Cabinet Agenda



Date: Tuesday, 1 October 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

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Date: Monday, 23 September 2019



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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 1 October 2019



Cabinet is 12 noon on Monday 30 September 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

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 1 October 2019 Cabinet is 5.00 pm on Wednesday 25 September 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

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. Public Health Commissioning Intentions 2020 - 2025 NHS Health Checks

(Pages 6 - 28)

9. Improving Bristol's Post 16 Education, Skills and Career Pathways Strategy 2019-24

(Pages 29 - 68)

10. Procurement of ZEDpods at Chalks Road Car Park

(Pages 69 - 121)

11. Airport Road Disposal Strategy

(Pages 122 - 147)

12. Budget Monitoring Out turn report P5

(Pages 148 - 174)

13. Tender Bristol City Council and Bristol Waste Motor Insurance

(Pages 175 - 176)

14. Procurement of Asset Management System

(Pages 177 - 186)

15. Bristol Bus Deal Update

(Pages 187 - 197)

16. Templegate and West End MSCP Structural Repairs

(Pages 198 - 366)



17. Cumberland Road Stabilisation Project

(Pages 367 - 448)

PART C - Non-Key Decisions

18. Q1 Performance Report

(Pages 449 - 460)

19. Local Government Corporate Peer Challenge Report

(Pages 461 - 509)



PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 October 2019

TITLE	Public Health Commissioning Intentions 2020 to 2025 – NHS Health Checks		
Ward(s)	All		
Author: Viv Harrison Job title: Consultant in Public Health		Job title: Consultant in Public Health	
Cabinet lead: Cllr Asher Craig		Executive Director lead: Jacqui Jensen	
	and the DCC Clark		

Proposal origin: BCC Staff

Decision maker: Cabinet Member

Decision forum: Cabinet

Purpose of Report:

This report sets out recommendations relating to the redesign and re-commissioning of Public Health Services to provide mandated NHS Health Checks.

Evidence Base:

The NHS Health Check Programme is a public health service which the local authority is required to provide for its population. It is a national programme aiming to improve health and wellbeing by identifying individuals at risk of heart disease and related preventable conditions, and supporting them to reduce their risk. Individuals between 40 and 74 years, who do not have relevant pre-existing conditions such as diabetes or heart disease, are eligible for a Health Check every 5 years. NHS Health Checks must be delivered to national specifications and quality standards, and activity reported to Public Health England.

As part of our public health commissioning intentions post 2019, we consulted on proposals to decommission the additional Health Checks services provided by some community providers and to instead focus on making sure that at-risk groups access the service provided by GP practices, and to reduce overall costs of the programme. A majority of respondents were supportive of this commissioning approach. We also consulted on proposals to directly award primary care rather than commission through competitive tender, which was supported by a majority of respondents.

Following the consultation we wish to ensure that, in any new arrangement, GPs and community providers can continue to work in partnership to deliver Health Checks to maximise effectiveness and address inequalities in health.

GP practices will continue to be central to any new commissioned Health Checks service as they hold the relevant individual clinical data to systematically identify and invite eligible people for their Health Check, and they provide any clinical follow up needed.

Eligibility for a Health Check is not based on age alone but also on some clinical data, such as diagnosis of diabetes or heart conditions, which is only held on GP practice data systems. GP practices can also use their clinical data to identify those individuals to target as likely to be at higher risk. GP practices provide the clinical follow up and care for individuals where risks such as possible diabetes, high cholesterol and high blood pressure are found at the Health Check; such clinical follow up is an essential component of ensuring Health Checks impact.

The commissioning proposal is to award a Local Area Contract (c. total investment of £285k p.a.) for five years to Primary Care providers across Bristol.

1

This will provide local access to Health Checks for eligible people across the city, whilst also supporting an approach that targets people likely to be at higher health risk from preventable conditions. Such people likely to be at higher risk can be identified through clinical data held in GP practice systems, and prioritised for invitation to a Health Check.

Commissioning through a Local Area Contract will also allow GP practices to work with any qualified providers within the area, including community organisations, that are able to meet the Health Check specification and standards. This approach will support engagement and out-reach with more deprived communities, helping the programme reach the people most likely to be at risk and support its contribution towards reducing health inequalities.

GP practices are the only provider able to identify both the eligible population for Health Checks and the more targeted sub-group within it, because of the clinical data they hold. Public perception of the source of the invite has an impact on uptake – our local experience shows that where invites for a Health Check with a community provider are sent out from the GP practice, the response in terms of Health Checks booked is more positive. This type of provision will continue to be possible under a Local Area Contract commissioning model.

Individuals identified to have a particular risk factor, such as high blood pressure, need timely follow up for further investigation and management, which can be done seamlessly if the Health Check is embedded in and delivered in primary care. Any qualified community provider wishing to work with practices to deliver Health Checks will need to agree access to lists of eligible people, and to ensure timely transfer of data and referrals back to the practice, where appropriate, so that action is taken to address clinical risks.

GP practices have successfully worked in close partnership with the community and voluntary sector to deliver NHS Health Check programmes for patients registered with the practice and we wish to encourage this partnership approach. The practice would need to agree arrangements for providing patient lists for invites and targeting, based on risk factors from patient's clinical data. Other qualified providers would need to demonstate the ability to meet the same specification and governance requirements and standards for Health Checks delivery.

This Local Area Contract arrangement will provide BCC with a programme covering its eligible population with targeting of those most at risk, that aims to help address health inequalities, maintains the existing quality of NHS Health Checks and utilises third sector skills and experience where GP resources require strengthening. A five year contract is proposed as we do not envisage the programme changing substantially within that timeframe and anything less than five years may not provide sufficient commitment or incentive to primary care providers.

There may be reaction to this decision and a risk of challenge from some of the established larger private healthcare providers.

However we believe that a Local Area Contract is the best commissioning approach for this programme:

- i) Primary Care is central to a Health Checks programme, through providing identification of eligible people, and clinical follow up across the city.
- ii) A partnership approach with other qualified providers will provide the best combination for some GP practices.
- iii) We lack an effective system of targeting populations without using patient data, which can only be accessed and interrogated in sufficient detail by GP Practices.
- iv) The contract will be incentivised through changing to one set tariff payment for delivery of the NHS Health Checks, replacing the previous system that used a tiered approach. This will be easier to administer.

We are proposing a Local Area Contract awarded to primary care and any other qualified local providers who can demonstrate they meet the service specification, including:

- Access to the data required for identifying eligibility and for effective targeting of the service;
- The skills and governance systems to undertake NHS Health Check to the most up to date national specification and standards;
- Effective and safe processes for timely transfer of individual clinical data to GP practices after a Health Check

for incorporation into patient files and action as appropriate.

Cabinet Member / Officer Recommendations:

That Cabinet: -

1. Give delegated authority to the Director of Public Health to commission services for NHS Health Checks for a period of 5 years from 1st April 2020, at a value of up to £285,000 per annum.

Corporate Strategy alignment:

This proposal is 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 NHS Health Checks 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 21st March 2019 to 2nd 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 £31,645 per annum from 2020/21 in provision of a service mandated under the terms of the Public Health Grant.

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 for commissioning and savings (to value of £31,645) 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 this proposal for the re-commissioning of NHS Health Checks by Public Health is presented to Cabinet for approval.

Revenue Cost	£285,000	Source of Revenue Funding	Public Health Grant
Capital Cost	£0	Source of Capital Funding	N/A

		T				
One off cost \square	Ongoing cost	Saving Proposal ⊠	Income generation proposal			
Required informat	Required information to be completed by Financial/Legal/ICT/ HR partners:					
-	•		•			
focussed set of serv target for Public He	1. Finance Advice: This report sets out the revised commissioning intentions for Health Checks to deliver a more focussed set of services within a reduced funding envelope. The reduced funding available contributes to the savings target for Public Health to keep within the overall funding available. The overall savings target will be met by range of activities to recommission services within a reduced funding envelope.					
Finance Business P	artner: Neil Sinclair, 3	^{3rd} September 2019				
2. Legal Advice:						
The proposal in this Other authorities he market, as well as information held by resulted in lower unwider market, it is a achieve continuous Authorities (Public This provides justifithe contract using the	ave experimented wire ncreasing costs, resulty the primary care proptake. Given the data clear that, were we to simprovement in the Health Functions and ication within the Public the negotiated process.	th alternatives and the rest in less targeted invitatividers and instead work available from other austadopt this approach we uptake of the health cheen the contracts Regulation	e awarded to all interested primary care providers. netrics have demonstrated that opening this up to tions (the wider market do not have access to the with more limited data from NHS Digital), which has thorities that have opened this service up to the would risk compromising our statutory duty to ecks by the eligible population (Reg 4(6) The Local cal Healthwatch Representatives) Regulations 2013). It is 2015 to Regulation 32(2)(b)(ii) and/or (iii) to award cation. Further consideration will be given to the on.			
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.						
with "protected chorictimisation; ii) ad	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 brevent people with a protected characteristic using a service or benefiting from a policy. There are known issues with the ethnicity category of the data available from NHS Digital, which provides further justification for narrowing this procurement to primary care. Cabinet must take into consideration the information in the assessment before taking the decision.						
Legal Team Leader: Nick Mimmack, Lawyer, 2 nd August 2019						
3. Implications on IT: No impact on IT Services anticipated						
IT Team Leader: Sin	mon Oliver, Director [Digitial Transformation, 2	L st August 2019			
4. HR Advice: This report is requesting delegated authority for the Director of Public Health to commission services for NHS Health Checks via a Local Area Contract to any qualified provider who meets the service specification criteria, for a period of 5 years from 1st April 2020, at a value of up to £285,000 per annum. This does not have any specific HR implications.						
HR Partner: Lorna	Laing, People HR Busi	ness Partner, 20 Sep 201	.9			

Jacqui Jensen

7th August 2019

EDM Sign-off

Cabinet Member sign-off	Cllr Asher Craig	5 th August 2019	
For Key Decisions - Mayor's	Mayor's Office	3 rd September 2019	
Office sign-off			

Appendix A – Further essential background / detail on the proposal	NO	
Appendix B – Details of consultation carried out - internal and external	YES	
Consultation report attached		
Appendix C – Summary of any engagement with scrutiny	NO	
Appendix D – Risk assessment	NO	
Appendix E – Equalities screening / impact assessment of proposal		
Appendix F – Eco-impact screening/ impact assessment		
• There are no significant environmental impacts related to this report and a full Eco IA is not required.		
Appendix G – Financial Advice		
Appendix H – Legal Advice		
Appendix I – Exempt Information		
Appendix J – HR advice		
Appendix K – ICT		

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.

