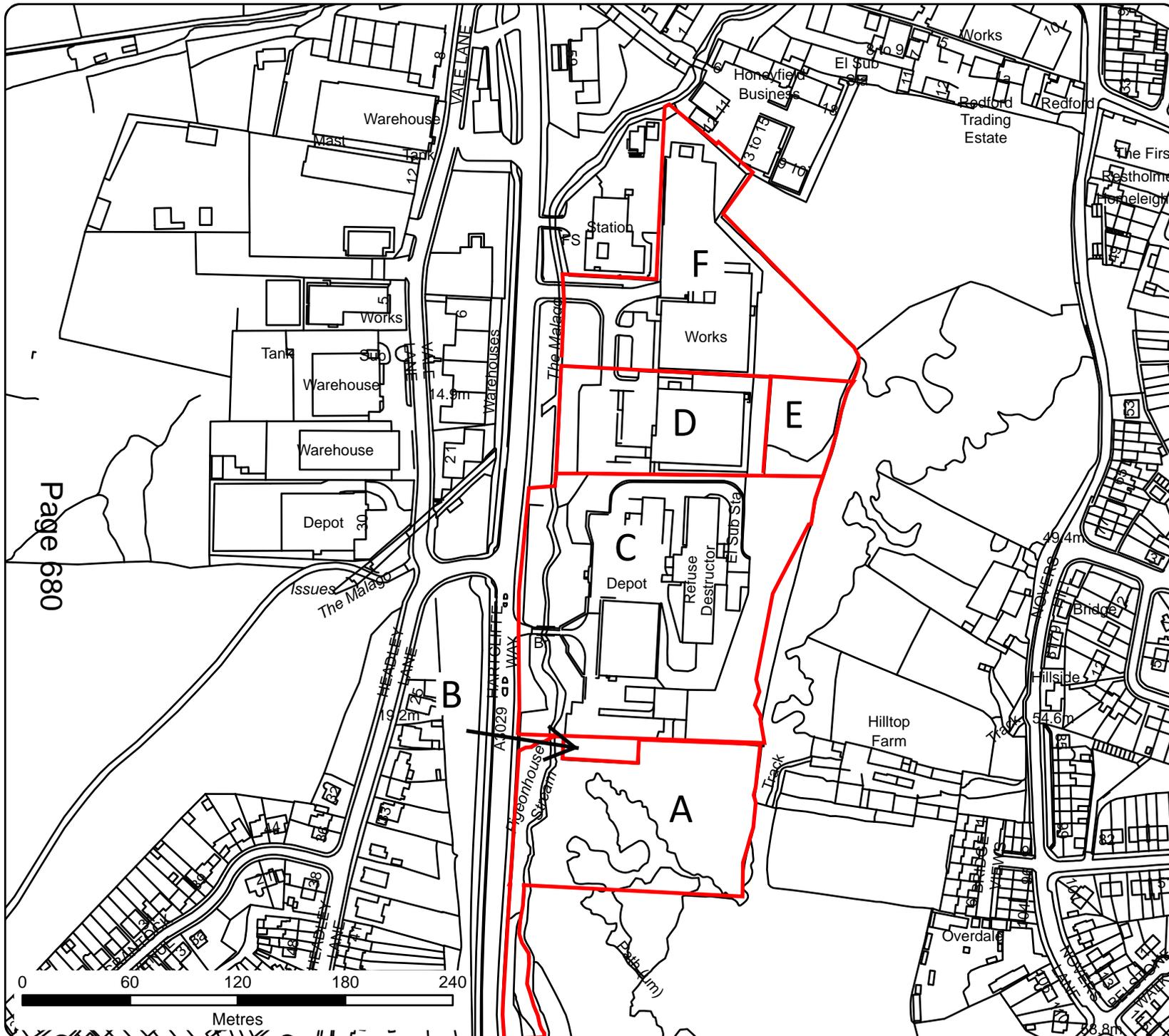
Using a two stage procurement approach, with an element of enabling works, has the potential to save up to 4 months, so an operational commencement date in August/September 2020. A two stage approach carries an element of tender price cost risk, due to reduced main contractor competition and typically requires an open book approach to work package pricing to address this. Whilst contract prices can be higher the approach is recognised as providing greater overall cost certainty from reduced changes and claims, due to pre contract design involvement and the contractor not needing to recover margins from a low tender bid.

Milestone	Traditional Procurement Route	Two Stage Procurement Route
Design development, pre app engagement with planning authority	March to July 2019	March to July 2019
Planning Application (13 week determination period)	July 2019 to October 2019	July 2019 to October 2019
Relocation of Winter Services	October 2019	October 2019
Relocation of existing Street Cleansing Depot	January 2020	October 2019
Contractor Procurement	October – December 2019 (single stage)	July - September (Stage 1) September - December (stage 2)
Enabling Works	N/A	October – December 2019
Construction	February 2020 to October 2020	December 2019 to June 2020
Return of Street Cleansing depot operations.	November 2020	July 2020
HRRC Operations Commence	December 2020/ January 2021	August/September 2020

The programmes allow for 36 week duration of construction works. Soft Market testing with a contractor has identified that a construction programme including the Street Cleansing Depot facilities could require an increased allowance of 50-60 weeks. If this was applied to the above programmes it would increase durations by 3-5 months.

## **5. Corporate Property Comments**

The development of Hartcliffe Depot into a HRRC as Bristol's third facility will allow a more intensive use of the site and will enable a more cost effective use of this land asset. The development of the site will also relieve the pressure on the Folly Lane/Days Road HWRC as BCC does not own this site but leases the premises from Network Rail. As such, the delivery of the waste service is more complicated from a leasehold site, as the future of any such site is not directly in the control of BCC. With a new HRRC on BCC owned land at Hartcliffe Way a more long term approach can be adopted for the service.



Appendix A - Supporting Plan of Sites:

- A - Grazing Land (former landfill site 1950's - 70's)
- B - BCC Ownership (Void)
- C - BWC Lease
- D - ETM Contractors Lease
- E - BCC Ownership (Void)
- F - 10301 Domo Investments Ltd Lease

SITE PLAN : To ensure boundary accuracy, please refer to deeds.  
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 Ordnance Survey 100023406.

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**PROPERTY**

Scale : 1:3,000



**CORPORATE PROPERTY**

City Hall  
 P.O. Box 3176  
 Bristol BS3 9FS

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# Project Risk Log

Please refer to tab 3 'Risk Matrix Guidance' before completing

Negative Risks = a threat to Project and its aims (aim to reduce Level of risk); Positive Risks = an opportunity to the project and its aims (aim to increase level of opportunity)

Project ID and Title:	Hartcliffe Household Waste Recycling and Reuse Centre
Project Manager:	Oliver Roberts
Last update:	07/06/19

Type of risk (+ve / -ve)	Ref/ID (risk)	Risk Description	Key Causes	Key Consequence	Status	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Risk Tolerance				Actions to be undertaken (Include dates as appropriate)	Resp. Officer	Escalation				Portfolio Flag
										Likelihood	Impact	Risk Rating	Monetary Impact of risk £K	Likelihood	Impact	Risk Rating			Date	Escalated to: DRK/CKR	Escalated by:	Date	
Negative	15	Relocation of existing depot uses including salt store as temporary and permanent measures creates cost and programme impacts.	Identification of alternative site/s for temporary and permanent relocation of provision leads to depot not being available when required for commencement of enabling / construction works. Licenses / Permissions / studies required delay date services can be moved and increase costs.	Programme delay if enabling / demolition / construction works cannot progress when scheduled. Costs associated with temporary move and any permanent relocation requested to be funded by project.	Open	Programme	Waste Strategic Client Manager and Asset Delivery Manager	Work with colleagues to identify available location/s for relocation of depot and salt store and identify programme for lead in activities - studies, permits/licences, etc... Develop cost plan for relocation activities and agree how funded.	↔	3	5	15	Under £0.5m			0	Engagement with Highways and Property to determine suitable locations and undertake any required surveys for salt store relocation.	Waste Strategic Client Manager and Asset Delivery Manager	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	14	Programme Slippage	Programme presently indicative, detail to be developed based on outcome of project development, such as construction approach	Target date 2020 opening may not be met.	Open	Programme	Project Manager and Bristol Waste	Monitor progress against existing programme, plan for enabling works to reduce construction duration. Develop detailed programme as project detail is developed.	↔	3	5	15	Under £0.5m			0	Development of preferred design which can be used to inform planning information and construction requirements for programme development.	Project Manager and Bristol Waste	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	17	Operational costs of new HWRRRC above those allowed for within BCC budgets.	Changes to assumptions and payment arrangements since BWC 10 year business plan developed. Waste disposal costs.	Additional pressure on BCC revenue budgets.	Open	Financial Loss / Gain	Head of Communities	Review operational arrangements to maximise efficiencies, ensure controls to ensure site is only used by Bristol residents. Review Council policy on charges to assess potential contributions towards costs.	↔	4	3	12	Between £0.5m - £3m			0	Development full business plan to inform decision making.	Strategic Waste Client Manager					Energy, Waste and Regulatory Services
Negative	13	Cost overrun	Cost drivers including: site constraints, highway access requirements, regulatory requirements, contaminated land. Further design development required prior to full detailed cost plan being produced.	Costs may be above £4m budget	Open	Financial Loss	Project Manager and Bristol Waste	Development of cost plan following selection of preferred site layout option. Direction that BWC could contribute up to £1m from their reserves.	↔	4	3	12	Between £0.5m - £3m			0	Development of preferred design which can be used to inform cost plan.	Project Manager and Bristol Waste	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	16	Badger Setts	location of setts in proximity to works and extension area into adjacent site	licence to exclude badgers or destroy setts can be applied for between 1 July and 30 November. Licence cannot be applied for until after planning permission secured, which could lead to risk of insufficient time to move and an impact on construction programme.	Open	Programme	Project Manager and Bristol Waste	Present surveys have to date indicated that badger setts within proximity to works are not active. However if sett activity is identified in works area prepare licences for submission directly after planning secured. Approx. 2 month window available after scheduled date for planning consent. If not secured in time then look at works phasing with car park works into new site scheduled at end of programme, however if works can not commence until July 2020 in this area it would be a significant programme impact.	^	2	5	10	Under £0.5m			0	Additional survey work being undertaken to determine location of outer lying entrances to setts.	Project Manager and Bristol Waste	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	19	Resourcing of project work streams within Council	Range of project interfaces, limited staff resource, other work & project demands.	Delays to Council led work streams	Open	Programme	Project Manager	Instruction from G&R Director to prioritise resource on project. Progress monitored against programme by Project Manager and reported to Project Board.	↔	3	3	9	Under £0.5m			0	Fortnightly project board meetings over critical project development phase.						
Negative	9	Right of way over adjacent site (ETM) may be required for site access strategy or construction works access.	Requirement for construction access; to separate access and egress and/or operational and customer vehicle movements; requirement for separate emergency vehicle access.	Programme delay if prolonged discussions to agree access route, particularly if not in line with easement route. Cost of additional measures to mitigate impact to ETM / separate access from ETM operations	Open	Programme	Project Manager and Bristol Waste	Design development considering options of alternative public and operational route. Access assessed as required for construction and potentially also some operational requirements, such as emergency vehicle routing. Once scheme designs developed engage with ETM over access requirements.	↔	3	3	9	Under £0.5m			0	Liaise with colleagues in Property Services over terms of any Easement and engage with ETM.	Project Manager and Property Services	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	10	Impact of project expenditure on BCC VAT exemption limit.	If more than 5% of the total VAT incurred on all purchases in a year are for exempt activities the Council cannot recover any of this VAT.	Increased costs to BCC.	Open	Financial Loss / Gain	Finance Business Partner	Finance and Property guidance received and confirmed that Lease arrangements will opt to tax for VAT purposes. Additional details will be provided as guidance on in Cabinet Paper as part of Finance comments.	↔	1	7	7	More than £5m			0	VAT Officer will seek advice on different VAT structures from our external VAT advisors. Finance Business Partner to provide advice in draft Cabinet Papers.	Finance Business Partner	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	11	Site constraints around highway access make the site unsuitable for a HWRRRC due to impact of increased traffic movement that would be generated.	Highway requirements, including to safeguard future bus lane severely restrict access arrangements; alternative arrangements, such as over ETM site unsuitable.	Project does not proceed	Open	Programme / Project Management	Project Manager	Site previously secure planning consent for a HWRR. Prioritisation of access designs and engagement of BCC TDM. Planned engagement of ETM following development of scheme design.	↔	1	7	7	Under £0.5m			0	Traffic surveys, modelling and design work. Workshop with Transport Development Management 12 April followed by members briefing 29th April.	Project Manager	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	5	Existing ground conditions and surfacing not suitable for proposed uses.	Existing ground conditions.	Potential increased costs / programme. Design limitations.	Open	Financial Loss / Gain	Project Manager and Bristol Waste	Allow appropriate contingency within the project budget. Undertake ground investigations to inform final design proposals and cost plan.	↔	2	3	6	Under £0.5m			0	Ground condition survey to be undertaken early in project - this will help shape the foundation design.	Project Manager	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	18	Land Contamination	Advice site A has previous history of use as a landfill site, which was not identified in previous environmental searches.	Increased scheme costs, longer construction programme, additional regulatory approvals.	Open	Financial Loss / Gain	Project Manager and Bristol Waste	Site investigations and review of historic records and maps.	↔	4	1	4	Under £0.5m			0	Engagement with the Council's Contaminated Land Officer						
Negative	2	Presence of asbestos particularly within the existing building.	Existing building construction/fabrication.	Increased cost of asbestos removal. Health & Safety hazard.	Open	Personal Safety / Environmental	Project Manager and Bristol Waste	Allow appropriate contingency within the project budget.	↔	3	1	3	Under £0.5m			0	Undertake appropriate survey of the site / buildings to be demolished to establish the extent of asbestos therein.	Project Manager	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	8	Transport risk - excessive queuing onto main Hartcliffe Way causing disruption.	Increased vehicle movements and/or poor design of entrance/exit.	Reputational risk for BCC. Reduced air quality and increased congestion.	Open	Reputation / Environmental	Project Manager and Bristol Waste	Ensure adequate on site queuing within design to mitigate potential of off-site queuing (including review by Transport colleagues).	↔	1	3	3	Under £0.5m			0	BCC Transport colleagues to be asked to review the revised Transport assessment (produced by the Design Team).	Project Manager / Transport	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	20	Use of BWC Capital Reserves not agreed by BWC Board	BWC Board not supportive of use of reserves due to other priorities / ability to recoup within remaining term of 10 year business plan.	BWC Capital contributions not available if required for delivery of project within available budget.	Open	Financial Loss / Gain	Project Manager and Bristol Waste	Outline discussion / agreement for use of reserves in place -	↔	1	3	3	between £0.5m - £1m			0	Further engagement with BWC Board to agree once any requirement for contributions has been determined.	Bristol Waste and Project Manager	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services