	Original savings proposals in Consultation	Final recommended savings proposals
Phase 1	£719,454	£681,900
Phase 2	Between £139,065 - £278,130	£38,055
Total	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 30th 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.

1.1 Payment to GPs and Pharmacists for delivery of Alcohol Brief Advice		
Recommendation to Cabinet: Decommission at contract end date		
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.

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 31st 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

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:

- Decommission the current services (annual value £598,400)
- 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 1st April 2020 with a value of up to £200,000.

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)	I	0.88%	2
3	2% (£5,000)	I	3.95%	9
4	3% (£7,500)		0.88%	2
5	4% (£10,000)	I	1.32%	3
6	5% (£12,500)		9.65%	22
7	6% (£15,000)		1.32%	3
8	7% (£17,500)	I	0.88%	2
9	8% (£20,000)	I	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 31st 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

2.1 Health Check Services

Recommendations to Cabinet:

- 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.
- To combine the investment from Community and Primary Care Health Check Programmes and reduce the total value by 10%

Proposed Saving: £12,500 - £25,000 Recommended Saving: £27,555

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

2.2 Shared Care Services (Drug and Alcohol Treatment)

Recommendations to Cabinet:

- To maintain the current level of budget for this service (contract value of up to £1,398,800 per annum).
- 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.
- 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.

Proposed Saving: £65,000 - £139,880

Recommended Saving: 0

To explore possible reduced costs through the use of alternative opioid substitution products

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)	I	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)	I	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.

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):

Ethnicity:	Number who received health check	Percentage			
Asian	57	8%			
Black	127	16%			
Other Ethnicity	23	3%			
Mixed / Multiple	6	1%			
Ethnicity					
Total BAME	213	28%			
British	520	67%			
Other White	37	5%			
Gender:					
Female	479	62%			
Male	288	37%			
Sexual					
orientation:					

Bisexual	8	
Lesbian or Gay	7	
Heterosexual	303	
Disabled (self	19	
reported)		

GP Practices (2017/18)

Ethnicity	Received health check	% BAME in Inner City &	% BAME in South	% BAME in North &
		East		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 rigourous. 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?

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:	Equalities Officer Sign Off:
CA Gray	Thenks
	Duncan Fleming
Date:15/5/2019	Date:15/5/2019

Agenda Item 9

Decision Pathway Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 October 2019

TITLE	Improving Bristol Post 16 Education, Skills and Career Pathways – Strategy 2019-24 All wards – particularly those with the highest numbers of young people aged 16-25 who are not in education, training and employment or whose destination is unknown.		
Ward(s)			
Author:	Jane Taylor	Job title: Head of Employment, Skills and Learning	
Cabinet le	ad: Cllr Anna Keen	Executive Director lead: Jacqui Jensen	
Proposal o	origin: Other		
Decision r	maker: Mayor		

Decision forum: Cabinet

Purpose of Report: To present the Bristol Learning City Partnership Post 16 Education, Skills and Career Pathways Strategy and to secure approval so that BCC can align its current resources to support the implementation plan and work on collaborative applications to generate additional external funding to drive forward priority actions including the provision of free bus travel for 16-18 year olds.

Evidence Base:

Version March-2018

In June 2018, the Learning City Partnership approved a two year project to enable key Post 16 partners to work together to develop a collaborative strategy to achieve a fundamental transformation of our post 16 offer to significantly improve our provision planning and outcomes.

The strategy outlines a number of priority actions covering six core themes. One of the top priorities is the provision of free bus travel for 16-18 year olds. Early conversations have already started with local transport suppliers and further detailed business planning and option appraisal is now required as part of the mayor's One City conversation. Other priorities are already being progressed within existing resources – for example, Cabot Learning Federation are working with the Council's Community Learning Team to develop a new Family Learning Careers Programme to be piloted with primary aged children and their parents/carers. Some priorities will require additional resources, for example the expansion of experience of work and careers events, and this is forming part of an action research programme and business planning process with the West of England Combined Authority.

Task and finish group members have drawn on a range of individual case studies – including successful and less successful stories of post 16 transitions. Where transition has not worked, some of the main factors are:

- Proximity and transport is an issue for many families and a barrier to post 16 options.
- There is projected 17.5% growth across the 15-19 year old population in Bristol over the next 3-5 years and beyond – there is a critical need for a more strategic and co-ordinated approach to provision planning.
- Few or no opportunities for work experience leaving students unable to form a clear future career goal and education or training pathway to get there
- Lack of input and support from post-16 providers to enable young people to understand the full range of available options and to transition successfully
- Lack of broad provision that includes vocational training and apprenticeship options
- Lack of transition support for young people who have the greatest needs

In the first research phase, up until July 2019, the task and finish group have collected data and evidence to inform strategic plan priorities. Lee Probert (Principal of City of Bristol College) acted as group chair, with strategic support from Jane Taylor (Head of Employment, Skills and Learning). A core group of 23 city leaders have shown huge commitment and enthusiasm in their action research this year - including 7 schools; 1 PRU; 2 FE Colleges; 1 6th Form College; 2 universities; the DWP; and 4 Bristol City Council representatives and contributors. To inform the work of the group, 7 focus groups have been held with 50 young people and 13 expert speakers have presented key information at group meetings.

Some of the headline findings included in the final draft strategy (see appendix 1) are:

- Between 2016-18 Bristol City Council was placed in the 5th quintile (i.e. worst performing local authority) for
 overall performance in relation to young people Not in Education, Training and Employment. Children in Care and
 Care Leavers are 4 times more likely to be NEET; young people with an EHCP are 5 times more likely to be NEET;
- There is currently a lack of A level and apprenticeship training provision across the South of Bristol and in parts of North Bristol which means young people on low incomes face long and expensive journeys to learning;
- Due to changes in national apprenticeship funding arrangements, there has been a downward trend in the take up of apprenticeships. 2017/18 saw a reduction of 374 apprenticeship starts by learners from the most deprived areas in Bristol;
- There is scope to expand A level, vocational training and apprenticeship provision in key job growth areas;
- Bristol has the lowest entries into higher education at age 19 when compared to the other 7 core cities within England;
- There is a strong correlation between young people in the worst performing wards in relation to low attainment of maths and English GCSE and the negative impact on their post 16 pathway including Higher Education only Ashley shows an improvement in quintile performance from GCSE to Higher Education;
- Bristol has a strong economy with many good jobs across a range of skill levels that employers report are 'hard to fill':
- There is projected 17.5% growth across the 15-19 year old population in Bristol over the next 3-5 years and beyond;
- there is a critical need for a more strategic and co-ordinated approach to provision planning in partnership with employers to provide clear and supported pathways for young people into a range of job roles with good progression opportunities.

The Task and Finish group presented the draft report to the Learning City Partnership Board where it was well received. The group have requested a £10K resource to extend a project assistant post to support strategy implementation over the next year. The LCP are now preparing for phase two as city leaders move to strategy implementation, including potential pooling of resources and collaborative applications for additional funds from a range of different sources, including WECA and national government. It is proposed that the Council's Post 16 Participation Team provides active support through their existing team resource and annual revenue budget.

Officer Recommendations:

- A. That Cabinet endorses the LCP Post 16 Strategy and agrees that Bristol City Council supports strategy implementation, including further business option appraisals regarding free bus travel for 16-18 year olds.
- B. That Cabinet agrees that BCC leads and supports the development of a collaborative business case and funding applications to WECA and other funders to generate additional resources to support strategy implementation and success.

Corporate Strategy alignment: The Corporate Strategy has a key priority to make quality work experience and apprenticeships available to every young person. Equalising career development opportunities requires the City Council to fulfil its post 16 Participation duties and work with local partners to co-ordinate and promote an effective and responsive post 16 offer.

City Benefits: This proposal provides Bristol with wide ranging benefits: educational equality and improved outcomes; reducing the number of young people at risk from disengaging early from education, training and employment; reduction in poverty and improvement in social mobility in our most deprived neighbourhoods; delivery of inclusive economic growth and productivity through improved skills and employment progression.

Consultation Details: The strategy development has involved a strong collaborative partnership across post 16 providers and sectors, including a cross Council team of officers in education and social care services. The draft strategy was presented to BASHP, and was discussed and 'signed off' by the Bristol Learning Partnership Board in July. In September, the draft strategy is being circulated with an opportunity for wider stakeholders to provide their comments and suggested improvements.

Revenue Cost	£272,750	Source of Revenue Funding Post 16 Participation Cost Centre: 12490	
Capital Cost	£	Source of Capital Funding	e.g. grant/ prudential borrowing etc.
One off cost ☐ Ongoing cost ☒ Saving Proposal ☐ Income generation proposal ☒			

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

1. Finance Advice: The current budget of £272k will be spent to work towards the outcomes in the strategy once it has been ratified by Cabinet. In order to fully achieve the strategy additional funding will be required and this will be sought from WECA and other external funding sources.

Finance Business Partner: Graham Booth – Finance Manager, Children & Education, 25th July 2019

- **2. Legal Advice:** "Local authorities have broad duties to encourage, enable and assist young people to participate in education or training. Specifically these are:
- To secure sufficient suitable education and training provision for all young people in their area who are over compulsory school age but under 19 or aged 19 to 25 and for whom an Education, Health and Care (EHC) plan is maintained. This is a duty under the Education Act 1996.
- To fulfil this, local authorities need to have a strategic overview of the provision available in their area and to identify and resolve gaps in provision.
- To make available to all young people aged 13-19 and to those between 20 and 25 with special educational needs
 and disabilities (SEND), support that will encourage, enable or assist them to participate in education or training
 under Section 68 Education and Skills Act 2008 as updated by Section 20 of the Children and Families Act 2014.

The proposal would enable the local authority to fulfil its functions and duties in respect of the provision of post 16 and special educational provision for its area. Consideration will need to be given to the nature and extent of consultation required and care taken to ensure that consultation arrangement comply with best practice.

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 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: Anne Nugent, Team Leader (Litigation), 30th July 2019

3. Implications on ICT: "There are no significant IT implications in this strategy at this stage. During implementation, some IT requirements may arise, although it is likely that these would rely on existing services and facilities. If not, then suitable business cases and planning may need to be made at the appropriate time."

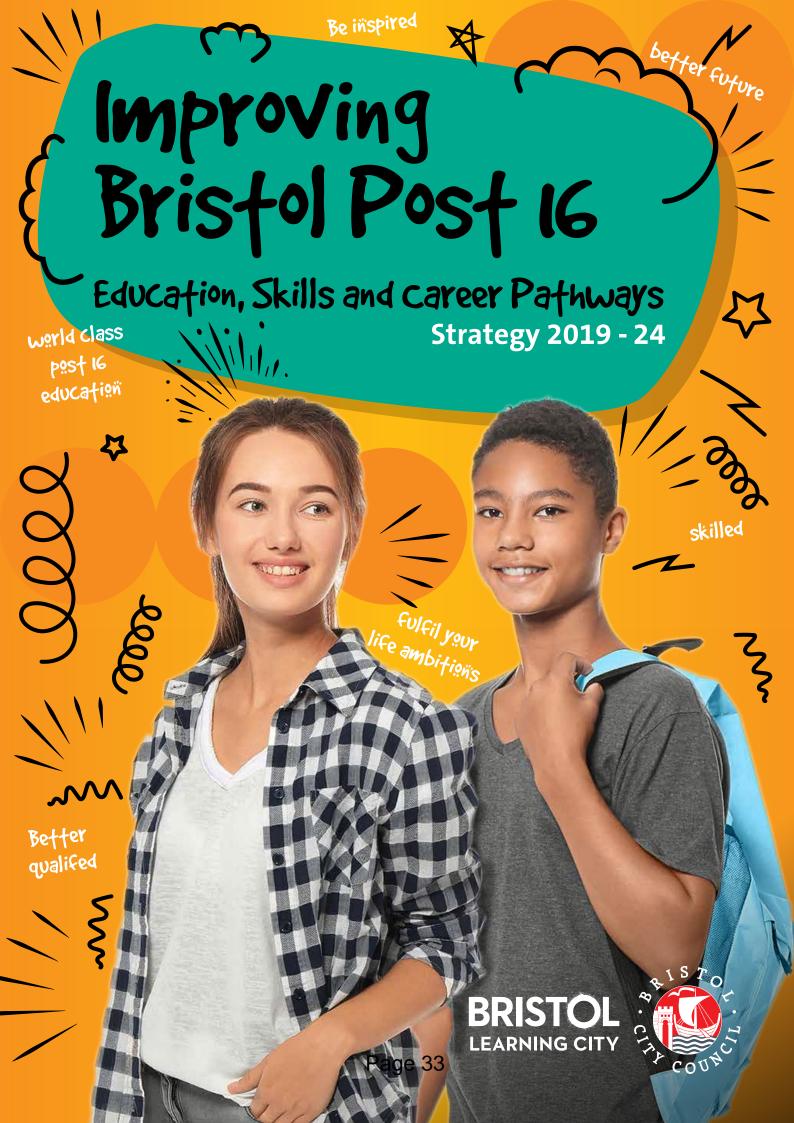
ICT Team Leader: Ian Gale, Head of IT, 25th July 2019

4. HR Advice: "The report is focussed on the continuation of the leading role BCC currently has in the implementation of the Post 16 Strategy and is seeking approval to continue to develop business cases collaboratively to WECA and other funders. These proposals do not have any HR implications on our Post 16 Participation Team except to align the priorities of the team with the strategy. There may also be opportunities for development through the training and development programme."

HR Partner: Lorna Laing, HR Business Partner, 25th July 2019

EDM Sign-off	Dr Jacqui Jensen	21st August 2019
Cabinet Member sign-off	Cllr Anna Keen	23 rd August 2019
For Key Decisions - Mayor's Office sign-off	Mayor's Office	3 rd September 2019

Appendix A – Further essential background / detail on the proposal	YES
Appendix 1: Improving Bristol Post 16 Education, Skills and Career Pathways – Strategy 2019-24	
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background papers	N/A
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO



foreword

Bristol is proud to be a UNESCO Learning City and our Learning City Partnership has a strong ambition to enable all young people to achieve their full potential in learning, life and work.

Many young people in Bristol are achieving great education success and have a smooth pathway into further and higher education that leads to great careers. However, too many young people from all parts of the city are failing to meet their full potential; they are disengaging early or leaving education without a clear picture of their skills and the best fit and pathways into employment opportunities.

Leading post 16 providers have come together to change this situation. They have worked together by carrying out research and developing a collaborative strategy with clear priority actions. This plan is designed to change the way we work with young people, parents/carers, providers, and employers to build a post 16 system for the 21st century. With this document, we are making a commitment to young people so they can

benefit from more diverse and technical education opportunities and apprenticeships, from inspiring employer engagement, from improved careers information, advice and guidance, improved targeted support and a co-ordinated curriculum that is more linked to the world of work.

The priorities outlined here can only be achieved through world class partnership work - with active involvement of young people and their parents/carers, generous collaboration between education and training providers, and increased contributions from local employers.

City leaders and partners are now mobilising to move from planning to action to help us transform the future for our next amazing generation. We thank them in their help in the challenge to make Bristol a more equal place to live and work.

Marvin Rees

Mayor and Executive Director of People



The transition from secondary to the array of post 16 pathways available to young people today is often one of the largest changes and academic decisions young people have had to navigated at that time.

This decision can decide the foundations of their future in the adult world. The different options ranging from A Levels to apprenticeships are often not explained and introduced to young people in a way that enables them to fully utilise all the potential of their chosen pathway. In some cases options that would really benefit that young person are unknown to them.

This post 16 strategy outlines how some young people are currently being let-down by the system and provides a plan that will help students to prosper post-secondary school.

Heavily based in the feedback and experiences of real students the strategy outlines plans that will truly benefit the young people in our community and create a transition that has minimal stress and ambiguity.

This is something I know I personally would have benefitted from.

Page 34 Jackson-Wolfe Bristol City Youth Mayor

Executive Summary

Key Themes

Improve the Bristol Post 16 Curriculum and Pathways



Improve earlier career insignts

Our Priority Actions

- a Introduce free bus travel for all 16 to 18 year olds who progress into education and training so that no matter where young people live they can access post 16 provision without additional travel costs
- **b** Design a co-ordinated and collaborative curriculum offer that aligns with major local developments and employer skills needs and provides young people with clear pathways into positive and sustainable employment outcomes,
- c Ensure there is a tailored offer, outstanding support and successful outcomes for all young people at risk of disengaging, including those with additional learning needs, those with an EHCP and young people in Care/Care Leavers between ages 16-25 and beyond including supported internships and re-engagement, in-year, rolling provision
- d Expand the city Traineeship and Apprenticeship offer across a range of sectors and levels, with targeted support to reach young people facing the greatest challenges, and accelerated through a city wide campaign to support employers to create great new apprenticeship opportunities and to sponsor young people through levy sharing.

Our Priority Actions

- a Show young people how their learning choices relate to future potential career destinations, achieved through targeted experience of work, collaborative careers events, case studies and online links to employers in the city
- **b** Grow the availability of enterprise education so that young people can develop their overall confidence and skills, as well as developing specific knowledge and contacts to start their own business
- c Organise more engagement for young people with people 'like them' who have chosen certain pathways to share their experience and act as positive role models
- d Engage employers to enrich the curriculum offer and student experience including experience of work, apprenticeships enabling employers to understand education settings and

young people's needs.





Our Priority Actions

- a Provide accessible information for parents about post 16 opportunities and options from ye sar 7 onwards including online information; post 16 provider events; integrating careers into school parent evenings; and dedicated events for parents of young people with SEND
- Provide shared experiences for parents and young people – for example: through joint careers events (extending into evenings); a career focused Family Learning programme for primary school aged children and their parents in priority communities; piggy backing the Future Quest programme to target priority parent groups.
- c Produce Learning City post 16 communication through a range of media for parents/carers and also for the city providing insights into education, employment and training opportunities and individual stories to inform and inspire.

Engage, inform and listen to young people

Our Priority Actions

- a Ensure young people can directly influence service planning and delivery through a range of mechanisms focus groups, surveys, student forums and ambassadors. This should be extended within a school setting and capture the voice of significant years like Year 13 What didn't work? What could be better? Consider a youth summit to launch our new way of working.
- **b** Consider whether CEIAG can be integrated within the PSHE offer so that it is regular and embedded and also helps to support young people's resilience and positive mental health
- c Don't drop / swap students need to be supported to stay in training and education so guidance on careers should also recognise that some students change their minds and that things will still work out ok.