Negative	4	Extent of any required Section 106/278 works currently unknown other than the allowance included within the External Works estimate for the bridge to the existing highway.	The project will be subject to achieving Full Planning Permission.	Potential increased costs / programme. Reputational risk for the Council if not managed properly.	Open	Financial Loss / Gain and Reputation	Project Manager and Bristol Waste	Allow appropriate contingency within the project budget.	<>	2	1	2	Under £0.5m	0	Stakeholder management / communications work stream will need to be developed if S106/278 works impact on local highways network etc.	Project Manager	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	3	Requirement for service diversions to perimeter of the site and any potential cost and programme impact over the allowance included within the External Works Estimate.	This risk will depend on the final design of the site.	Increased cost and programme impact.	Open	Financial Loss / Gain and Programme/Project Management	Project Manager and Bristol Waste	Ensure the design minimises the diversions where possible. Allow appropriate contingency within the project budget.	<>	1	1	1	Under £0.5m	0	This will be picked up in the developing design.	Project Manager	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services
Negative	6	Market fluctuations and Construction Cost inflation impacting on Tender Price	Market forces, local competition, BREXIT.	Potential increased costs.	Open	Financial Loss / Gain	Project Manager and Bristol Waste	Seek to promote confidence in the project. Issue of detailed design packages to the market. Allow appropriate contingency within the project budget.	<>	1	1	1	Under £0.5m	0	Ensure robust design information is issued to the market.	Bristol Waste Design Team	No	N/A	N/A	N/A	Energy, Waste and Regulatory Services

## Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Hartcliffe Way Household Reuse and Recycling Centre
Directorate and Service Area	Growth and Regeneration
Name of Lead Officer	Oliver Roberts

### Step 1: What is the proposal?

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

#### 1.1 What is the proposal?

To develop a Household Reuse and Recycling Centre (HRRC) at Hartcliffe Way in South Bristol to complement the two existing Household Waste Recycling Centres at Days Road and Avonmouth. The project will be delivered by Bristol Waste Company, a Council owned company.

The HRRC will be well laid out to ensure good accessibility, within health and safety and other operational site constraints. The facility will be well staffed to ensure assistance is available for any users requiring it.

The proposed Reuse Centre developed as part of the HRRC will be run by Bristol Waste in partnership with the Bristol Reuse Network. The facility will be open year-round and will provide both a regular source of reused items for the city of Bristol, and a repair and upcycling facility.

### Step 2: What information do we have?

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

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

## Summary of the Bristol Census 2011 Equalities Statistics

		Gender		Ethnicity			Disability	Sexual orientation
		males	females	White British	non-'White British'	BME	with a LLTI	Lesbian, Gay or Bi-sexual
<b>Total population all ages</b>	<b>number</b>	213,400	214,700	333,432	94,802	68,642	71,724	n/a
	<b>denominator</b>	428,100	428,100	428,234	428,234	428,234	428,234	n/a
	<b>Bristol %</b>	<b>49.8</b>	<b>50.2</b>	<b>77.9</b>	<b>22.1</b>	<b>16.0</b>	<b>16.7</b>	<b>n/a</b>
	<b>England and Wales %</b>	<b>49.2</b>	<b>50.8</b>	<b>80.5</b>	<b>19.5</b>	<b>14.0</b>	<b>17.9</b>	<b>6</b>

available at: <http://www.bristol.gov.uk/page/community-and-safety/equalities-data-and-research>

According to the table above, 16% of the Bristol population is declared to have some kind of disability under the Equality Act 2010, that is defined as ‘...a physical or mental impairment which has a long-term and substantial adverse effect on their ability to carry out normal day-to-day activities’. The Bristol Quality of Life Survey 2017-18 indicates that there are a higher than average number of people living in Hartcliffe and Withywood ward who have a limiting illness, health problem or disability (41% compared to 28% for Bristol overall). Taking into consideration that not everyone discloses their disability, the actual number could potentially be higher. Therefore, it is expected that a significant number of building users or visitors will have some kind of disability, including sensory impairment and long-term health conditions.

Data about disadvantage in Bristol is also available from the Joint Strategic Needs Assessment (JSNA) 2015.

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

Evidence from the JSNA 2015 shows that there is a spatial dimension to disadvantage in the city and that people experience more disadvantage in the South (particularly the outer areas) and in the north and west outer areas of the city as well as in the inner eastern areas. This proposal will provide improved access to facilities/services for the South of the city and reduce pressure on existing central facilities at Days Rd HWRC, which has the potential

to improve the use of the facilities within that area.

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

We have no official data specifying the sexual orientation of the Bristol population. However, for this report we will assume that Bristol reflects the national statistics where 6% of the population is LGBT+.

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

The consultation for the proposals in advance of a planning application will:

- engage with local communities that the new facilities would serve.
- engage the Bristol Reuse Network, which includes voluntary sector organisations, whose staff, volunteers and users may include people with protected characteristics that could be affected.
- identify other groups, such as Bristol Physical Access Chain, which would have an interest in engaging in the consultation and inputting into proposals.

### **Step 3: Who might the proposal impact?**

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

## 3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

The HRRRC will provide new and high quality facilities that will be available for all Bristol residents to access.

Access to recycling and waste facilities requires access to a car, therefore residents without use and/or access to a car, could be disadvantaged in not being able to access the facilities. Hartcliffe and Withywood ward has a lower than average number of car users per household (0.89 compared to 1.04 for Bristol overall).

Due to Health and Safety and operational requirements of the facilities some

users with protected characteristics, including pregnancy; disability, such as impaired mobility, may find use of the facilities challenging or not possible without support/assistance, for example due to height of barriers.

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

It is intended that appropriate mobility impaired access will be provided in the form of disabled parking bays and adoption of environmental access standards for the waste, recycling and reuse facilities, which would be on one level, allowing full wheelchair access.

The facilities will be well staffed with provision for people to be assisted at the site, which would benefit those with a disability, or other protected characteristics such as pregnancy.

Signage will be developed so that it is easy to understand and in colours and fonts that are accessible including autism and poor eyesight and English as second language.

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

The proposal will create benefits for people with protected characteristics, by improving access to provision of facilities more equally across the city, some of the nearest residential areas in South Bristol have higher levels of deprivation and associated lower health outcomes, so provision located here will be a positive benefit.

The new reuse facility aims to provide training and apprenticeships as well as volunteer opportunities, which will be available for people with protected characteristics.

The focus of the reuse facility will initially be on furniture, electrical items, bikes, mobility aids, paint and bric-a-brac type items. Bristol Waste will continue to work with and support voluntary sector organizations through the continued donation of usable items such as bikes, mobility aids and paint. The operation of the reuse centre will therefore benefit people with protected characteristics and those who experience disadvantage by provide access to affordable goods.

3.4 Can they be maximised? If so, how?

- Use of targeted recruitment to ensure representation from women, BME and other underrepresented groups for employment at the new HRRC.
- Publicity and communications for the project will target all communities.

**Step 4: So what?**

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

4.1 How has the equality impact assessment informed or changed the proposal?
This is a first step in assessing the approach to equalities; the recommendations identified in this equality impact assessment will be taken forward in partnership with Bristol Waste Company, who will be responsible for the delivery and future operation of the new facilities.
4.2 What actions have been identified going forward?
In addition to the actions outlined in section 3.4, assessment of targeted engagement, of a group, such as Bristol Physical Access Chain (BPAC) as part of consultation of the proposals will be considered.
4.3 How will the impact of your proposal and actions be measured moving forward?
Monitoring and reporting arrangements will be agreed with Bristol Waste Company.

Service Director Sign-Off:	Equalities Officer Sign Off:
	
Nuala Gallagher	Duncan Fleming
Date: 16/5/2019	Date: 15/5/2019

## Eco Impact Checklist

<b>Title of report: Hartcliffe Way Household Reuse and Recycling Centre</b>				
<b>Report author: Oliver Roberts</b>				
<b>Anticipated date of key decision: 18/06/2019</b>				
<b>Summary of proposals:</b> To seek authorisation to develop land and buildings at Hartcliffe Way, Hengrove to create a third Household Waste Recycling Centre to include reuse facilities.				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Y	-ive/ +ive	<p>Construction activity will emit climate changing gases</p> <p>When built daily operation will emit climate changing gases, through energy use and heating.</p> <p>Anticipated increase in recycling rates will reduce the overall carbon footprint of the city.</p>	<p>All building works will meet planning policy guidance BCS13-15 as laid down in the BCC Core Strategy 2011.</p> <p>Ensure site is designed in an efficient manner. LED/energy efficient lighting where possible, solar PV is considered if possible.</p>
Bristol's resilience to the effects of climate change?	Y	-ive /+ive	<p>The site is adjacent to the Pigeonhouse and Malago streams. Dependent upon the exact nature of the finalised plans for converting the site to a HWRC, it may:</p> <ul style="list-style-type: none"> <li>- Be at risk of flooding.</li> <li>- Increase the flood plain making surrounding buildings more vulnerable to flooding.</li> <li>- Place additional demand on the mains drainage system.</li> </ul>	<p>This will be considered during the planning process and through consultation with the Environment Agency.</p>

			<ul style="list-style-type: none"> <li>- Increase water run-off by creating more impermeable surfaces or removing trees</li> <li>- Not be designed to cope with extreme temperature variations, or violent storms</li> <li>- Increase water consumption</li> </ul>	
Consumption of non-renewable resources?	Y	<p>-ive</p> <p>+ive</p>	<p>Use of energy and materials during any construction, refurbishment and engineering works.</p> <p>Upcycling, re-use, re-sale and education centre provision is planned, re-use facilities will reduce the amount of items disposed of as waste and encourage use of the waste hierarchy and will contribute to a reduction in the consumption of non-renewable resources.</p>	<p>All building works will meet planning policy guidance BCS13-15 as laid down in the BCC Core Strategy 2011. Materials sourced according to the Green guide specification B where possible. Any timber used to be FSC timer.</p>
Production, recycling or disposal of waste	Y	<p>-ive</p> <p>+ive</p>	<p>Construction activities will generate waste</p> <p>Upcycling, re-use, re-sale and education centre, re-use facilities will reduce the amount of items</p>	<p>Ensure waste is disposed of according to waste legislation and that the waste hierarchy is followed. The construction contractor will need a waste management plan.</p>

			disposed of as waste and encourage use of the waste hierarchy.	
The appearance of the city?	Y	+ive	Additional provision of waste recycling centre will reduce instances of fly tipping.	
Pollution to land, water, or air?	Y	+ive	Additional provision of waste recycling centre will reduce instances of fly tipping, and will mean that residents from the south side of the city need not travel into the centre to use a HWRC, reducing negative impact on air quality in central Bristol.	
		-ive	Construction works have the potential to create pollution	Ensure that chemicals and oils are stored securely according to legislation and that spill control is in place to avoid spills contaminating near-by water courses.
Wildlife and habitats?	Y	-ive	Any construction, refurbishment and engineering works together with the ongoing operation of the site has the potential for impacting upon wildlife and habitats. The site is adjacent to two watercourses.	Guidance on protecting species & habitats will be sought from the Council's Natural Environment team. They will also be consulted with as part of the Planning process. The site will be subject to controls imposed by the Environment Agency, including surface water discharges.
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
The significant impacts of this proposal are... There are short term impacts from construction including pollution risk and waste generation. Ongoing impacts will come				

from the operation of the site including energy use. Encouragement and education of re-use, upcycling and re-sale will improve recycling and re-use within the city.

The proposals include the following measures to mitigate the impacts... Construction activity will adhere to planning policy, and efficient fittings will be considered where possible (For example LED lights, solar pv).

The Environment Agency will be consulted with during the development of detailed plans for the site due to the proximity of two water courses to the site.

The net effects of the proposals are negative in the short term but long term positive as the waste hierarchy will be promoted to residents, it is envisaged that fly-tipping pollution will lower and that recycling rates will increase. Also residents in the South of Bristol will not need to travel to central areas to access a HWRC, therefore will not be adding to air pollution in central Bristol.