Our Priority Actions

- a Ensure that teachers and other school based staff benefit from initial and continuous training to prepare young people for successful transition at post 16. Start by sharing case studies and organising shadowing opportunities across pre and post 16 providers. Explore how teaching schools might contribute.
- **b** Ensure that staff providing CEIAG can access continuing professional development and accreditation and that there is peer review and support to help standardise and improve local services.
- c Recognise and reward exceptional post 16 support provided by staff – celebrate the 'X factor' when staff make a lasting difference through their advice and engagement with young people.

Support providers to work together and thrive

Our Priority Actions

- a Increase and share funding to back this plan and to increase the availability of high quality post 16 provision, including: apprenticeship levy sharing; ESFA 16-19 funding; capital funding; WECA investment funding; other match funding e.g. Future Quest
- **b** Support independent providers to access direct funding for their specialist post 16 provision, including both capital and revenue funding
- c Explore options for an LCP kite mark for the Bristol family of Post 16 Providers linked to WORKS branding (Bristol Providers WORK – PBW).





What's our current Post 16 offer?

Post 16 services aimed at Bristol young people are made up of three different 'chunks' of activity:



I Education and Training

There are different learning options available after year 11 for young people, all of which provide recognised progression routes to university level study or work:

Vocational and technical courses

include strong links to industry and the workplace. Alongside developing specialist technical skills, they also develop young people's broad employability skills such as team work and problem solving skills. Most vocational study programmes involve work placements and / or work related experiences. Popular vocational programmes include diplomas, certificates and the new T-levels; they generally involve some, but fewer exams than academic pathways.

Academic courses, including A levels, are classroom based learning similar to GCSE learning but at a higher level. Typically, a young person will study 3 A levels over a two year period. Achievement is assessed through a series of exams at the end of the two year period. Young people undertaking an academic pathway will still have opportunities to develop their wider skills and interests through volunteering and other enrichment activities.

Apprenticeships and traineeships offer a young person opportunities to learn whist they are employed, and whilst earning a salary – "earn while you learn". Apprentices learn mainly in the workplace combined with regular college-based "off the job" learning and progress reviews in the workplace.

Achievement is generally assessed by the completion of a portfolio of work, and completion of practical assessment activities. Apprenticeships are available from level 2 to graduate level in different sector areas.

Traineeships are available at level 1 and are suited to young people who enjoy a mix of practice learning in the workplace in addition to college-based employability skills development.

Young people with Special Educational Needs can progress from classroom based learning to a Supported Internship with an employer.

Further details of Bristol providers and programmes are listed in our annual Post 16 Directory.



Careers and Employment Support

In accordance with the Governments **Careers Strategy** all schools and colleges organise impartial advice services that follows the Gatsby Guidelines. There are a range of delivery methods and resources that are used by providers to deliver Careers, Education Information Advice and Guidance (CEIAG). They range from specialist Careers Advisors (internal and external from school), careers Study Hubs, preference websites and 'apps', exploration employer open days and external speakers

Bristol City Council oversees the LCP WORKS programme which works with schools and employers to develop tailored experience of work activities for students. The WORKS framework is closely matched to the Gatsby benchmarks and experience of work programmes empower young people to make informed decisions about post 16 options. WORKS also coordinates the Career Coach project, a bespoke five year coaching programme that matches children in care with local employer mentors.

Bristol City Council also manages and commissions a number of Employment Support programmes – including Future Bright which supports those in work to develop their skills, increase their income and progress their careers. Bristol WORKS for Everyone is a bespoke provision for people who have learning difficulties that starts from year 9 with careers exploration and moves beyond year 11 with progression planning and supported mentoring into paid employment.

WECA manages the West of England
Careers Hub alongside the Local Enterprise
Partnership. The Careers Hub works with
25 schools and colleges from across
Bristol, Bath & North East Somerset, South
Gloucestershire and North Somerset. The
schools and colleges management team are
supported to improve careers opportunities
and work experiences for young people,
allowing them to make more informed
choices about their careers.

The DWP provides a school liaison officer who provides a range of support to schools, including: provision of labour force information, attendance at careers events, brokering introductions to employers and supporting careers progression. The officer works directly with young people to support applications

3 Youth Participation and Support

Bristol City Council manages a Post 16
Participation Service which promotes, encourages and tracks young people between the ages of 16-18 (and up to age 25 for those with learning difficulties) to participate in education, employment or training, reducing the number of young people who are not in Education, Employment or Training (NEET).

Targeted Youth Support which is provided through the Creative Youth Network, working closely with the Council's Post 16 Participation Team and the Early Help locality teams. This service provides target interventions for young people aged 12 – 25, including: engagement with education, employment or training, specialist youth work, wellbeing work, and relationships interventions. Some specialist local provision is also subcontracted which provides engagement and re-engagement services, for example: Youth Moves; Babassa.

A number of linked front line services support young people who face a range of challenges to progress to post 16 opportunities, including: the Hospital Education Service; Children's Social Care; SEND Team; Families in Focus.



What does the data tell us?

61,830 5.5%

% of young people **not** in employment or learning in **ENGLAND**

Bristol young people who are not engaged in education, training and employment

- In June 2019, the number of Bristol young people academic age 16/17 (year 12 and 13) who are not in education, training and employment is 230 (out of a total cohort of 7740)
- The current number of young people whose destination is unknown is 360 (out of a total cohort of 7740
- The current number of Children in Care/ Care leavers with a Bristol postcode who are NEET is 13 (out of full 16 – 18 age participation cohort of 35)
- The national average NEET rate for Children in Care and Care leavers is 31.18%

590 7.7%

% of young people **not** in employment or learning in **BRISTOL**

Source: 16-17 year olds recorded in education and training and NEET by local authority, 2019

- Children in Care and Care Leavers are 4 times more likely to be NEET
- The current number of NEET young people with an EHCP in Bristol in March 2019 was 285 (out of EHCP 16 – 25 year old full cohort of 663)
- The national average NEET for young people with EHCP is 41.3%
- Young people with an EHCP are 5 times more likely to be NEET

285 43.1%

> % of young people aged 16-25 with EHCP **not** in employment or learning in **BRISTOL**

13 37.1%

% of cic/care leavers aged 16 & 17 **not** in employment or learning in **BRISTOL**



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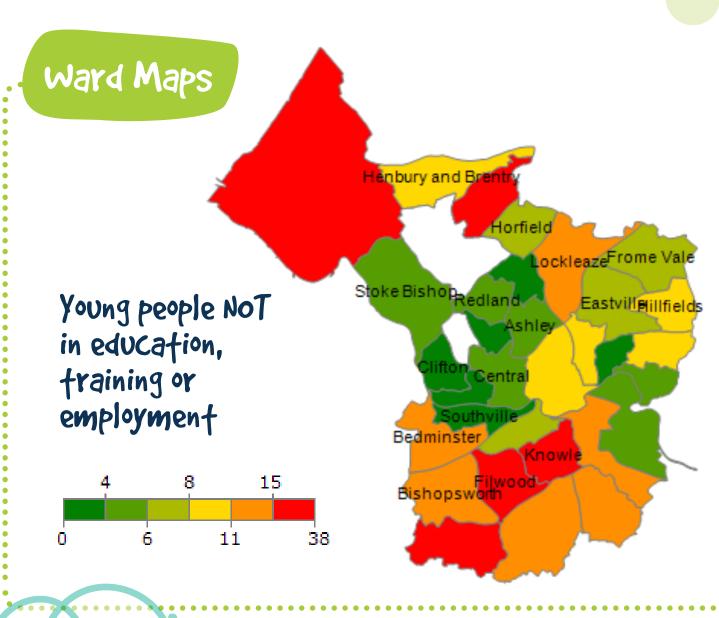
NEET Scorecard Quintile Performance

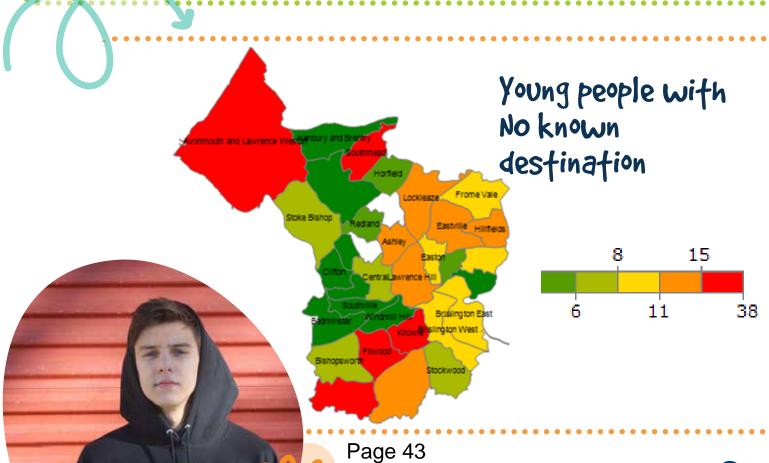
RAG rafing

- ✓ The Department for Education produce an annual scorecard to benchmark each local authorities Post 16 performance against the rest of England
- LA performance is rated and placed into one of 5 ranges (quintiles), being good and being inadequate, based on set criteria which include:
 - a Percentage of young people not in education employment or training (NEET) (Low to High)
 - b Percentage of young people in learning (High to low)
 - c Percentage of young people receiving a guaranteed offer of a place in September (High to low)
- ✓ In 2016, 2017 and 2018 Bristol was placed in the 5th quintile for overall performance

NEET In Learning
Sepfember
Guaranfee

4





Equalify and Diversify

Participation of BAME young people academic aged 16-17

It is estimated that in May 2019 1896 (24.5%) young people in the total 16 to 17 (7749) cohort are from BAME communities.