**Checklist completed by:**

Name:	Stuart Woods
Dept.:	Growth and Regeneration
Extension:	
Date:	06/11/2018
Verified by Environmental Performance Team	Nicola Hares – Environmental Project Manager

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

Document is Restricted

# Decision Pathway – Report Template

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**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	Development of buildings adjacent to the harbour		
<b>Ward(s)</b>	Central		
<b>Author: Nuala Gallagher</b>		<b>Job title: Director of Economy</b>	
<b>Cabinet lead: Cllr Cheney</b>		<b>Executive Director lead: Colin Molton, Interim Executive Director Growth and Regeneration</b>	
<b>Proposal origin: BCC Staff</b>			
<b>Decision maker: Cabinet Member</b>			
<b>Decision forum: Cabinet</b>			
<b>Purpose of Report:</b>			
<ol style="list-style-type: none"> <li>1. To seek approval to purchase a vessel to enable the development of buildings adjacent to the harbour. Details of the vessel and purchase price in are contained in exempt Appendix I. The information is exempt from publication on the basis that – it contains information that relates to an individual, the financial or business affairs of the Council and others and which is subject to legal professional privilege</li> </ol>			
<b>Evidence Base:</b>			
<ol style="list-style-type: none"> <li>1. The Council owns buildings adjacent to the Harbour that are in serious disrepair. They were placed on the open market for tender for a long lease. In 2015 the Council entered into an agreement with a development company in which it agreed to grant a 150 year lease of the buildings for the purpose of repairing and developing the buildings, bringing them back into use.</li> <li>2. As part of that agreement the Council agreed to give vacant possession of the buildings including using all reasonable endeavours to relocate a vessel adjacent to the building and secure vacant possession of the mooring to allow the development to take place and comply with planning conditions. If the vessel is not moved, the development cannot take place. The developers have indicated that if the situation is not resolved shortly they may not proceed and there is a risk that compensation for loss will be claimed. In addition to the loss of the development opportunity and the resulting capital receipt, business rates and jobs that would be created, the Council would have to fund the urgent remedial work that needs to take place to render the area safe.</li> <li>3. The Council has been in negotiation with the boat owner for some years to reach an agreement on relocation but it has not been possible to achieve this until now. The owner has now offered to sell the vessel and relinquish the mooring licence. This is the quickest way to resolve the situation and enable the development to proceed.</li> <li>4. The Council would then proceed to sell the boat as expeditiously as possible in order to recover costs</li> <li>5. A survey of the building has recently been carried which concludes that the building is now an unsafe structure. The shell renovation works alone are costly as the end flank wall is heavily propped as the listed quayside is subsiding and requires rebuilding and substantial underpinning works to prevent further deterioration. This repair work can't take place while the vessel remains adjacent to the building</li> <li>6. The alternative action is forcible relocation.</li> <li>7. If the development proceeds, the Council will receive a capital sum for the property and benefit from the cost of the repair works being carried out by the developer. The City will benefit from the creation of employment opportunities and the additional amenity created in the city centre. Further details of the financial implications are contained in exempt Appendix I.</li> <li>8. It is recommended that the vessel is purchased for the reasons above and further detailed in exempt Appendix I</li> </ol>			

**Cabinet Member / Officer Recommendations:**

1. To approve the purchase of the vessel and mooring licence as detailed in exempt Appendix I

**Corporate Strategy alignment:**

1. The proposed development will provide over 100 temporary construction jobs and 95 permanent jobs which will create opportunities for all levels of skills and will enable people have access to good quality jobs.
2. The completed development will contribute to safer communities as currently this area is dark and the building is subject to vandalism. The proposed uses will create a safe working environment and create a more secure, accessible location for people to enjoy.
3. The development will use the Councils assets in a much wiser way, generating social value, financial return for the Council and remove a large financial liability from the Councils responsibility.

**City Benefits:**

1. The development will create many jobs at all skills levels improving access for the people of Bristol to secure long and short term employment
2. The development will provide much better, safer surroundings for people to visit and will be built to a high BREEAM sustainable level.
3. The work to the quay and building to be carried out by the developer will retain their historic fabric in good condition, thereby protecting Bristol's heritage and its assets.

**Consultation Details:**

Councillors Dudd, Cheney and Smith have been briefed on the options.

**Background Documents:** *none*

<b>Revenue Cost</b>	£0	<b>Source of Revenue Funding</b>	n/a
<b>Capital Cost</b>	<i>See Appendix H</i>	<b>Source of Capital Funding</b>	Strategic Property (PL20) "Investment to maximise opportunities and develop current property asset portfolio in-line with corporate strategic priorities"
<b>One off cost</b> <input checked="" type="checkbox"/>		<b>Ongoing cost</b> <input type="checkbox"/>	
		<b>Saving Proposal</b> <input type="checkbox"/>	
		<b>Income generation proposal</b> <input checked="" type="checkbox"/>	

**Required information to be completed by Financial/Legal/ICT/ HR partners:****1. Finance Advice:**

The Council has previously entered into a development agreement for redevelopment of the O&M Shed site that would generate a capital receipt to the Council of £700k.

The development is now at risk because of the failure to reach an agreement to relocate the vessel in question, for which all reasonable endeavours, were part of the development agreement. If the development does not take place the Council could be left liable for site repairs at an estimated cost of £752k. The Council could also be subject to a compensation claim from the developer.

Cabinet is now recommended to agree a settlement which includes the purchase of the vessel and mooring license to facilitate development of the site, at a total cost of some £1.4m, to include purchase, mooring and associated fees, relocation, legal and all other associated costs. Of the total cost, based on valuation, £250k can be financed through the capital programme, to be funded via the Corporate Capital Contingency, pending subsequent disposal of the vessel, and a further £470k through the repurposing of part of the earmarked Growth & Regeneration development reserve. All other costs (totalling some £680k) must be financed from compensatory one-off mitigations from within the 2019/20 Growth & Regeneration revenue budget.

**Finance Business Partner: Chris Holme, Interim Head of Finance, Resources 19<sup>th</sup> June 2019**

**2. Legal Advice:** In October 2015 the Council entered into an agreement with a property development company in which it agreed to grant a lease of property adjacent to the harbour. The agreement provided that the Council shall use all reasonable endeavours to relocate the named vessel soon as possible and secure vacant possession of the mooring. Further exempt legal advice is contained in Appendix I.

**Legal Team Leader:** Sarah Sharland Team Leader Litigation Regulatory and Community Team 13<sup>th</sup> June 2019.

<b>3. Implications on IT:</b> <i>N/A</i>		
IT Team Leader: <i>N/A</i>		
<b>4. HR Advice:</b> <i>N/A</i>		
HR Partner: <i>N/A</i>		
<b>Director Sign-off</b>	Colin Molton	<b>24 June 2019</b>
<b>Cabinet Member sign-off</b>	CLlr Cheney	21 June 2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	24 June 2019

<b>Appendix A – Further essential background / detail on the proposal</b>	<b>NO</b>
<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 – Exempt Information</b>	<b>YES</b>
<b>Appendix J – HR advice</b>	<b>NO</b>
<b>Appendix K – ICT</b>	<b>NO</b>

# Decision Pathway – Report

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**PURPOSE:** For reference

**MEETING:** Cabinet

**DATE:** 02 July 2019

<b>TITLE</b>	<b>2019/20 Period 2 Forecast Outturn Report</b>		
<b>Ward(s)</b>	n/a		
<b>Author:</b>	Tian Ze Hao	<b>Job title:</b>	Senior Finance Business Partner
<b>Cabinet lead:</b>	Cllr Craig Cheney	<b>Statutory Officer lead:</b>	Denise Murray
<b>Proposal origin:</b> Other			
<b>Decision maker:</b> Cabinet Member			
<b>Decision forum:</b> Cabinet			
<p><b>Purpose of Report:</b> This report provides the update on the Council’s financial performance and forecast use of resources for the financial year 2019/20 at Period 2. The Council budget for 2019/20 was agreed by Council on 26<sup>th</sup> February 2019 and this report focuses on the forecast position against the approved budget.</p> <p>The Council operates Directorate cash limited budgets and Executive Directors are responsible for ensuring that appropriate action is taken to contain both revenue and capital spending within the directorate’s overall budget limit. Budget holders forecasting a risk of overspend should in the first instance set out in-service options for mitigation. Where these are considered undeliverable or pressures cannot be contained across the directorate the budget scrutiny process will be triggered and a request may be made for the Executive to consider granting a supplementary estimate redirecting funds from an alternative source.</p> <p>At this stage of the year, it is expected all foreseeable pressure should lead to management actions for mitigations to ensure a balance budget position. These mitigations should also be closely monitored.</p>			
<b>Evidence Base:</b>			
<p>The Council’s overall annual revenue spend for 2019/20 covers a number of areas:</p> <ul style="list-style-type: none"> <li>• The General Fund net budget of £376.3m, providing revenue funding for the majority of the Council services.</li> </ul> <p>Ring Fenced Accounts:</p> <ul style="list-style-type: none"> <li>• The Housing Revenue Account (HRA) of £160.0m gross spend, is ring-fenced, money received in rent in order to plan and provide services to current and future tenants, and is managed within Growth and Regeneration Directorate.</li> <li>• The Dedicated Schools Grant (DSG) of £356.9m, which is a ring-fenced grant that must be used in support of the schools budget as defined in the School and Early Years Finance Regulations and cannot be used for any other purpose. The grant is managed within the ACE Directorate;</li> <li>• Public Health, a ring-fenced grant of £31.6m, must be spent to support the delivery of the Public Health Outcomes Framework exclusively for all ages and is managed within the People Directorate.</li> </ul> <p>Full detail for each of these areas is provided in the main monitoring report, Appendix A.</p> <p>Approved Capital Programme:</p> <ul style="list-style-type: none"> <li>• Approved capital Programme of £252.8 for 2019/20, fully funded through the use of external funding, capital receipts and borrowing.</li> </ul>			
<b>Recommendations:</b>			

**That Cabinet notes,**

1. for General fund services, an overall forecast overspend of £2.3m at Period 2, representing 0.6% of the approved budget (Appendix A). At this point of the financial year it is expected that the forecast overspend will be managed through management actions / mitigations throughout the financial year.
2. a forecast underspend position with regard to the Housing Revenue Account is £2.4m.
3. a balance forecast position for DSG taking into account the planned drawn-down from reserves at £1.56m.
4. a balance forecast position for Public health taking into account £0.7m drawn-down from reserves.
5. a forecast £1.2m underspend on the capital programme, albeit run-rate is behind the curve.

**Corporate Strategy alignment:** This report sets out progress against our budget, part of delivering the financial plan described in the Corporate Strategy 2018-23 (p4) and acting in line with our organisational priority to 'Be responsible financial managers' (p11).

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

**Consultation Details:** n/a

<b>Revenue Cost</b>	<b>Net: £376.3m</b>	<b>Source of Revenue Funding</b>	Total approved revenue budget including ring-fenced accounts
<b>Capital Cost</b>	<b>£252.8m</b>	<b>Source of Capital Funding</b>	Total capital programme incl. HRA
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

**1. Finance Advice:** The resource and financial implications are set out in the report.

**Finance Business Partner:** Chris Holme

**2. Legal Advice:** The report, including the detail in Appendix A&B, will assist the Cabinet to monitor the budget position with a view to meeting the Council's legal obligation to deliver a balanced budget.

**Legal Team Leader:** Nancy Rollason, Head of Legal Service

**3. Implications on IT:** There are no IT implications arising from production of this report.

**IT Team Leader :** Ian Gale, Head of IT

**4. HR Advice:** Expenditure on staffing is monitored on a monthly basis by budget holders. Managers are required to manage expenditure within the agreed staffing budget that has been set for 2019/20.

**HR Partner:** Mark Williams, Head of Human Resources

<b>Cabinet Member sign-off</b>	Cllr Cheney	24 June 2019
<b>CLB Sign-off</b>	Denise Murray	24 June 2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayor's Office	24 June 2019

<b>Appendix A – P2 Revenue Budget Monitoring Report</b>	<b>YES</b>
<b>Appendix B – P2 Capital Budget Monitoring Report</b>	<b>YES</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>

## 1. General Fund

- 1.1. The Council is currently forecasting a £2.3m overspend on the approved general fund budget (£376.3m). At this point of the financial year it is expected that the forecast overspend will be managed through management actions throughout the financial year.
- 1.2. The table below provides a summary of the current forecast position by directorate for 2019/20. Additional service details are provided for each Directorate in individual appendices.

Figure 1: General Fund Forecast Net Expenditure

Approved Budget*	Directorate	Revised Budget	Outturn	Variance	Variance as % of Net Budget
£m		£m	£m	£m	
226.6	People	226.6	228.8	2.3	1.0%
50.4	Resources	50.4	50.6	0.2	0.4%
64.3	Growth and Regeneration	64.4	64.4	0.0	(0.1%)
<b>341.3</b>	<b>Sub-total</b>	<b>341.4</b>	<b>343.9</b>	<b>2.4</b>	<b>0.7%</b>
35.0	Other Budgets**	34.9	34.8	-0.1	(0.3%)
<b>376.3</b>	<b>Net Expenditure Total</b>	<b>376.3</b>	<b>378.6</b>	<b>2.3</b>	<b>0.6%</b>

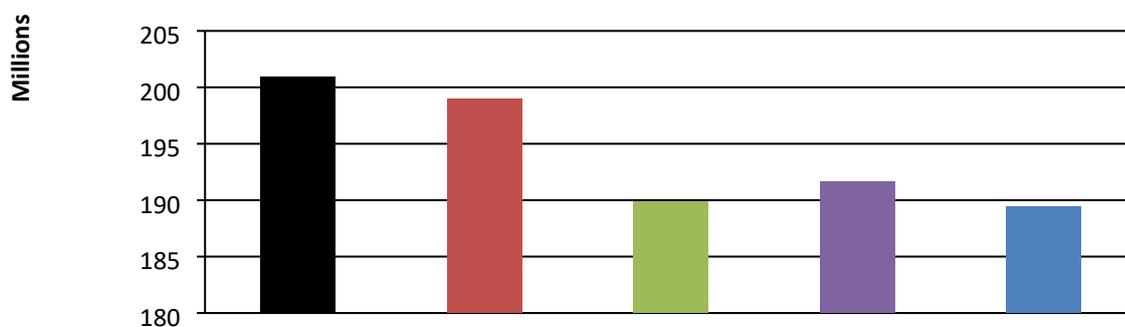
\*Approved budget restated to reflect organisational restructure.

\*\*Other Budgets includes capital financing and borrowing costs, and un-apportioned central overheads.

- 1.1. The forecast overspend is pre-dominantly within Adult Social Care (£1.8m) meanwhile assuming a level of savings will be delivered in the service. The Adult Social Care area is facing increasing cost pressures in providing residential support to those young adult transitioning from full-time education into adulthood and increase in cost of providing for working age adults in the communities. An action plan is place in advance of P3 to review in detail the number of residential placements for transitions and review options in contracting arrangements for those adults supported in the community.
- 1.2. Education improvement is also showing £0.5m forecasts overspend, principally relating to Home-School Transport. This is a recurrent issue and was addressed by temporary supplementary estimate in 2018/19. For 2019/20 demand and cost pressures remains. The service is actively seeking solutions to mitigate this pressure permanently by procuring a new software system to get better management information and to improve route planning; participating in a Department for Education project looking at good practice in Home-School Transport; and jointing up with SEN Capital Strategy to help minimise the need for transport by having provision where it is needed.
- 1.3. At this point of the financial year a significant amount of budget for the wider council is forecasted to be spent as a default by budget holders rather than as a necessity. For example, the overall forecast spend on employees is higher than the extrapolated current monthly level of spend suggesting that a large number of vacancies are planned to be filled. Further work is required to examine the forecast in detail to ensure that the assumptions match with recruitment plans and that any potential variance-offsetting savings have been identified.

Figure 2: Employee cost run-rate comparison to management forecast





- 1.4. Directorates that expecting immitigable budget pressures are required to follow a 3-stage budget scrutiny process and develop further action plans / interventions to ensure that expenditure is contained within the agreed budget for the year.

## 2. Ring-Fenced Accounts

### Housing Revenue Account

- 2.1. The HRA is currently forecasting £2.4m underspend, partly due the revenue impact of the timing of capital and the pashing on the delivery of the repair and maintenance programmes. Any adjustments transferring funds to / from the HRA reserve will be dealt with in Period 3 reporting.
- 2.2. Following the recent implementation of the Civica system, there will be a focus on reducing the level of bad debt during 2019/20.

### Dedicated Schools Grant

- 2.3. The total Dedicated Schools Grant (DSG) budget, including amounts recouped by the Education and Skills Funding Agency for Academies is £356.9m for 2019/20. The DSG is currently forecasting an in year balance position with the planned drawn-down from reserves at £1.56m.
- 2.4. The approved budget for 2019/20 included use of funding for High Needs in advance (from 2020/21). The DSG brought forward a £1.9m surplus from the previous year so is forecast to carry forward a £0.4m surplus at the year end. Within the DSG there remains significant pressure on high needs with a forecast £2.4m deficit. The underlying position for High Needs is a shortfall of £5m. The plan for addressing this presently is to lobby government for more resources, to pursue the High Needs Transformation Programme to deliver service improvements and to take any opportunities that present themselves to transfer funding from other blocks or elsewhere.
- 2.5. Regarding early years DSG income is based on census. As the profile of participation in 2018/19 generated an underspend, a similar level of participation will generate £2m underspend, however, at this stage of the financial year, none of the details of the censuses used to pay early years settings is yet available. It is, therefore, too early to determine whether participation levels will be at, below or above 2018/19 and the forecast will vary during the year, as this information becomes available.

### Public Health

- 2.6. Public Health is forecasting to deliver a balance budget in 2019/20. The total grant receipt of £31.6m included a 2.5% reduction (£0.9m) this year and the budget assumes a drawdown of £0.7m from the ring fenced reserves this year.
- 2.7. Albeit service has achieved £0.9m savings following restructure, there still remains a 1.8m recurrent cost pressure. If Phase 1 commissioning proposals were to be approved by cabinet on 2<sup>nd</sup> July, this gap would reduce by £0.3m in 2019/20, and the full year effect will bring the pressure down to £1m. The balance of the pressure will be addressed by planned draw-down on the ring-fenced reserve pending Phase 2 commissioning proposals; however the second phase is foreseen to be uncertain due to its sensitivity and the critical nature of the services in scope. Meanwhile a range of measures

are in place to reduce recurrent costs wherever possible.

### 3. Savings Programme

- 3.1. To balance the 2019/20 budget, savings totalling £11.7m were required and approved by Full Council. There was also £6.1m of savings largely carried forward from 2018/19 to 2019/20 due to the delivery being recognised / mitigated in 2018/19 as one-offs which still require full delivery in 2019/20. Therefore the total savings delivery target for 2019/20 is £17.8m.
- 3.2. At P2 £6m of £17.8m savings are reported to be at risk where further work / mitigating actions may be required in order to deliver. Of this £2.0m relates to savings within Adult Social Care on Better Lives Programme and £2.3m relates to council-wide non-pay cost reduction and other cross-cutting savings initiatives.

Figure 3: - Summary of Delivery of Savings by Directorate

Directorate	2019/20 Savings £m	2019/20 Savings reported as safe	2019/20 Savings reported as at risk	
		£m	£m	%
People	4.23	3.63	0.60	14%
Resources & Cross-Cutting	4.60	1.34	3.26	71%
Growth and Regeneration	8.98	6.81	2.17	24%
<b>Total</b>	<b>17.81</b>	<b>11.78</b>	<b>6.03</b>	<b>34%</b>

- 3.3. Members should note that delivery of savings is based on Directors assessment of whether the savings agreed by Council have been delivered and whilst other areas of underspends and income generation is being realised within budgets, until this is reallocated via a formal change control process the savings delivery tracker and forecast outturn will not be aligned.

### 4. Position of Reserves – Reported Quarterly

- 4.1. The Council currently holds £23.3m general unallocated reserves and £81.2m earmarked reserves. Based on the revised net budget the general unallocated reserve balance is just outside the 6% policy threshold. Please note, any proposed movement on this reserve and full details for forecast use of reserves will be outlined in Period 3.

**Period 2 Budget Monitoring - Summary**

	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
<b>People</b>				
Adult Social Care	148,805	148,805	150,572	1,767
Children and Families Services	62,439	62,439	62,453	13
Educational Improvement	12,103	12,103	12,606	503
Public Health - General Fund	3,237	3,237	3,210	(26)
<b>Total People</b>	<b>226,584</b>	<b>226,584</b>	<b>228,840</b>	<b>2,257</b>
<b>Resources</b>				
Digital Transformation	12,130	12,130	12,129	(0)
Legal and Democratic Services	6,898	6,898	6,707	(191)
Finance	10,947	10,947	10,947	(0)
HR, Workplace & Organisational Design	10,568	10,568	10,793	225
Policy, Strategy & Partnerships	2,939	2,939	2,909	(30)
Commercialisation & Citizens	6,915	6,915	7,131	216
<b>Total Resources</b>	<b>50,396</b>	<b>50,396</b>	<b>50,616</b>	<b>220</b>
<b>Growth &amp; Regeneration</b>				
Housing & Landlord Services	11,600	11,600	11,580	(20)
Development of Place	1,429	1,483	1,471	(13)
Economy of Place	2,702	2,808	2,808	0
Management of Place	48,557	48,557	48,557	0
<b>Total Growth &amp; Regeneration</b>	<b>64,288</b>	<b>64,448</b>	<b>64,415</b>	<b>(33)</b>
<b>SERVICE NET EXPENDITURE</b>	<b>341,268</b>	<b>341,428</b>	<b>343,871</b>	<b>2,443</b>
Levies	857	857	860	3
Corporate Expenditure	34,174	34,014	33,918	(97)
Insurance Fund	0	0	0	0
Corporate Revenue Funding	(376,299)	(376,299)	(376,299)	0
RELEASED FROM RESERVES	0	0	0	0
<b>TOTAL REVENUE NET EXPENDITURE</b>	<b>(0)</b>	<b>(0)</b>	<b>2,350</b>	<b>2,350</b>

**HOUSING REVENUE ACCOUNT SUMMARY**

	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
<b>Housing Revenue Account</b>				
Strategy, Planning & Governance	(102,687)	(102,687)	(104,011)	(1,324)
Responsive Repairs	26,192	26,192	26,105	(87)
Planned Programmes	18,095	18,095	17,623	(472)
Estate Management	9,408	9,408	8,896	(512)
Capital - Neighbourhoods HRA	0	0	1	1
HRA - Funding & Expenditure	11,745	11,745	11,745	0
HRA - Capital Financing	11,617	11,617	11,617	0
HRA - Year-end transactions	25,630	25,630	25,630	0
<b>Total Housing Revenue Account</b>	<b>0</b>	<b>0</b>	<b>(2,394)</b>	<b>(2,394)</b>

**RING FENCED BUDGETS**

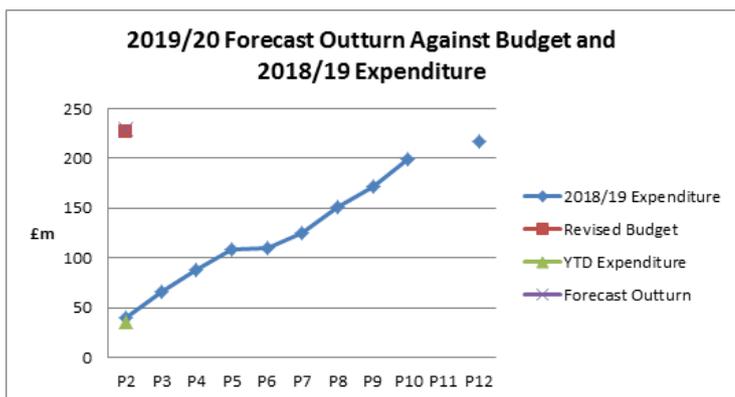
	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Public Health	0	0	0	(0)
Dedicated Schools Grant	(0)	(0)	0	0
<b>Total Ring fenced budgets</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>

a: 2019/20 Summary Headlines

Revised Budget P2 <b>£226.6m</b>	Forecast Outturn <b>£228.8m</b>	Outturn Variance <b>£2.3m</b>	<b>Overspend</b>
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b: Budget Monitor

1. Overall Position and Movement

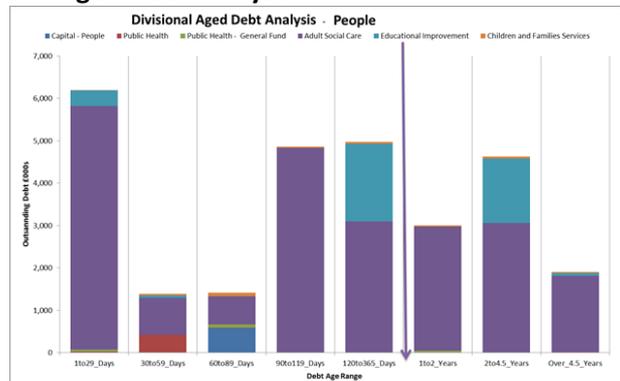


		Forecast Outturn Variance 2019/20										
		£000										
Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
£226.6m	2.3											
	▲											

2. Revenue Position by Division

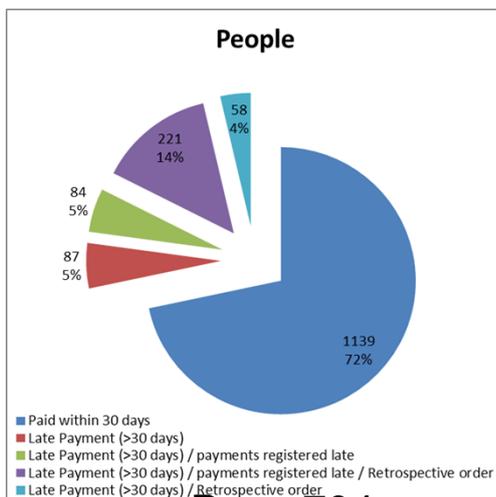
Revenue Position by Division	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Adult Social Care	148.8	148.8	150.6	1.8
Children and Family Services	62.4	62.4	62.5	0.0
Educational Improvement	12.1	12.1	12.6	0.5
Public Health - General Fund	3.2	3.2	3.2	(0.0)
<b>Total</b>	<b>226.6</b>	<b>226.6</b>	<b>228.8</b>	<b>2.3</b>

3. Aged Debt Analysis



4. Payment Statistics

Division	P2P Invoices										
	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)	Invoice registered late (>30 days after invoice date)	% of late payments registered late	Invoices paid without order	Retrospective order			
<b>1 - People</b>											
14 Adult Social Care	713,518	378	30	77	20%	49	13%	64%			
15 Children and Families Services	2,550,035	808	46	290	36%	202	25%	70%			
16 Educational Improvement	2,998,373	246	21	26	11%	10	4%	38%			
1Y Capital - People	1,146,543	23	35	7	30%	5	22%	71%			
36 Public Health - General Fund	701,795	44	37	11	25%	6	14%	55%			
<b>1 - People Total</b>	<b>8,110,264</b>	<b>1,499</b>	<b>37</b>	<b>411</b>	<b>27%</b>	<b>272</b>	<b>18%</b>	<b>66%</b>			



## **5. Key Messages**

### **5.1 Adult Social Care**

The forecast outturn for Adult Social Care on a current net budget of £148.8m is £150.6m an overspend of £1.8m (1.2%). This assumes at this stage of the financial year that the savings target of £4.2m will be delivered. The key reasons for the forecast overspend are as follows:

- £1.1m increase in cost of providing residential support to those transitioning into adulthood from full time education
- £1.9m increase in cost of providing for working age adults in the community, a 10.6% increase in cost but only a 4.6% increase in service users
- Void costs on a number of contracts - c£0.7m
- Offset by staffing vacancies.

An action plan is place to review in detail the number of new and forecast residential placements for transitions in advance of the P3 forecast. Contracting arrangements are being reviewed for those adults supported in the community, where options are being considered that include changing elements of the payment mechanism. With respect to voids on contracts a number of options are being considered which will reduce the level of voids.

### **5.2 Public Health**

The current forecast at P2 for Public Health is reporting a small underspend of £26k on a budget of £3.2m.