Type of provider	Number	% total BAME cohort	% in non BAME cohort
School 6th form	799	42.14%	36.21%
6th Form College	304	16.03%	11.50%
FE College	662	34.92%	36.87%
Apprenticeship	31	1.64%	5.07%
NEET	31	1.64%	3.79%
Not Known	42	2.22%	3.50%
Other*	27	1.42%	3.06%
TOTAL	1896	100.00%	100.00%

^{*} employment, custody, re-engagement, gap year

Source: May 2019 NCCIS tracking data

Participation of young people aged 16-25 with an EHCP

It is estimated that 805 (9.8%) young people in the total 16 to 25 cohort (8211) have an EHCP.

Type of provider	Number	% total BAME cohort
School 6th form	122	15.16%
6th Form College	13	1.61%
FE College	277	34.41%
Apprenticeship	8	0.99%
NEET	71	8.82%
Not Known	310	38.51%
Other*	4	0.50%
TOTAL	805	100.00%

^{*} employment, custody, re-engagement

Source: May 2019 NCCIS tracking data

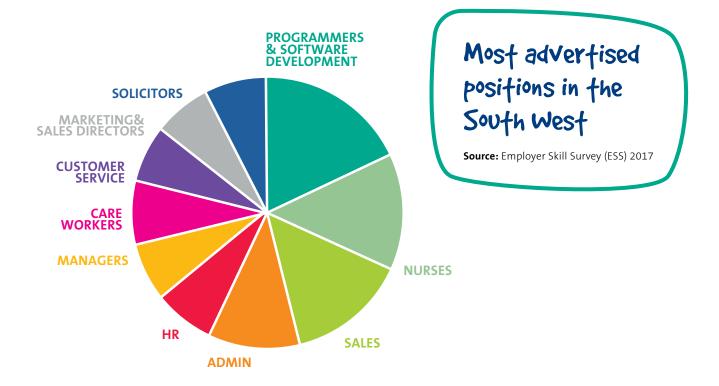
Young people who are BAME

- The take up for attending a school sixth form or a 6th form college is greater within the BAME cohort than the Non BAME cohort
- BAME young people are taking up significantly less apprenticeship compared with Non BAME young people. Page 446-25) and the Non EHCP (16- 18)

Young people who have a EHCP

- There are a high number of young people aged 19-25 with a live EHCP whose destination is 'unknown'
- It is not possible to provide like for like data for young people with an EHCP

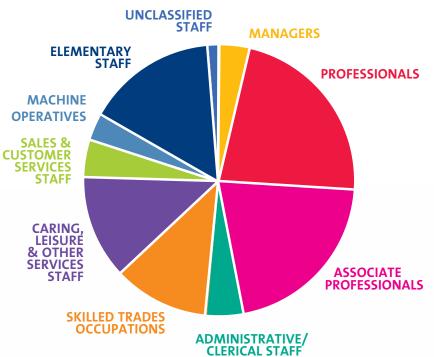
Local Key Employment Sectors



Hard to fill Vacancies in Bristol

Source: Employer Skill Survey (ESS) 2017

- For young people wishing to remain in the South West area, the highest number of advertised positions are for IT specialist roles, nursing, sales and administration
- Employers in Bristol are reporting hard to fill vacancies across all skill levels – including elementary, skilled trades and associate professional and professional roles.
- There are many job vacancies that are advertised through more informal and industry specific channels – particularly in relation to sectors such as construction, hair and beauty, TV and film production
- It is critical that providers plan a curriculum in partnership with employers to provide clear and supported pathways for young people into a range of job roles with good progression opportunities.



Geographic and subject spread of provision

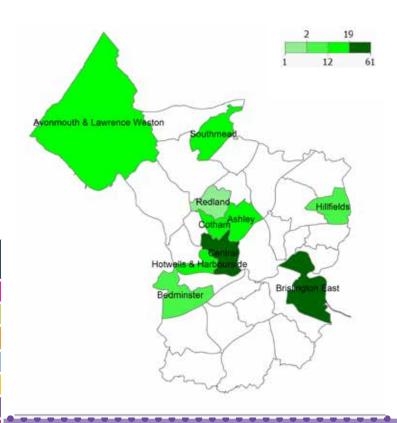


The maps below show the location of Bristol centres where A Level courses, apprenticeships and vocational courses can be studied:

City of Bristol A Level provision

Source: May 2019 Survey of subject provision in Bristol

Main subject	Number
	of courses
Art and Design	11
Sociology	10
Science	10
Religious Studies	10
Psychology	10
History	10
Geography	10
Business Studies	10
Mathematics	9
Language	9
English	9
Music	8
Finance	8
Physical Education	7
I.T	7
Drama & Theatre Studies	7
Media Studies	5
Law	5
Design Technology	5
Philosophy	4
Health & Social Care	4
Extended Project	3



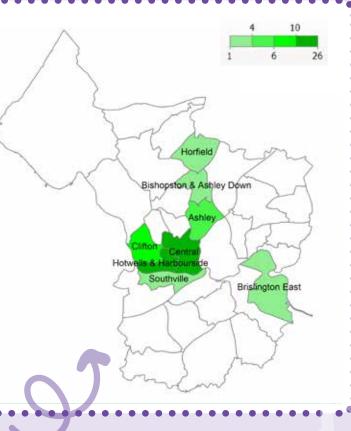
- There is a lack of A Level provision across the South of Bristol and parts of North Bristol which means some young people have to travel further to access provision which involves more cost
- Some providers operate selective entry policies; even where it may appear that there is a good level of provision, this may be closed to young people living in the local community who do not meet the entry criteria (e.g. Avonmouth and Lawrence Weston)
- Though Bristol benefits from a positive spread of subjects there is scope to expand A Level provision in key growth areas e.g. science, technology, engineering and maths, including IT.

City of Bristol Apprenticeship provision

Source: May 2019 Survey of subject provision in Bristol

Main subject	Number of courses
Construction	14
Business	13
Customer Service	13
Engineering	10
Hospitality	10
Marketing	10
Teaching	10
Accounting	9
Health and Social Care	8
Childcare	7
Hair and beauty	6
Painting and decorating	6
Sport	5
Retail	4
Arts	3
Motor vehicle	3
Law	1



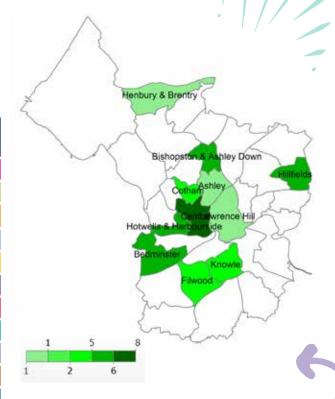


- This map shows where the apprenticeship learning delivery takes place – often different from where the employer is based
- Whilst there is a good spread of sector areas, there is a need for more apprenticeships in growth areas, e.g. digital, TV and film production, law, health and social care
- Many learners on low incomes face long and expensive journeys to learning centres
- There is a need for pipeline and more systematic planning to link apprenticeship growth to major developments and growth
- There is a need for apprenticeship pathways from entry to level 3 and level 4
- Currently this map does not show the delivery of traineeships or supported internships

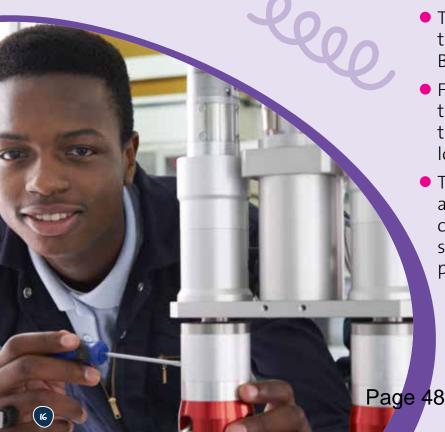
City of Bristol Vocational provision

Source: May 2019 Survey of subject provision in Bristol

Main subject	Number of courses
Other Courses	9
Health & Social Care	6
Performing Arts	6
Business, Finance and Law	4
Media	4
Art and Design	3
Sport	3
Applied Science	2
Construction	2
Information Technology	2
Land-Based & Horticulture	2
Music	2
Animal Care	1
Engineering	1
Public Services	1
Travel, Tourism & Hospitality	1

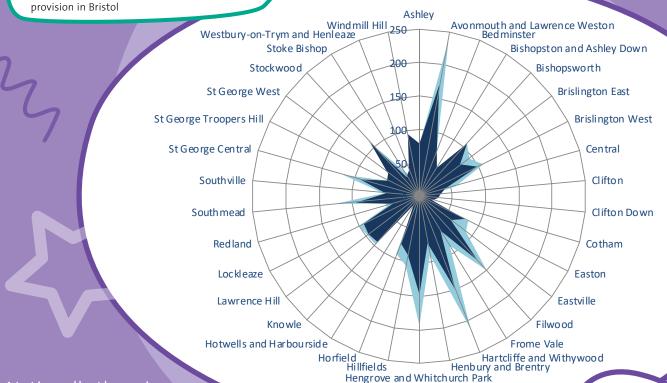


- Vocational training often requires specialist equipment so it is not expected that there will be an equal geographic spread, although this raises transport issues again
- The map shows a broad vocational training offer which extends into Bristol with route ways to HE
- From this map we anticipate that those young people who live on the boundaries are accessing other local authorities post at provision
- There is huge scope to build an expanded and focused collaborative offer across FE, schools and independent training providers.



Apprenticeship starts by ward 2006 to 2018

Source: May 2019 Survey of subject



- Nationally there is a downward trend in the take up of apprenticeships from 2016 to 2018 and this is reflected in the data for Bristol
- In the diagram below, we can see that the take of apprenticeships in the least deprived wards in Bristol is significantly lower than in the most deprived wards
- 2017/18 saw a fairly big reduction (374) in the number of starts by learners from the most deprived areas in Bristol
- There is a significant decrease in the number of learners from the wards rated as most deprived to the 2nd most deprived (2489) and then again to the 3rd most deprived ward areas (929)
- There is anecdotal evidence that this decrease has resulted from changes to national funding arrangements for apprenticeships and the move from frameworks tpage 49 standards.

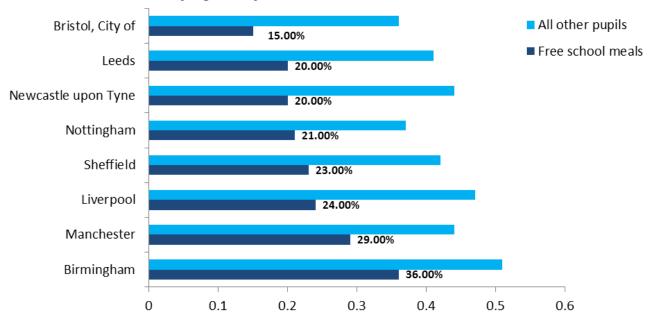
■ 2016/17 ■ 2017/18



Higher Education Participation

Source: Gov.uk Widening participation in higher education 2018

Estimated percentage of 15 year old state-funded and special school pupils by Free School status who entered HE by age 19 by core cities



 This chart shoes the estimated percentage of pupils from state-funded and special schools by Free School Meal status who entered HE by age 19 by local authority (data coverage 2006/07 to 2016/17)

Bristol has the lowest entries into higher education at age 19 when compared to the other 7 core cities within England

 HE students are those on programmes of study for which the level of instruction is above that of level 3 of the National Qualifications Framework, e.g. courses leading to the Advanced Level of the General Certificate of Education (GCE A-levels), the Advanced Level of the Vocational Certificate of Education (VCE A-levels) or the Advanced Higher Grade and Higher Grade of the Scottish Qualifications Authority (SQA) Advanced Highers/Highers).

Ward Map Education & Social Mobility

In order to paint a picture of "journeys" taken by young people within the city three key areas of performance have been analysed by ward area. These areas are:

- The number of pupils achieving a pass at GCSE in maths and English as % of the ward total
- The number of NEET and Current situation not known young people as % of the ward total
- The likelihood of a child progressing into Higher Education

The performance by each ward has been placed in a quintile (1 being the worst and 5 the best) to allow for a comparison against the 3 KPI's and other ward areas.

From this we can see:

There is a strong correlation between young people in the worst performing ward areas for passing maths and English at GCSE and the negative impact on their onward journey into the Post 16 environment and Higher Education — only Ashley shows an improvement in quintile performance from GCSE to Higher Education.

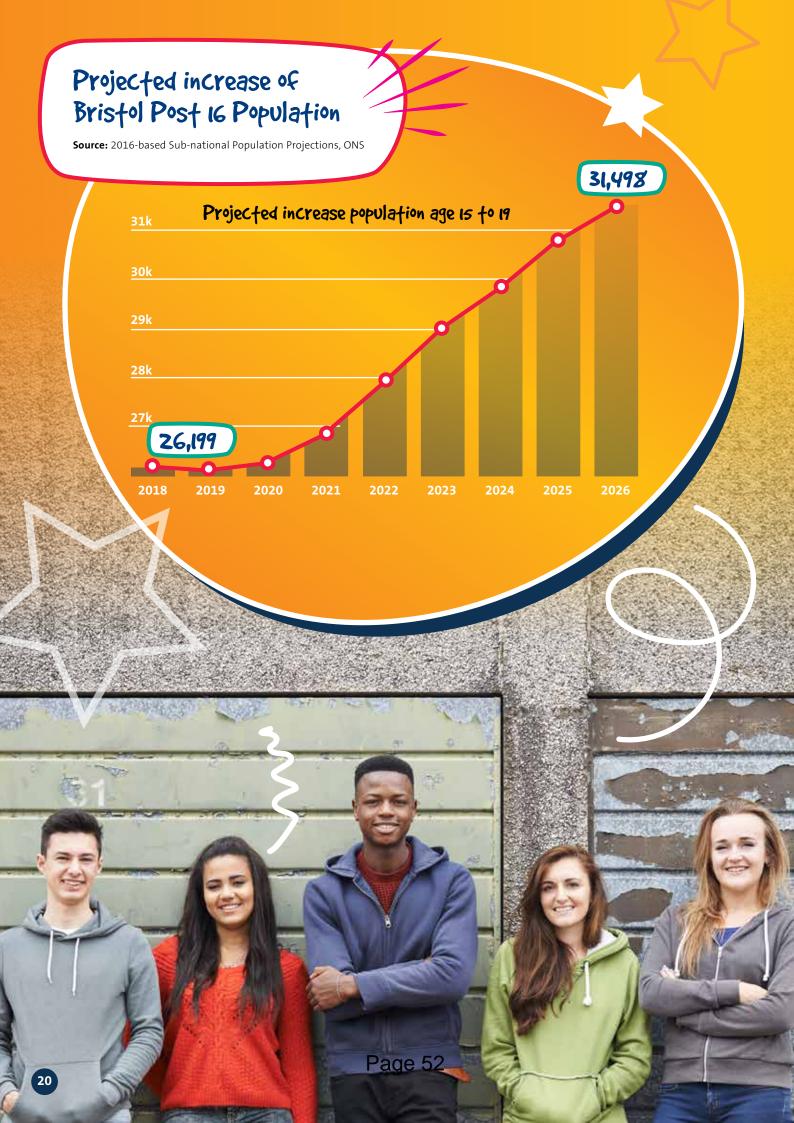
The 3 ward areas that see the largest drop in performance from GCSE attainment to HE entry are all in the south of the city.

The exception to this is when looking at the mid quintile position for GCSE achievement where the data suggests areas in the north of the city (Clifton, Hotwells) still have a good chance of entering higher education

Estimated percentage of 15 year old state-funded and special school pupils by Free School status who entered HE by age 19 by core cities

Ward	Quintile position for student in Ward achieving 9 to 4 (equivalent to A* to C) in English and Maths GCSE	Quintile position of Ward for young people who are NEET and who's current situation is not known in Bristol	Quintile position of Ward for young people progressing to Higher Education	Average Quintile position based on these 3 Post 19 criteria
Hartcliffe & Withywood	1	1	1	1
Filwood	1	1	1	1
Avonmouth & Lawrence Weston	1	1	1	1
Southmead	1	1	2	1
St George Troopers Hill	1	1	2	1
Lawrence Hill	1	1	2	1
Lockleaze	2	1	1	1
Henfrove & Whitchurch Park	2	2	1	2
Henbury & Brentry	2	2	1	2
Hillfields	2	2	2	2
Bishopsworth	3	2	1	2
Knowle	2	2	2	2
Ashley	2	2	3	2
Stockwood	3	3	1	2
Southville	3	2	2	2
St George West	3	3	2	3
Frome Vale	3	3	3	3
St George Central	4	4	1	3
Easton	4	4	2	3
Eastville	4	3	3	3
Brislington East	4	5	1	3
Windmill Hill	4	5	2	4
Clifton	3	3	5	4
Bedminster	5	5	2	4
Central	4	3	5	4
Brislington West	5	5	2	4
Horfield	4	5	3	4
Hotwells & Harbourside	3	4	5	4
Clifton Down	3	4	5	4
Bishopston & Ashley Down	5	4	5	5
Cotham	5	4	5	5
Stoke Bishop	5	5	4	5
Westbury-on-Trym & Henleaze	5	5	5	5
Redland	5	5	5	5

Source: GCSE results Key 2 Success/NEET and not known Briston Briston



Implications for Post 16 Future Planning

The table below is the current 16/17 academic age cohort analysed by type of provider including Bristol and out of area provision. This cohort includes young people with a Bristol home postcode as of May 2019. We have shown the potential capacity need based on the projected 17.5% growth within the 15 – 19 year old population. Moving towards a more strategic and coordinated approach will require consideration of the desired capacity over the next 3-5 years and beyond.

Provider Type	Estimated Number on roll 2018_19*	Projected Increase in numbers on roll by 2026*	Capacity	Desired level
Bristol ALP post 16 provision	21	25	To be complete from local provi	
Bristol apprenticeship	338	397		
Bristol FE College	459	1714		
Bristol independent school sixth form	58	68		
Bristol independent training provider	239	281		
Bristol school Sixth form	2348	2759		
Bristol sixth form college	908	1067		
Bristol specialist school sixth form	48	56		
Bristol elected home education	12	14		
Out of area ALP post 16 provision	3	4		
Out of area apprenticeship	27	32		
Out of area FE college	935	1099		
Out of area independent training provider	3	4		
Out of area school sixth form	438	515		
Out of area Sixth from college	9	11		
Out of area specialist FE provision	9	11		
Grand Total	6857	8057		

What this data tells us:

- The 15 to 19 age range is set to see one of the largest increases in population across the city by 2026
- Based on current capacity in school sixth forms and sixth form colleges there will be a deficit in the number of places by 2026 for this provision type
- A significant number (1424) of Bristol young people travel outside of the city for their education in the Post 16 environment unless capacity outside the city is also increased the shortfall could put extra strain on the current "in city" provision
- The shortfall in capacity at school sixth form and sixth form College will undoubtedly put extra pressure on the rest of provision within and outside of the city
- The delivery range that the independent training providers offer can be a range of apprentice and FE study programme provision
- The offer of Specialist Post 16 provision includes independent Alternative Learning Provision, Special Education Needs, Hospital Education and Page 53 ung people who are resitting year

programmes.

What are young people saying

Learning from case studies and personal stories

To inform our thinking, we asked providers to share individual case studies with us including where young people had made a smooth and successful transition at 16, and also where things had not gone so well. Names and images have been changed to ensure anonymity:

- Young people have consistently said that post 16 options are presented to them too late with very little time to make informed decisions
- Parents can sometimes encourage young people to take the wrong pathway as they aren't aware and don't understand the other potentially better options
- The transition at 16 is incredibly stressful and causes mental health issues which could and have spiralled for some
- Some young people who struggle academically and have learning difficulties have been left feeling that they can't do anything meaningful with their lives. Young people want to see all pupils given an equal chance to succeed.