### **5.3 Educational Improvement**

The principal budget issue at this stage of the year is Home-School Transport. There have been underlying budget pressures in this service for some time; during 2018/19, they were offset by the temporary supplementary estimate. For 2019/20 budget setting, some inflationary provision (£0.3m) and some unallocated funding (£0.3m) has helped limit the pressure, but demand and cost pressures remain with a £0.5m overspend now forecast. The service is pursuing a range of initiatives to manage demand and cost, including: procuring a new software system to get better management information and to improve route planning; participating in a Department for Education project looking at good practice in Home-School Transport; and considering how the SEN Capital Strategy can help minimise the need for transport by having provision where it is needed.

Elsewhere in the service, there are pressures within the Additional Educational Needs team due to increased volumes of children requiring an Education , Health and Care assessment. These are resulting in additional costs which are to be met from reserves and appropriate authorisations are being sought to address these matters.

#### 5.4 Children and Families

At this stage in the year, the service is broadly forecasting a breakeven position (£13k overspend). At present, the placements forecast (as per the table below) is indicating a budget pressure of £0.157m, offset by forecast underspends of £0.144m elsewhere in the service, to produce the £13k net forecast overspend.

Within the budget for 2019/20 there were savings targets of £1.6m and it is too early to be confident that these will all be delivered, but the service has identified mitigations of £1m within the placements budget to deliver the targets. This includes assumptions about costs of out-of-authority placements being replaced with costs of in-house provision as changes take place in in-house provision (ie current 4 and 5 bed homes being replaced with more 2 and 3 bed homes).

Placement Category		Financials				
Placement Category	Cost Centre name	AVERAGE APR TO MAY	ANNUAL BUDGET £000	ANNUAL FORECAST £000	FORECAST VARIATION £000	ACTUAL AVERAGE WEEKLY COST (£)
Bristol Residential	Inhouse Supported Accom - Looked after (Pre 18)	7	80	273	193	159
	Inhouse Supported Accom - (Post 18)	26				
	Childrens Residential Homes	10	3,087	2,500	-587	4,653
<b>Bristol Residential Total</b>		43	3,167	2,773	-394	4,813
Foster Care	In house Foster care - Looked after (Pre 18)	390	6,091	5,786	-305	261
	In house Foster care - (Post 18)	37				
	Independent Fostering Agencies - Looked After (Pre 18)	147	5,522	5,515	-7	624
	Independent Fostering Agencies -(Post 18)	23				
	Adoption - Looked after (pre 18)	54	472	460	-12	159
Adoption - (Post 18)	2					
<b>Foster Care Total</b>		653	12,085	11,761	-324	1,044
Non-Bristol Residential	Out of Authority	33	5,032	4,954	-77	2,887
	Parent & Baby Unit	6	505	505	0	1,617
	ESA - Looked after (Pre 18)	9	1,137	1,110	-26	1,941
	ESA- (Post 18)	2				
<b>Non-Bristol Residential Total</b>		50	6,673	6,569	-104	6,445
Other	Secure Unit	0	151	151	0	
<b>Other Total</b>		0	151	151	0	
Permenancy	SGO/RO/CAO - (Pre 18)	537	4,008	4,987	979	178
	RO/SGO/CAO (Post 18)	2				
<b>Permenancy Total</b>		539	4,008	4,987	979	178
<b>Grand Total of all placements</b>	<b>Grand Total</b>	<b>1,285</b>	<b>26,084</b>	<b>26,241</b>	<b>157</b>	
<b>Total for Teams and Other Services</b>			<b>36,355</b>	<b>36,211</b>	<b>-144</b>	
<b>Childrens Totals</b>			<b>62,439</b>	<b>62,452</b>	<b>13</b>	

## c: Risks and Opportunities

### 6. Savings Delivery RAG Status

19/20 People Directorate Savings Target (£'000s):							8,980															
	This month			Last month			Top 5 largest savings at risk in (ordered by size of saving at risk)															
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk																
No - savings are at risk	5,747	2,173	38%	5,574	2,000	36%	<table border="1"> <thead> <tr> <th>ID</th> <th>Name of Proposal</th> <th>Value at Risk in 19/20 (£'000)</th> </tr> </thead> <tbody> <tr> <td>FP33</td> <td>Introduce Better Lives Programme (Improving outcomes for adults in Bristol) (incl. partial 18/19 rollover)</td> <td>£ 2,000</td> </tr> <tr> <td>BE7-2</td> <td>18/19 Rollover - Organisational redesign including the council's senior management structures (Mitigation for Education Post)</td> <td>£ 128</td> </tr> <tr> <td>FP18-2</td> <td>*17/18 rollover* More efficient home to school travel</td> <td>£ 45</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> </tbody> </table>	ID	Name of Proposal	Value at Risk in 19/20 (£'000)	FP33	Introduce Better Lives Programme (Improving outcomes for adults in Bristol) (incl. partial 18/19 rollover)	£ 2,000	BE7-2	18/19 Rollover - Organisational redesign including the council's senior management structures (Mitigation for Education Post)	£ 128	FP18-2	*17/18 rollover* More efficient home to school travel	£ 45			
ID	Name of Proposal	Value at Risk in 19/20 (£'000)																				
FP33	Introduce Better Lives Programme (Improving outcomes for adults in Bristol) (incl. partial 18/19 rollover)	£ 2,000																				
BE7-2	18/19 Rollover - Organisational redesign including the council's senior management structures (Mitigation for Education Post)	£ 128																				
FP18-2	*17/18 rollover* More efficient home to school travel	£ 45																				
Yes - savings are safe	1,933	0	0%	1,800	0	0%																
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	1,300	0	0%	0	0	n/a																
NO RAG PROVIDED	0	0	n/a	1,606	0	0%																
<b>Grand Total</b>	<b>8,980</b>	<b>2,173</b>	<b>24%</b>	<b>8,980</b>	<b>2,000</b>	<b>22%</b>																
n/a - represents one off savings or mitigations in previous year	-3,206	0	0%	-3,206	0	0%	<table border="1"> <thead> <tr> <th colspan="3">Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)</th> </tr> </thead> <tbody> <tr> <td>Amount due from previous year(s):</td> <td>£</td> <td>3,334</td> </tr> <tr> <td>Amount reported at risk:</td> <td>£</td> <td>1,406</td> </tr> </tbody> </table>	Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)			Amount due from previous year(s):	£	3,334	Amount reported at risk:	£	1,406						
Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)																						
Amount due from previous year(s):	£	3,334																				
Amount reported at risk:	£	1,406																				
WRITTEN OFF	0	0	n/a	0	0	n/a																
<b>Grand Total</b>	<b>5,774</b>	<b>2,173</b>	<b>38%</b>	<b>5,774</b>	<b>2,000</b>	<b>35%</b>																

### 7. Risks and Opportunities

Division	Description	Net Risk / Opportunity £000
Adults	Impact of BNSSG CCG savings delivery	1,000
Adults	Provider Market Failure leading to paying higher prices for care	2,000
Adults	Impact of in year debt write off, current outstanding debt more than one year old, £7m	500
Children	Opportunities or pressures associated with the occupancy levels of in-house children's homes, whether through new homes or existing.	200
Education	Possible write-off of Children's Centre, Early Years or Childcare deficits or redundancy costs as a consequence of management of change processes or through an acceptance that deficits had got to a stage where it was infeasible for the school to be able to pay it off within a reasonable time-frame. Moreover, there may be some contributory elements of individual schools' deficits which were beyond their control which the LA might wish to acknowledge.	900
<b>Total</b>		<b>4,600</b>

## d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
<b>£29.8m</b>	<b>£29.8m</b>	<b>£1.4m</b>	<b>£29.7m</b>	<b>(£0.2m)</b>
		5% of budget	99% of budget	

Gross expenditure by Programme		Current Year (FY2019)				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
		£000s				%	
<b>People</b>							
NH05	Sports Provision - Pending Business Case Development	0	0	0	0		
PE01	School Organisation/ Children's Services Capital Programme	19,773	1,219	19,773	0	6%	100%
PE02	Schools Organisation/SEN Investment Programme - Pending Business	0	0	0	0		
PE03	Schools Devolved Capital Programme	1,900	0	1,900	0	0%	100%
PE04	Non Schools Capital Programme	279	51	279	0	18%	100%
PE05	Children & Families - Aids and Adaptations	170	2	170	0	1%	100%
PE06	Children Social Care Services	369	0	369	0	0%	100%
PE06A	Children Social Care Services - Pending Business Case Development	1,000	0	1,000	0	0%	100%
PE06B	Adult Social Care Services	4,898	0	4,898	0	0%	100%
PE07	Extra care Housing	129	0	104	(25)	0%	81%
PE08	Care Management/Care Services	228	107	83	(146)	47%	36%
PE09	Strengthening Families Programme	0	4	0	0		
PE10	Sports Capital Investment	1,100	0	1,100	0	0%	100%
<b>Total People</b>		<b>29,847</b>	<b>1,385</b>	<b>29,676</b>	<b>(171)</b>	<b>5%</b>	<b>99%</b>

### Key Messages

1. Adult Social Care  
Likely significant further delays in delivering the joint Children's and Adult's Social Care Mobile Working Solution approved at Cabinet in March 2018.
2. A report to July Cabinet is seeking authority to pursue three other school projects which will be reflected in future months.

a: 2019/20 Summary Headlines

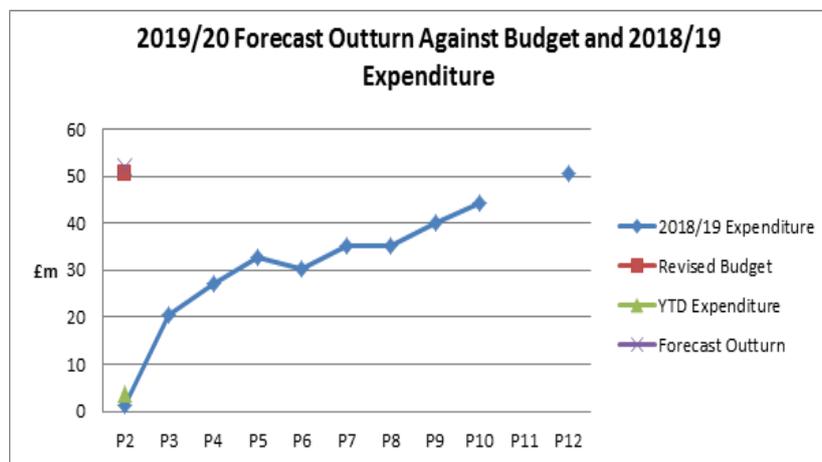
Revised Budget	Forecast Outturn	Outturn Variance
P2 <b>£50.4m</b>	<b>£50.6m</b>	<b>£0.2m OVERSPEND</b>

b: Budget Monitor

1. Revenue Position By Division

Revenue Position by Division	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Digital Transformation	12.1	12.1	12.1	(0.0)
Legal and Democratic Services	6.9	6.9	6.7	(0.2)
Finance	10.9	10.9	10.9	0.0
HR, Workplace & Organisational Design	10.6	10.6	10.8	0.2
Policy, Strategy and Partnerships	2.9	2.9	2.9	(0.0)
Commercialisation and Citizens	6.9	6.9	7.1	0.2
<b>Total</b>	<b>50.4</b>	<b>50.4</b>	<b>50.6</b>	<b>0.2</b>

2. Overall Position and Movement

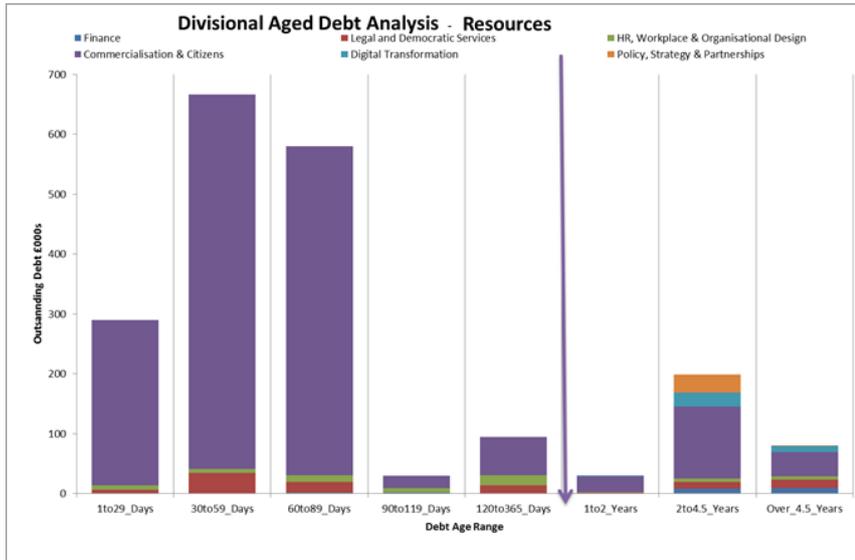


Key Messages:

Legal and Democratic Services currently forecast to exceed the budgeted income target.

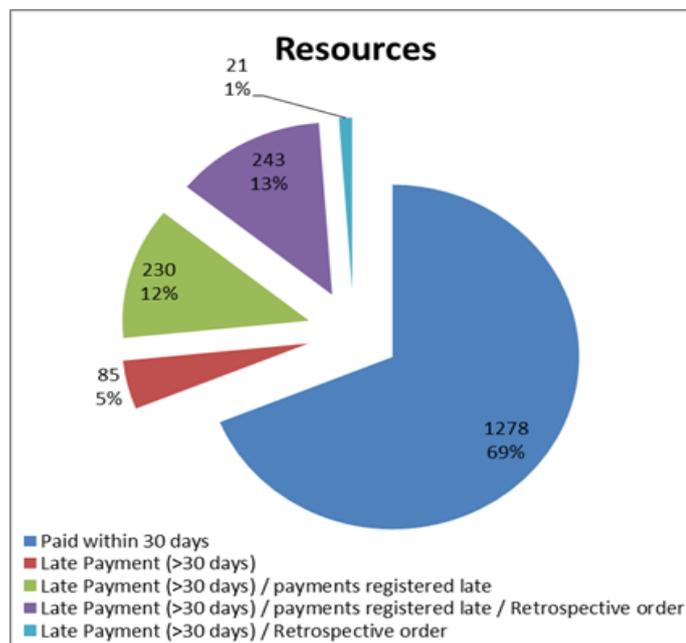
HR, Workplace and Organisational Design forecast a budget pressure of £0.225m relating predominantly to staff displaced during restructure and as yet to be redeployed. It is intended that by P3 plans to mitigate through recharging to Capital and externally funded initiatives will be sufficiently developed to confidently offset this pressure.