Julie's Case study

Julie attended a mixed comprehensive in Bristol leaving in 2012 with 4 GCSEs including English D and Maths E. Julie wanted a practical career and was referred to 6th Form to undertake a BTEC in childcare, an A level and GCSE resits. Julie disengaged from 6th form as her course options were not working and she became increasingly unsure what to do next. Julie was referred for careers and education advice and identified an interest in construction and stem.

She applied to On Site Bristol and was matched with a national housebuilder for work experience eventually opting for a carpentry apprenticeship working on site with a range of sub-contractors. Julie was supported over the next 3-years to achieve an advanced

level apprenticeship and was taken on in a permanent role with one of the subcontracting firms quickly taking on supervisory and senior tasks and mostly working on sites managed by her original apprenticeship sponsoring company. In 2019 Julie was offered an opportunity to join her sponsor company staff team as a trainee site manager with support to complete a Construction



Abdul's case study

Abdul travelled from Afghanistan as a refugee. After joining a local school, he was diagnosed with Post Traumatic Stress Disorder which has held him back, especially in the development of English language skills. Discussions often have to take place using The Big Word telephone translation service which is difficult and often causes headaches. Abdul was heavily supported by social care, the HOPE, the ESOL dept., CAMHS and a local housing charity.

Due to the distance to travel to their desired course, Abdul does not attend college and is now not in education or training. Despite colleagues efforts to communicate there isn't enough provision in a greater variety of settings across Bristol, particularly for newly arrived ESOL students.



overall, where our young people have not moved on to a positive post 16 destination, the negative factors that have impacted include:

- Few or no opportunities for work experience leaving students unable to form a clear future career goal and education or training pathway to get there
- Lack of input and support from post-16 providers to enable young people to understand the full range of available options and to transition successfully
- Lack of broad provision that includes vocational training options
- Lack of transition support for young people who have the greatest needs
- Proximity and transport is an issue for some families and a barrier to post 16 options



Focus on chills



effective Providers

smaller settings

overall, where young people have made a successful fransition at 16, the factors that have helped them achieve a positive destination include:

- 1:1 support from staff, where positive relationships between students and staff are established quickly and attainment is boosted by staff who help students to catch up, even on days off
- Help with arranging experience of work to widen their experience and to help clarify career options and post-16 progression routes
- Bespoke, individual packages put in place, responsive to the needs of individual students, including appropriate accreditation and a focus on Functional Skills such as English and Maths
- Post 16 and careers events in schools attended by external providers areespecially helpful for students who may be anxious about going somewhere new.
 A friendly visit and talk from providers may also make them feel more at ease and prepare for transition to their new learning venue
- Transition programmes similar to Yr6-Yr7 where post 16 provider visits into schools and school visits into post 16 providers take place
- Sometimes smaller settings work best for some young people
- Where young people discover that their chosen course is not right for them, effective providers help them to 'swop don't drop' – and quickly enrol onto an alternative programme.

3

What else have we learned?



Our Post 16 Task and Finish Group
members have considered data, listened to expert speakers
and discussed feedback from young people and providers.
Over the last 3 months, two project assistants have
carried out 7 focus groups with 50 young people across
a number of schools, colleges and independent providers.
A number of important points have been logged through this process:

Geography

- Students' post 16 options are constrained by their postcode – including the county line between Bristol and South Gloucestershire
- Travel costs are a barrier for some young people and there is a need for travel subsidies for 16-18 year olds undertaking education, training and employment
- The courses and subjects available are not presented on a map to make it easy to visualise Post 16 options and plan travel
- Young people are often not able to access their chosen course due to the travel challenges faced, or provision not being offered locally

System

- There is a perception that teachers in schools are incentivised to deliver post 16 courses and then flog their own subject and courses to students
- Post 16 boundaries and pathways are too fixed at the moment e.g. academic / university / technical / vocational / apprenticeships
- Challenges and issues arise from funding, competition verses

- collaboration, minority subjects, oversupply of similar provision, students making multiple applications, year 12 leaver (where are they going, what are they doing?). The schools also recognised that they were not experts in vocational subjects.
- There is a city wide lack of rolling start provision for young people who do not fit into the traditional September start provision. This continues to be an issue for young people to reengage after dropping out of wrongly chosen post 16 provision. Data shows us that many young people then go into jobs without training.
- There is a lack of knowledge about the vast range of post 16 training provision and the range of support on offer by people who are the influencers for young people and this can mean that they are often lead to make a non-informed decision about post 16 options
- There is a lack of equity regarding access to both capital and revenue funding for smaller independent training providers

 many of whom are providing the most accessible programmes and support for young people facing the greatest

Page 57 allenges 3

How will we priorifise our resources

- Young people at risk of leaving education early
- Young Disabled people, and those with Special Educational Needs
- Children in Care and Care Leavers
- Young People in alternative education settings
- Young Parents/Carers, and also pregnant young people
- Young Carers
- Young People living in areas with the highest levels of poverty
- Young People who are eligible for Families in Focus and social care support

All young people need great support and encouragement to help them progress to post 16 education, employment and training. However, we know that some communities face more difficult challenges, and in a time of reduced public spending, the Learning City Partnership is committed to targeting support on priority communities, in particular

- Young offenders and those at risk of offending, particularly through involvement in gangs and violent crime
- Young People from Black and Ethnic Minority Communities most at risk of under-achievement and unemployment, including refugees and asylum seekers who use English as a second language
- Young LGBT+ People



How will we improve things

In 2018/19, the Learning City
Partnership has supported post 16
leaders in Bristol to work together
to produce this plan. In 19/20, a Post
16 Implementation Group will drive
forward priority actions in the plan.
The Local Authority will provide
regular data reports to ensure our
improvement actions are on track,
including Bristol Post 16 success
measures on a quarterly basis
(in all cases, 16 to 17 refers to the
academic age):

Improve the percentage of young people aged 16-17 in learning

Improve the % of 16-17 year olds meeting their duty to participate in EET (Sept Guarantee)

Increase experience of work opportunities for priority groups

Increase apprenticeship enrolments for young people aged 16-17

Increase the % of young people from priority communities who attain level 3, 4 or 5 qualifications

Reduce the % of young people aged 16-17 who are NEET or Not Known

Reduce the percentage of NEET teenage mothers aged 16-19

Reduce the % of CiC / Care Leavers aged 16-17 who are NEET or Not Known

Reduce the percentage of Young People aged 16-25, who have an Education, Health and Care Plan and are NEET or Not Known



Key Themes and Priority Actions

The following section outlines the priority themes and actions that we believe will transform post 16 outcomes in Bristol. The LCP Post 16 Implementation Group will be working to progress priority actions that will be agreed and reviewed on an annual basis.

We are keen to receive further ideas and feedback to inform our work. Please contact:

post16participation@bristol.gov.uk

1)

Improve the Bristol Post 16 curriculum and Pathways

What we want to do:

- Introduce free bus travel for all 16 to 18 year olds who progress into education and training so that no matter where young people live they can access post 16 provision without additional travel costs.
- Design a co-ordinated and collaborative curriculum offer that aligns with major local developments and employer skills needs and provides young people with clear pathways into positive and sustainable employment outcomes, including re-engagement, in-year, rolling provision for young people that drop out of their initial post 16 programmes.
- Ensure there is a tailored offer, outstanding support and successful outcomes for all young people at risk of disengaging, including those with additional learning needs, those with an EHCP and young people in Care/Care Leavers between ages 16-25 and beyond including supported internships and re-engagement, in-year, rolling provision.
- Q Expand the city Traineeship and Apprenticeship offer across a range of sectors and levels, with targeted support to reach young people facing the greatest challenges, and accelerated through a

- city wide campaign to support employers to create great new apprenticeship opportunities and to sponsor young people through levy sharing. Introduce free bus travel for all 16 to 18 year olds who progress into education and training.
- Make available comprehensive labour market analysis for Bristol and the surrounding West of England area, including an informed picture of future employment opportunities through major city investments and development programmes e.g. Enterprise Zones and Areas.
- G Produce accessible, relevant and up to date information about the local Post 16 offer and outcomes that is centrally managed by the Council's Post 16 Participation Team.
- Tink with the Excellence in Schools Group to support school improvement programmes to ensure that all young people are supported to achieve level 2 qualifications and skills in English, Maths and IT, and that there is an increase in the number of young people achieving Level 3 qualifications and progressing to HE level programmes (both academic and apprenticeships).



Improve earlier career insignts

3

Engage, inform and listen to parents and carers

What we want to do:

Of Show young people how their learning choices relate to future potential career destinations, achieved through targeted experience of work, collaborative careers events, case studies and online links to employers in the city

Grow the availability of enterprise education so that young people can develop their overall confidence and skills, as well as developing specific knowledge and contacts to start their own business

3 Organise more engagement for young people with people 'like them' who have chosen certain pathways to share their experience and act as positive role models

Engage employers to enrich the curriculum offer and student experience – including experience of work, apprenticeships – enabling employers to understand education settings and young people's needs

Prepare pupils for post 16 options as soon as they start secondary school. Make them aware that they will be making a choice and drive home all the options including: work with training / apprenticeships / vocational & academic Level 3 choices

Provide more open days, tasters and week-long programmes so that young people can experience potential post 16 learning pathways to enable more informed choices

Support the development of work place mentors who will be working with young people through the provision of training and work experience.

What we want to do:

Provide accessible information for parents about post 16 opportunities and options from year 7 onwards – including online information; post 16 provider events; integrating careers into school parent evenings; and dedicated events for parents of young people with SEND

Provide shared experiences for parents and young people – for example: through joint careers events (extending into evenings); a career focused Family Learning programme for primary school aged children and their parents in priority communities; piggy backing the Future Quest programme to target priority parent groups.