### 3. Aged Debt Analysis



### 4. Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)	Invoice registered late (>30 days after invoice date)	% of late payments registered late	Invoices paid without order	Retrospective order
<b>2 - Resources</b>								
21 Digital Transformation	1,065,922	341	60	177	52%	89%	0	90
22 Legal and Democratic Services	258,275	182	35	66	36%	83%	1	82
24 Finance	265,444	122	63	39	32%	87%	54	14
25 HR, Workplace & Organisational Design	285,646	156	25	10	6%	50%	0	39
28 Policy, Strategy & Partnerships	130,290	65	22	11	17%	18%	0	6
2Y Capital - Business Change	1,125,470	101	35	40	40%	80%	0	13
38 Commercialisation & Citizens	1,303,183	890	34	236	27%	80%	3	304
<b>2-ResourcesTotal</b>	<b>4,434,231</b>	<b>1,857</b>	<b>40</b>	<b>579</b>	<b>31%</b>	<b>82%</b>	<b>58</b>	<b>548</b>



## c: Risks and Opportunities

### 5. Savings Delivery RAG Status

19/20 Resources Directorate Savings Target (£'000s):							4,600		
	This month			Last month			Top 5 largest savings at risk in 19/20 (ordered by size of saving at risk)		
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	ID	Name of Proposal	Value at Risk in 19/20 (£'000)
No - savings are at risk	3,875	3,259	84%	1,196	1,173	98%	FP01-2	Reduce third-party payments	£ 2,211
Yes - savings are safe	725	0	0%	450	0	0%	NEW1-2	*17/18 Rollover*Facilities Management Savings	£ 257
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	0	0	n/a	0	0	n/a	BE1-9	Restructuring support teams	£ 250
NO RAG PROVIDED	0	0	n/a	2,954	0	0%	BE6-7	18/19 rollover - Mitigation for Workforce policy and review - Resources Directorate Savings Target	£ 223
<b>Grand Total</b>	<b>4,600</b>	<b>3,259</b>	<b>71%</b>	<b>4,600</b>	<b>1,173</b>	<b>26%</b>	BE7-4	18/19 rollover - CORPORATE SAVING -ONGOING MITIGATION TO BE FOUND	£ 120
n/a - represents one off savings or mitigations in previous year	-2,374	0	0%	-2,374	0	0%	<b>Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)</b>		
WRITTEN OFF	0	0	n/a	0	0	n/a	Amount due from previous year(s):		£ 1,496
<b>Grand Total</b>	<b>2,226</b>	<b>3,259</b>	<b>146%</b>	<b>2,226</b>	<b>1,173</b>	<b>53%</b>	Amount reported at risk:		<b>£ 1,217</b>

### 6. Revenue Risks and Opportunities

To be updated in P3.

## d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
<b>£20.8m</b>	<b>£20.8m</b>	<b>£1.0m</b>	<b>£19.0m</b>	<b>(£1.8m)</b>
		5% of budget	91% of budget	

#### Key Messages:

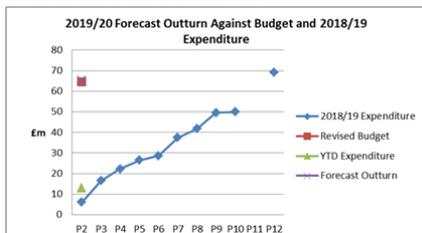
The forecast underspend mainly relates to the slippage in the building maintenance programme e.g. for schools, due to the challenging timeline for procuring contractors between a short window between April to June to start works during the schools holiday period. Other delays are mainly associated with the ICT infrastructure projects.

a: 2019/20 Summary Headlines

Revised Budget	Forecast Outturn	Outturn Variance
P2 <b>£64.4m</b>	<b>£64.4m</b>	<b>£0</b>

b: Budget Monitor

1. Overall Position and Movement



Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
£64.4m	(0.0)										

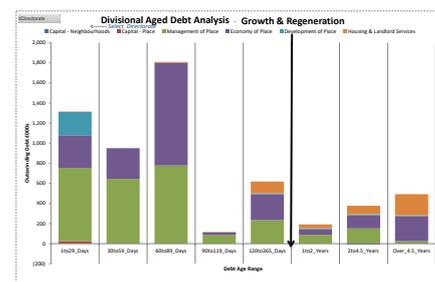
2. Revenue Position by Division

Revenue Position by Division	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Housing and Landlord Services	11.6	11.6	11.6	(0.0)
Development of Place	1.4	1.5	1.5	(0.0)
Economy of Place	2.7	2.8	2.8	0.0
Management of Place	48.6	48.6	48.6	(0.0)
<b>Total</b>	<b>64.3</b>	<b>64.4</b>	<b>64.4</b>	<b>0.0</b>

Key Messages:

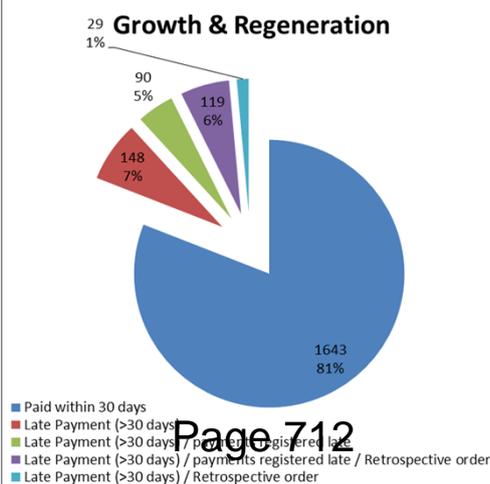
The G&R revenue budget is currently report a nil variance as at Period 2. While there are a number of budget pressures identified within the services, the aim is to mitigate these as much as possible. The is an ongoing exercise to profile all the revenue budgets over the coming months and that will ensure that year to date figures and variance are a true reflection of the departments financial position at any given time. The Directorate will use the risk and opps register to capture known growth & savings items and only reflect these in the forecast once due diligence has been completed.

3. Aged Debt Analysis



4. Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)	Invoice registered late (>30 days after invoice date)	% of late payments registered late	Invoices paid without order	Retrospective order
<b>4 - Growth &amp; Regeneration</b>								
37 Housing & Landlord Services	946,941	565	21	58	10%	7	1%	8
3Y Capital - Neighbourhoods	212,140	55	31	10	18%	6	11%	13
42 Development of Place	219,086	50	27	7	14%	3	6%	6
46 Economy of Place	965,759	428	35	92	21%	64	15%	107
47 Management of Place	15,433,486	782	31	176	23%	103	13%	152
4Y Capital - Place	4,868,573	149	43	43	29%	26	17%	36
<b>4 - Growth &amp; Regeneration Total</b>	<b>22,645,985</b>	<b>2,029</b>	<b>30</b>	<b>386</b>	<b>19%</b>	<b>209</b>	<b>10%</b>	<b>322</b>



## c: Risks and Opportunities

### 5. Savings Delivery RAG Status

19/20 G&R Directorate Savings Target (£'000s):							4,230		
	This month			Last month			Top 5 largest savings at risk in (ordered by size of saving at risk)		
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	ID	Name of Proposal	Value at Risk in 19/20 (£'000)
No - savings are at risk	732	597	82%	732	597	82%	NEW3-2	17/18 Rollover - Generate additional income from our historic assets	£ 250
Yes - savings are safe	3,483	0	0%	3,498	0	0%	IN04	Establish city centre business rate development team	£ 160
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	15	0	0%	0	0	n/a	FP36-C	Temporary Accommodation Property Purchase Scheme	£ 75
NO RAG PROVIDED	0	0	n/a	0	0	n/a	IN25	Increase income generation and efficiency across culture services	£ 60
<b>Grand Total</b>	<b>4,230</b>	<b>597</b>	<b>14%</b>	<b>4,230</b>	<b>597</b>	<b>14%</b>	IN26-2	18/19 ROLLOVER - Increase office rental capacity at Filwood Green Business Park	£ 32
n/a - represents one off savings or mitigations in previous year	-533	0	0%	-533	0	0%	<b>Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)</b>		
WRITTEN OFF	0	0	n/a	0	0	n/a	Amount due from previous year(s):		£ 522
<b>Grand Total</b>	<b>3,697</b>	<b>597</b>	<b>16%</b>	<b>3,697</b>	<b>597</b>	<b>16%</b>	Amount reported at risk:		<b>£ 307</b>

### 6. Revenue Risks and Opportunities

To be updated in P3.

## d: Capital

Approved Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
<b>£142.5m</b>	<b>£4.8m</b>	<b>£143.2m</b>	<b>0.6m</b>

Gross expenditure by Programme		Current Year (FY2019)				Performance to Budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
		£000s				%	
<b>Growth &amp; Regeneration</b>							
GR01	Strategic Property – Temple Meads Development	6,000	0	6,000	0	0%	100%
GR02	Strategic Transport - Redcliffe Corridor	1,323	0	1,323	0	0%	100%
GR03	Economy Development - ASEA 2 Flood Defences	2,589	0	2,589	0	0%	100%
GR04	Economy Development - City Flood Relief	2,000	0	2,000	0	0%	100%
GR05	Strategic Property - Hawkfield Site	500	0	500	0	0%	100%
GR06	Innovation & Sustainability - OPCR 2	3,018	112	3,018	0	4%	100%
NH01	Libraries for the Future	173	0	173	0	0%	100%
NH02	Investment in parks and green spaces	2,119	126	3,580	1,461	6%	169%
NH03	Cemeteries & Crematoria - Pending Business Case Development	200	0	200	0	0%	100%
NH04	Third Household Waste Recycling and Re-use Centre	1,054	0	1,054	0	0%	100%
NH06	Bristol Operations Centre - Phase 1	630	10	630	0	2%	100%
NH06A	Bristol Operations Centre - Phase 2	2,277	84	2,277	0	4%	100%
NH07	Private Housing	3,172	291	3,172	0	9%	100%
PL01	Metrobus	(443)	(665)	(438)	4	150%	99%
PL02	Passenger Transport	2,285	12	2,281	(4)	1%	100%
PL03	Residents Parking Schemes	103	23	103	0	22%	100%
PL04	Strategic Transport	3,440	1,252	3,446	6	36%	100%
PL05	Sustainable Transport	10,882	333	10,014	(868)	3%	92%
PL06	Portway Park & Ride Rail Platform	1,672	0	1,672	0	0%	100%
PL08	Highways & Drainage Enhancements	660	(85)	660	0	-13%	100%
PL09	Highways infrastructure - bridge investment	1,840	34	1,840	0	2%	100%
PL09A	Highways infrastructure - Chocolate Path	2,222	29	2,222	0	1%	100%
PL10	Highways & Traffic Infrastructure - General	7,923	569	7,921	(2)	7%	100%
PL10A	Highways & Traffic Infrastructure - WECA	0	0	0	0		
PL10B	Highways & Traffic - Street Lighting	346	(4)	678	331	-1%	196%
PL10C	Transport Parking Services	500	0	500	0	0%	100%
PL11	Bristol Arena & Temple Meads East Regeneration	0	0	0	0		
PL11A	Cattle Market Road site re-development	9,157	(21)	9,157	0	0%	100%
PL11B	Temple Meads Master Plan	1,653	93	1,653	0	6%	100%
PL12	Filwood Broadway	666	0	666	0	0%	100%
PL13	Filwood Green Business Park	158	0	158	0	0%	100%
PL14	Bristol Legible City Scheme	168	31	172	4	18%	102%
PL15	Environmental Improvements Programme	273	0	273	0	0%	100%
PL16	Economy Development - ASEA 1 Flood Defences	41	(113)	41	0	-276%	100%
PL17	Resilience Fund (£1m of the £10m Port Sale)	542	0	542	0	0%	100%
PL18	Energy services - Renewable energy investment scheme	2,166	32	2,204	38	1%	102%
PL18A	Energy Services – Bristol Heat Networks expansion	5,895	39	5,895	0	1%	100%
PL18B	Energy Services - School Efficiencies	439	234	439	0	53%	100%
PL18C	Energy Services - City Leap	0	0	0	0		
PL18D	Energy Services - EU Replicate Grant	461	270	500	39	59%	109%
PL19	Energy Services Phase 2 Investment & commercialisation opportunities	1,237	0	1,237	0	0%	100%
PL20	Strategic Property	491	3	491	0	1%	100%
PL22	Strategic Property - Investment in existing waste facilities	1,128	8	940	(188)	1%	83%
PL23	Strategic Property - Temple St	549	145	472	(77)	26%	86%
PL24	Colston Hall	17,625	506	17,840	215	3%	101%
PL25	Strategic Property - Community Capacity Building	450	0	450	0	0%	100%
PL26	Old Vic & St George's	0	0	0	0		
PL28	Bottleyard Studios	134	50	134	0	37%	100%
PL30	Housing Strategy and Commissioning	29,503	1,410	29,225	(278)	5%	99%
PL30A	Housing Programme delivered through Housing Company	12,225	0	12,225	0	0%	100%
PL32	Western Harbour Design Development	480	0	480	0	0%	100%
PL34	Strategic property - Community investment scheme	650	0	650	0	0%	100%
<b>Total Growth &amp; Regeneration</b>		<b>142,575</b>	<b>4,809</b>	<b>143,258</b>	<b>683</b>	<b>3%</b>	<b>100%</b>

## Key Messages

The current forecast shows (£4.8m) spend against budget (3% delivery) against the budget of £142.5m and is similar to the same time last year (which recorded a spend of £4.7m as at P2). These budgets have been adjusted for the carry forwards. To achieve the budget target for 19/20, the directorate will need to increase monthly spend to £17.1m from the average of £2.4m per month as at P2. To ensure delivery, the directorate will be setting up additional review meetings ahead of Capital Board in a bid to address non-delivery before issues are escalated.

**a: 2019/20 Summary Headlines**

	Revised Budget	Forecast Outturn	Outturn Variance
P2	<b>£0m</b>	<b>(£2.4m)</b>	<b>(£2.4m)</b>

**b: Budget Monitor**

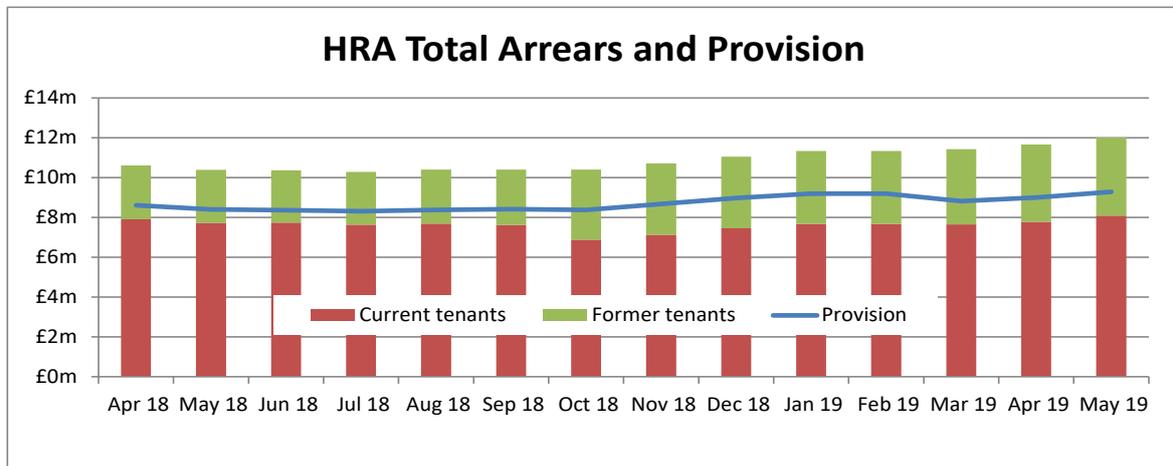
**1. Overall Position and Movement**

Forecast Outturn Variance 2019/20											
£m											
Revised budget £0m	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
(2.4)											
	▼										

**2. Revenue Position – Income and Expenditure**

Revenue position by category	2019/20 Revised Budget £m	Forecast Outturn P2 £m	Forecast Variance P2 £m
Income	(122.64)	(122.46)	0.18
Repairs & Maintenance	30.61	29.82	(0.79)
Supervision & Management	29.50	27.92	(1.58)
Special Services (Rechargeable)	8.99	9.14	0.15
Rents, Rates, Taxes and other charges	1.80	1.11	(0.69)
Depreciation, Revenue funded capital, Interest payable and Bad Debt provision	51.74	52.07	0.33
<b>(Surplus)/Deficit on the HRA</b>	<b>0.00</b>	<b>(2.40)</b>	<b>(2.40)</b>

**3. Debt Position**



Following implementation of the Civica system, there will be a focus on reducing the level of bad debt during 2019/20. The arrears provision for former tenants was reviewed and revised in March 2019.

**4. Key Messages**

- Allocations are currently forecast to underspend significantly, these will be reviewed in detail during the year, alongside other elements of the HRA budget, to ensure that any budgeted internal recharges remain appropriate and the budget is realigned accordingly.
- There are recruitment and retention issues in the Construction industry generally, and the service is seeking to fill vacancies in order to ensure maximum delivery of the planned programme. If there continues to be a significant level of vacancies this may contribute to a surplus position at the year end as there is no turnover provision within the budget.
- In order to maximise delivery of the HRA Housing Investment Programme during 2019/20, the service will overprogramme, reduce contingencies and seek to avoid delays in procurement processes where possible.

## c: Risks and Opportunities

Risk	Key Causes	Key Consequence	Key Mitigations
<b>Implementation of Universal Credit</b>	Risk deferred as roll out delayed by Government.		
<b>Impact of Grenfell enquiry outcomes</b>	Additional works as a result of Grenfell enquiry outcomes, or the outcomes of independent fire safety checks on clad blocks; public /political pressure to install sprinklers.	This could cost up to £25m if a complete programme is required.	Need to retain flexibility in capital programme to meet outcomes of Grenfell enquiry that does not result in disruption to the rest of the programme.
<b>Zero Carbon Target</b>		May be required to retro fit and ensure compliance for new builds.	City Leap may enable innovative solutions and funding to be identified.

## d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
<b>£51.8m</b>	<b>£51.8m</b>	<b>£3.4m</b>	<b>£51.9m</b>	<b>£0.1m</b>
P2 2018/19 figures	Budget £39.5m	7% of budget Expenditure £1.2m 3%	100% of revised budget	Outturn £36.7m

		Current Year (2019 )				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
		£000s				%	
<b>Gross expenditure by *Programme &amp; Scheme</b>							
<i>* Programmes may cross division. The data below relates to the named division only</i>							
13621	Capital - Planned Programme	10,631	588	10,053	(578)	6%	95%
HRA1	Planned Programme - Major Projects	10,631	588	10,053	(578)	6%	95%
13620	Capital - New Build / Land Enabling Works	21,267	2,552	21,267	0	12%	100%
HRA2	New Build and Land Enabling	21,267	2,552	21,267	0	12%	100%
13612	Capital - Professional Charges - Planned	1,883	0	1,883	0	0%	100%
13613	Capital - Professional Charges - SP&G	1,052	0	1,052	0	0%	100%
13614	Capital - Capitalised Works	3,921	(107)	3,921	0	-3%	100%
13615	Capital - Disabled Adaptations	2,000	355	2,000	0	18%	100%
13616	Capital - Investment In Blocks - Planned	9,353	192	10,033	680	2%	107%
13618	Capital - Miscellaneous Schemes	25	19	0	(25)	76%	0%
13619	Capital - Neighbourhood Investment Projects	600	(170)	600	0	-28%	100%
14595	Capital: New Housing Management System	900	0	900	0	0%	100%
15258	Capital - Planned Other	0	0	0	0		
15312	Additional Works to Void Properties	100	0	100	0	0%	100%
15313	Sandy Park Depot Improvement Projects	100	0	100	0	0%	100%
HRA3	Building Maintenance and Improvements	19,934	289	20,590	655	1%	103%
<b>Total Housing Services Capital - Housing Revenue Account division</b>		<b>51,832</b>	<b>3,428</b>	<b>51,909</b>	<b>77</b>	<b>7%</b>	<b>100%</b>

### Key messages:

The HRA has a 30 year business plan and any planned capital works which are delayed, such as those due to the failure of two major contractors late in 2018/19, will still be required to be delivered in later years.

For 2019/20, the fire door programme is now planned to be funded by capital (Planned Investment in Blocks) rather than revenue.

**SUMMARY HEADLINES**

**1. Overall Position and Movement**

<b>Revised Budget</b>	<b>Forecast Outturn</b>	<b>Outturn Variance</b>	<b>Transfer from reserves</b>
<b>£0m</b>	<b>£0m</b>	<b>£0m</b>	<b>£1.6m</b>

**2. Revenue Position by Division**

**Summary DSG position 2019/20 Period 02 (All figures in £000s)**

	<b>Approved budget 2019/20</b>	<b>Forecast Outturn Period 02 2019/20</b>	<b>In-year spend against approved budget</b>
Schools Block	259,445	259,445	
De-delegation			
Schools Central Block	2,329	2,329	
Early Years	37,158	36,392	-766
High Needs Block	58,187	58,217	30
Funding	-357,119	-356,383	+736
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

(NB Budgeted spend includes funding for academies, Free Schools and Colleges which is recouped by the Education and Skills Funding Agency from the Dedicated Schools Grant before the Local Authority receives it).

At this stage of the year, the only variances are in Early Years (-£0.766m) and High Needs (+£30k).

**3. Latest Financial Position**

The approved budget for 2019/20 included use of funding for High Needs in advance (from 2020/21). After taking account of the year-end balances for each block, agreed at Cabinet in June 2019, the forecast year-end balances for March 2020 for each block are as per the table below.

**Summary DSG position 2019/20 Period 02 (Block financing position)**

	<b>b/f</b>	<b>DSG Funding 2019/20</b>	<b>Forecast Outturn Period 02 2019/20</b>	<b>In-year variance</b>	<b>Forecast Carry-forward 2019/20</b>
Schools Block		259,445	259,445		
De-delegation	-414				-414
Schools Central Block		2,329	2,329		
Early Years	-1,115	37,052	36,392	-660	-1,775
High Needs Block	-433	55,780	58,217	2,437	2,004
Funding		-354,606	-354,606		
<b>Total</b>	<b>-1,962</b>		<b>1,777</b>	<b>1,777</b>	<b>-185</b>

The Early Years forecast is based on a similar level of participation to 2018/19. The Early Years DSG income is based on 5/12ths of the January 2019 census and 7/12ths of the January 2020 census. As the profile of participation in 2018/19 generated an underspend in excess of £1m, a similar level of participation will generate a similar underspend, which is why the year-end forecast is approaching £1.8m underspend. At this stage of the financial year, none of the details of the censuses used to pay early years settings is yet available. It is, therefore, too early to know whether participation levels will be at, below or above those for 2018/19 and the forecast will vary during the year, as this information becomes available.

The High Needs budget is showing only a £30k forecast overspend at this stage of the year. The High Needs budget approvals for 2019/20 include £2.407m more funding from 2020/21 in advance. This means that there still remains a forecast deficit on the High Needs budget by year-end 2019/20. The underlying position for High Needs is that the difference between the current level of spending and the pure High Needs DSG allocation for 2019/20 is a shortfall of £5m. The plan for addressing this presently is to lobby government for more resources, to pursue the High Needs Transformation Programme to deliver service improvements and to take any opportunities that present themselves to transfer funding from other blocks or elsewhere.

#### **4. Risks and Opportunities**

- Variations in pupil numbers in early years may confirm a projected underspend or it may reverse the position.
- Cost and demand pressures and opportunities may present themselves in the High Needs budget.
- There are 15 schools that ended the year with a deficit balance. These deficits have accumulated over a long period of time and for some schools represent a significant proportion of their annual school budget. Officers have been meeting with those schools to develop a plan whilst ensuring they are able to meet statutory responsibilities and, there is recognition that any repayment of deficit would be over much longer timescales than the 3 or so years that might normally be expected of schools.
- As schools become academies, some may be entitled to leave the local authority with deficits which the local authority would have no option but to write off.

**a: 2019/20 Summary Headlines**

	Revised Budget	Forecast Outturn	Outturn Variance	Reserve Drawdown
P02	£0m	£0m	£0m	£0.748m

**b: Budget Monitor**

Key Messages

- the PH grant has reduced by 2.6% this year and is expected to reduce by similar amount until end of grant
- there is a 1.8m recurrent cost pressure on the budget, being met by savings delivery and draw down of Public Health reserves.
- if first round of commissions proposals are approved by cabinet, this gap will reduce to circa 1m by 2020
- the balance of the cost pressure will be addressed by planned draw down on the PH reserve pending phase two of our commissioning proposals.
- it should be noted that the outcome of phase 2 commissioning intentions is uncertain due to the sensitive and critical nature of the services in scope.
- meanwhile there are a range of measures in place to reduce recurrent costs wherever possible

**C: Risks and Opportunities**

Description	Risk /Opp	Impact	£m Risk /(Opp)
Commission Proposal	Opp	if first round of commissions proposals are approved by cabinet in July 2019, budget pressure will reduce but gap will reduce by £355k in year	(£355k)

**D: Payment Statistics**

Division	Amount Paid (£)	P2P Invoices											
		Number of invoices paid		Average days to pay		Late Payment (>30 days)		Invoice registered late (>30 days after invoice date)		% of late payments registered late		Invoices paid without order	
34 Public Health	1,624,658	90	71	39	43%	33	37%	85%	0	0%	26	29%	
<b>Total</b>	<b>1,624,658</b>	<b>90</b>	<b>71</b>	<b>39</b>	<b>43%</b>	<b>33</b>	<b>37%</b>	<b>85%</b>	<b>0</b>	<b>0%</b>	<b>26</b>	<b>29%</b>	

## 1. Capital Programme

1.1. The following table sets out the forecast Capital Outturn position for 2019/20 by Directorate, with further detail provided in Directorate Appendices. The table below illustrate the summary position by Directorate.

Figure 1 - Capital Forecast Outturn position for 2018/19 by Directorate

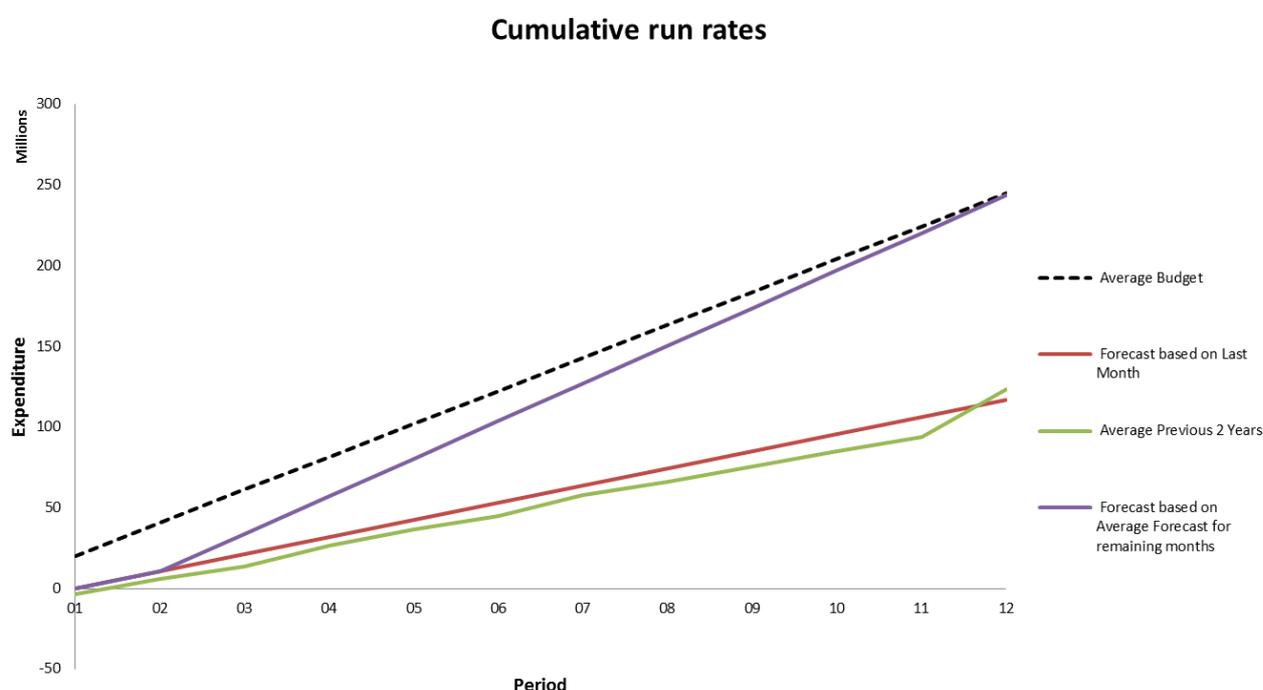
Approved Budget	Directorate	Revised Budget	Budget Spent to date %	Forecast Outturn	Variance
£m		£m		£m	£m
25.8	People	29.8	4.6%	29.7	-0.2
17.7	Resources	20.8	4.9%	19.0	-1.8
130.4	Growth and Regeneration	142.6	3.4%	143.3	0.7
<b>173.9</b>	<b>Sub-total</b>	<b>193.3</b>	<b>3.7%</b>	<b>192.0</b>	<b>-1.3</b>
10.7	Corporate	7.7	0.8%	7.7	0.0
51.8	Housing Revenue Account	51.8	6.6%	51.9	0.1
<b>236.4*</b>	<b>Total</b>	<b>252.8*</b>	<b>4.2%</b>	<b>251.6</b>	<b>-1.2</b>

\*Please see Section 3 for the movement between Approved and Revised budget

1.2. The Council is currently forecasting a £1.2m underspend (0.5%) on the approved capital programme budget (£252.8m). This is mainly in the resource directorate under key building maintenance programme and ICT infrastructure projects.

1.3. In addition, the current forecast assumes that the average monthly spend for the remainder of the year will be nearly twice as much as the current run-rate. Albeit it is not uncommon that the average expenditure is lower in the first quarter compared to the rest of the financial year, the forecast delivery appear to be optimistic taking into consideration the previous 2 financial years' run-rate and expenditure trend.

Figure 2 - Capital Forecast and Run-Rate Comparison



1.4. The governance of the Capital programme was recently discussed at CLB. And a first Capital Board

will take place on 2<sup>nd</sup> July. As part of the agreed new reporting requirements to the Capital Board, an exercise is currently taking place budget holders to define and report against key delivery milestones under the monthly reporting and monitoring regime. This will start from Period 3.

## 2. Capital Funding

2.1. The table below sets out how the capital programme is planned to be financed. As indicated above, should the delivery of the capital programme be delayed this will have a revenue impact as a large proportion of the programme is financed by prudential borrowing. In this case the debt financing costs of the authority will reduce as the need to fund schemes by external borrowing in year will fall.

Figure 3 – Capital Programme Funding

<b>Financing</b>	<b>Approved Budget £m</b>	<b>Revised Budget £m</b>
Prudential Borrowing	81.2	86.3
Grants & Developer contributions	64.9	70.9
Capital Receipts	33.2	40.6
Revenue / Reserves	0.6	0.6
Economic Development Fund	4.7	2.6
HRA	51.8	51.8
<b>Total</b>	<b>236.4</b>	<b>252.8</b>

2.2. Grants that are planned to support the financing of the capital programme are being monitored and applied in accordance with the grant conditions. In addition property asset disposals remain on target to support the financing of the capital programme.

## 3. Summary of the capital programme changes

3.1. The approved capital programme has increased by £16.4m from £236.4m to £252.8m, with the main changes detailed in the table below.

<b>Narrative</b>	<b>Cabinet</b>	<b>Value £m</b>
<b>Re-profiling of capital budgets</b>		
Carry forward and re-profile of 2018/19 underspend	18 <sup>th</sup> June 2019	16.2
Avonmouth Severnside Enterprise Area re-profile	2 <sup>nd</sup> April 2019	(2.6)
Adults Social Care re-profile	7 <sup>th</sup> May 2019	(0.9)
<b>New Funding</b>		
Clean Bus Technology	5 <sup>th</sup> March 2019	2.5
Devolved School contributions	Devolved	0.5
Additional Disabled Facilities Grant to support aids and adaptations	-	0.5
Pot Hole Fund	18 <sup>th</sup> June 2019	0.2
<b>Total</b>		<b>16.4</b>

Gross expenditure by Programme		Current Year (FY2019)				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
		£000s				%	
<b>People</b>							
NH05	Sports Provision - Pending Business Case Development	0	0	0	0		
PE01	School Organisation/ Children's Services Capital Programme	19,773	1,219	19,773	0	6%	100%
PE02	Schools Organisation/SEN Investment Programme - Pending Business	0	0	0	0		
PE03	Schools Devolved Capital Programme	1,900	0	1,900	0	0%	100%
PE04	Non Schools Capital Programme	279	51	279	0	18%	100%
PE05	Children & Families - Aids and Adaptations	170	2	170	0	1%	100%
PE06	Children Social Care Services	369	0	369	0	0%	100%
PE06A	Children Social Care Services - Pending Business Case Development	1,000	0	1,000	0	0%	100%
PE06B	Adult Social Care Services	4,898	0	4,898	0	0%	100%
PE07	Extra care Housing	129	0	104	(25)	0%	81%
PE08	Care Management/Care Services	228	107	83	(146)	47%	36%
PE09	Strengthening Families Programme	0	4	0	0		
PE10	Sports Capital Investment	1,100	0	1,100	0	0%	100%
<b>Total People</b>		<b>29,847</b>	<b>1,385</b>	<b>29,676</b>	<b>(171)</b>	<b>5%</b>	<b>99%</b>
<b>Resources</b>							
NH08	Omni Channel Contact Centre (ICT System development).	205	17	200	(5)	8%	97%
PL21	Building Practice Service - Essential H&S	4,377	66	3,664	(713)	2%	84%
PL27	Vehicle Fleet Replacement Programme	4,200	910	4,200	0	22%	100%
PL35	Harbourside operational infrastructure - Pending Business Case Development	450	0	450	0	0%	100%
PL36	Investment in Markets infrastructure & buildings - Pending Business	250	0	250	0	0%	100%
RE01	ICT Refresh Programme	2,736	52	2,736	0	2%	100%
RE02	ICT Development - HR/Finance	1,623	98	1,078	(545)	6%	66%
RE03	Future State Assessment (FSA) - ICT Development	6,214	(44)	5,930	(283)	-1%	95%
RE04	Bristol Workplace Programme	0	(84)	0	0		
RE05	Mobile Working for Social Care (Adults & Children)	781	3	513	(268)	0%	66%
<b>Total Resources</b>		<b>20,836</b>	<b>1,017</b>	<b>19,021</b>	<b>(1,815)</b>	<b>5%</b>	<b>91%</b>
<b>Growth &amp; Regeneration</b>							
GR01	Strategic Property – Temple Meads Development	6,000	0	6,000	0	0%	100%
GR02	Strategic Transport - Redcliffe Corridor	1,323	0	1,323	0	0%	100%
GR03	Economy Development - ASEA 2 Flood Defences	2,589	0	2,589	0	0%	100%
GR04	Economy Development - City Flood Relief	2,000	0	2,000	0	0%	100%
GR05	Strategic Property - Hawkfield Site	500	0	500	0	0%	100%
GR06	Innovation & Sustainability - OPCR 2	3,018	112	3,018	0	4%	100%
NH01	Libraries for the Future	173	0	173	0	0%	100%
NH02	Investment in parks and green spaces	2,119	126	3,580	1,461	6%	169%
NH03	Cemeteries & Crematoria - Pending Business Case Development	200	0	200	0	0%	100%
NH04	Third Household Waste Recycling and Re-use Centre	1,054	0	1,054	0	0%	100%
NH06	Bristol Operations Centre - Phase 1	630	10	630	0	2%	100%
NH06A	Bristol Operations Centre - Phase 2	2,277	84	2,277	0	4%	100%
NH07	Private Housing	3,172	291	3,172	0	9%	100%
PL01	Metrobus	(443)	(665)	(438)	4	150%	99%
PL02	Passenger Transport	2,285	12	2,281	(4)	1%	100%
PL03	Residents Parking Schemes	103	23	103	0	22%	100%
PL04	Strategic Transport	3,440	1,252	3,446	6	36%	100%
PL05	Sustainable Transport	10,882	333	10,014	(868)	3%	92%
PL06	Portway Park & Ride Rail Platform	1,672	0	1,672	0	0%	100%
PL08	Highways & Drainage Enhancements	660	(85)	660	0	-13%	100%
PL09	Highways infrastructure - bridge investment	1,840	34	1,840	0	2%	100%
PL09A	Highways infrastructure - Chocolate Path	2,222	29	2,222	0	1%	100%

PL10	Highways & Traffic Infrastructure - General	7,923	569	7,921	(2)	7%	100%
PL10A	Highways & Traffic Infrastructure - WECA	0	0	0	0		
PL10B	Highways & Traffic - Street Lighting	346	(4)	678	331	-1%	196%
PL10C	Transport Parking Services	500	0	500	0	0%	100%
PL11	Bristol Arena & Temple Meads East Regeneration	0	0	0	0		
PL11A	Cattle Market Road site re-development	9,157	(21)	9,157	0	0%	100%
PL11B	Temple Meads Master Plan	1,653	93	1,653	0	6%	100%
PL12	Filwood Broadway	666	0	666	0	0%	100%
PL13	Filwood Green Business Park	158	0	158	0	0%	100%
PL14	Bristol Legible City Scheme	168	31	172	4	18%	102%
PL15	Environmental Improvements Programme	273	0	273	0	0%	100%
PL16	Economy Development - ASEA 1 Flood Defences	41	(113)	41	0	-276%	100%
PL17	Resilience Fund (£1m of the £10m Port Sale)	542	0	542	0	0%	100%
PL18	Energy services - Renewable energy investment scheme	2,166	32	2,204	38	1%	102%
PL18A	Energy Services – Bristol Heat Networks expansion	5,895	39	5,895	0	1%	100%
PL18B	Energy Services - School Efficiencies	439	234	439	0	53%	100%
PL18C	Energy Services - City Leap	0	0	0	0		
PL18D	Energy Services - EU Replicate Grant	461	270	500	39	59%	109%
PL19	Energy Services Phase 2 Investment & commercialisation opportunity	1,237	0	1,237	0	0%	100%
PL20	Strategic Property	491	3	491	0	1%	100%
PL22	Strategic Property - Investment in existing waste facilities	1,128	8	940	(188)	1%	83%
PL23	Strategic Property - Temple St	549	145	472	(77)	26%	86%
PL24	Colston Hall	17,625	506	17,840	215	3%	101%
PL25	Strategic Property - Community Capacity Building	450	0	450	0	0%	100%
PL26	Old Vic & St George's	0	0	0	0		
PL28	Bottleyard Studios	134	50	134	0	37%	100%
PL30	Housing Strategy and Commissioning	29,503	1,410	29,225	(278)	5%	99%
PL30A	Housing Programme delivered through Housing Company	12,225	0	12,225	0	0%	100%
PL32	Western Harbour Design Development	480	0	480	0	0%	100%
PL34	Strategic property - Community investment scheme	650	0	650	0	0%	100%
<b>Total Growth &amp; Regeneration</b>		<b>142,575</b>	<b>4,809</b>	<b>143,258</b>	<b>683</b>	<b>3%</b>	<b>100%</b>

#### Corporate Funding & Expenditure

CP01	Corporate Initiatives	10	59	0	(10)	610%	0%
CP02	Corporate - Advanced Scheme Design	0	0	0	0		
CP03	Corporate Contingencies	7,728	0	7,728	0	0%	100%
GR05	Strategic Property - Hawkfield Site	0	0	0	0		
PL20	Strategic Property	0	0	0	0		
PL30	Housing Strategy and Commissioning	0	0	0	0		
<b>Total Corporate Funding &amp; Expenditure</b>		<b>7,738</b>	<b>59</b>	<b>7,728</b>	<b>(10)</b>	<b>1%</b>	<b>100%</b>

#### Total Capital Expenditure excl HRA

<b>200,996</b>	<b>7,270</b>	<b>199,683</b>	<b>(1,312)</b>	<b>4%</b>	<b>99%</b>
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#### Housing Revenue Account

HRA1	Planned Programme - Major Projects	10,631	588	10,053	(578)	6%	95%
HRA2	New Build and Land Enabling	21,267	2,552	21,267	0	12%	100%
HRA3	Building Maintenance and Improvements	19,934	289	20,590	655	1%	103%
<b>Total Housing Revenue Account</b>		<b>51,832</b>	<b>3,428</b>	<b>51,909</b>	<b>77</b>	<b>7%</b>	<b>100%</b>

#### Total

<b>252,828</b>	<b>10,698</b>	<b>251,592</b>	<b>(1,235)</b>	<b>4%</b>	<b>100%</b>
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