Produce Learning City post 16 communication through a range of media for parents/carers – and also for the city – providing insights into education, employment and training opportunities and individual stories to inform and inspire

Pecruit and train parent/carers learning ambassadors in priority areas who can help spread the word about great post 16 options in their community (including parent governors and other community activists)

Develop integrated Employment and Skills pathways for parents/carers and young people engaged in the Families in Focus programme

Oevelop a mechanism for parent/carers to share their experience of transition and to feedback on the information and support they need to prepare for post 16 options — ensure this involves parents of Disabled children and those with SEN, and also Foster Parents and reps from residential homes



(q)

Engage, inform and listen to young people

What we want to do:

- Insure young people can directly influence service planning and delivery through a range of mechanisms surveys, student forums and ambassadors. This should be extended within a school setting and capture the voice of 'significant' years like Year 13 What didn't work? What could be better? Consider a youth summit to launch our new way of working.
- Consider whether CEIAG can be integrated within the PSHE offer so that it is regular and embedded and also helps to support young people's resilience and positive mental health.
- 3 Don't drop / swap students need to be supported to stay in training and education so guidance on careers should also recognise that some students change their minds and that things will still work out ok.
- All young people at risk of disengaging from education are spotted quickly and given the right support so they can get back on track and make a successful transition to post 16 education, employment and training.

- 5 Introduce peer learning to support year group sharing for example: year 11 pupil could act as a 'Buddy' for a year 7 pupil.
- Introduce LCP Year 7 and year 12 awards linked to experience of work and preparation for post 16 and post 18 options.
- For Children in Care and Care leavers make sure that Personal Education Plans are used to focus on CEIAG, including experience of work and supporting Post 16 options (this may mean we have to change the PEP).
- Oraw on the expertise within selforganised groups and community led organisations to support young people from equalities and special interest groups so they can access positive support and advice about handling discrimination and tackling stereotypes in education and employment settings
- Pilot the Digital Profile application and online tools so that young people can build an online portfolio (replacing the traditional CV) and find out and connect safely with employers and training providers.



Support providers to work together and thrive

What we want to do:

- Ensure that teachers and other school based staff benefit from initial and continuous training to prepare young people for successful transition at post 16. Start by sharing case studies and organising shadowing opportunities across pre and post 16 providers. Explore how teaching schools might contribute to cpd to improve post 16 outcomes.
- 2 Ensure that staff providing CEIAG can access continuing professional development and accreditation and that there is peer review and support to help standardise and improve local services.
- 3 Recognise and reward exceptional post 16 support provided by staff celebrate the 'X factor' when staff make a lasting difference through their advice and engagement with young people.
- Provide shadowing opportunities so that pre and post 16 education leaders and staff can learn more about each other's roles and provision in the city (so they can help support and spread the word to young people).
- 5 Provide specialist training for all staff and employers so that they can provide the right support to diverse young people with additional and more complex needs for example, care leavers, disabled young people, young people from alternative learning settings.

What we want to do:

- Increase and share funding to back this plan and to increase the availability of high quality post 16 provision, including: apprenticeship levy sharing; ESFA 16-19 funding; capital funding; WECA investment funding; other match funding e.g. Future Quest.
- Support independent providers to access direct funding for their specialist and community based post 16 provision, including both capital and revenue funding.
- 3 Explore options for an LCP kite mark for the Bristol family of Post 16 Providers linked to WORKS branding (Bristol Providers WORK PBW).
- Support the Bristol CEIAG Network to improve the Bristol CEIAG 'entitlement' and secure a more standardized offer across all providers.
- 5 Ensure that the LCP has a role in post 16 place planning to support growth and to avoid uneconomic oversupply for example, plans for new schools and sixth forms should be 'signed off' and agreed before applications are submitted to the DfE.
- Hold joint celebration events to raise the profile of post 16 providers and offer including local events, specific industry sector events, and a high profile apprentice 'graduation' ceremony..

Appendix 1—The Bigger Picture

i) Legal Responsibilities for Post 16

The 2008 Education and Skills Act (ESA 2008) requires all learners leaving year 11 to continue in some form of education, employment and/or training at least until their 18th birthday. Young people have a choice about how they continue in education or training post-16. This could be through:

- Full-time study in a school, college or with a training provider;
- Full-time work or volunteering (20 hours or more) combined with part time education or training; or
- An apprenticeship or traineeship.

The DfE provides the framework to increase participation and reduce NEETS but responsibility and accountability for this lies with local authorities (LAs). Their performance is tracked using data collected on the National Client Caseload Information Service (NCCIS) which shows the number of young people participating in education or training, NEET or not known.

Duties of Local Authorities Relating to Participation:

Legislation	Duties	Summary of Duties
Statutory Guidance September 2014	Emphasis on Partnerships	 Working together with and influencing partners by: Working together with and influencing partners by: focusing on participation throughout services for children and young people (especially NEET or Not Knowns). ensuring services meet needs of young people. working with LEPs, JC+, employers, 3rd sector, health, police and probation. Working with neighbouring LAs regarding travel to learn to exchange data as quickly as possible.
	Data Exchange	To deliver duties under Section 68 (ESA 2008) using agreed data sharing agreements with: • Education and training providers. • Department of Work and Pensions (DWP).
	September Guarantee	To ensure every 16 or 17 year old has a suitable place in education or training by the end of September. This is for: 16 year olds educated in their area, and 17 year olds who are resident in their area
Education and Skills Act 2008	RPA duties for 16-17 year olds	Promote effective participation in education and training Maintain a tracking system to identify 16 and 17 year olds not in education or training and offer support as soon as possible.
Children and Families Act 2014	Local Offer	Develop a local offer setting out what services are available for young people up to age 25 with SEN or disabilities, including at post 16.

Duties on Providers Relating to Participation:

- promote good attendance.
- inform LA when a learner leaves.
- secure independent careers guidance (year 8-13).
- ensure those with statements of Statement of Educational Need (SEN) or Educational Health
- Care Plan (EHCP) have clear arrangements for transition from school.

ii) Local Accountability for this Strategy

The Bristol Learning City Partnership

is governed by a Partnership Board of influential city leaders. Building on existing good practice, Learning City partners are committed to creating and promoting learning opportunities for everyone, of all ages and from all communities, in all parts of the city – encouraging everyone to be proud to learn throughout their lives.

In 2018/19, post 16 learning and career pathways was selected as one of four key priority areas. A multiagency Task and Finish Group has worked together to research and develop a Post 16 Strategy for the city. A Post 16 Implementation Group will be established to progress priority actions from Autumn 2019.

iii) Local Strategies and Plans

This Post 16 Strategy reflects and aligns with a number of other key Bristol strategies and plans, including:

Bristol One City Plan

A number of post 16 targets have been included in the Bristol One City Plan:

2019	Extend the city-wide WORKS programme connecting employers and schools, with particular focus on young women, Care Leavers and Disabled young people at risk of not being in education, training and employment
2020	All young people in care and young care leavers will be given the opportunity to access a comprehensive programme of life skills – including basic work readiness and money management
2021	Ensure apprenticeships are a viable post-16 option for all young people, and have equal status with other learning and skills opportunities
2022	100 Bristol companies will have pledged to provide quality work experience to children who traditionally have less access.

Bristol Corporate Plan

The Bristol City Council Corporate Plan 2018-23 includes the theme: Fair and Inclusive which outlines commitments to secure economic and social equality, pursuing economic growth that includes everyone and making sure people have access to quality learning, decent jobs and homes they can afford. Working with the city, the Council has made a commitment to improve educational outcomes and reduce educational inequality and also develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.

The Council will measure success through:

- i) an increase in the proportion of young people who have experience of work/ apprenticeships by age 16;
- ii) a reduction in the proportion of young people who are not in education, training and employment.

Appendix z - Contributors

The creation of this strategy has been made possible through expert contributions from a range of local providers and partner organisations. With thanks to:

Task and Finish Group Members

Aileen Morrison – Executive Principal for Alternative Provision, St Matthias PRU

Alison Enyon – National Lead Practitioner for English, & Oasis Academy Development Lead

Delyse Taylor - Post 16 Participation Manager, Bristol City Council

Emma Jarman – Vice Principal, Curriculum and Quality, City of Bristol College

George Dee – Apprentice Recruitment Manager, Lifetime Training

Jane Taylor – Head of Employment, Skills and Learning, Bristol City Council (Strategic Support)

Dr Jo Rose – Senior Lecturer Education/ Social Psychology, School of Education, University of Bristol

Kerry McCullagh – Head of Sixth Form and Vice Principal, Colston Girls School & Fairfield High School

Lee Probert – Principal, City of Bristol College (LCP Board Member and Chair)

Lucy Kirkbright – Assistant Principal and Head of Sixth Form, St Bede's

Mary Taylor, SEND, Bristol City Council

Mark Curtis – CEO Creative Director, Boomsatsuma

Matt Griffin – Quality Manager, HWV (Hartcliffe & Withywood Ventures)

Michael Jaffrain - Principal, St Brendan's 6th Form College

Rosamund Sutherland - Emeritus Professor of Education, School of Education, University of Bristol

Sandy Hore-Ruthven – CEO, Creative Youth Network

Sara Dean - SEND Operational Planning & Development Manager, Bristol City Council

Sarah Baker – Head Teacher, Redland Green School and North Bristol Post 16 Centre

Simon Arnold - Managing Director, N-Gaged Training

Sophie Bland – LCP Project Assistant, Bristol City Council

Steve Taylor – CEO, Cabot Learning Federation

Stuart Evans - Assistant College Principal 16-18, South Gloucestershire & Stroud College

Sue Cox – Team Leader for the Hope Virtual School, Bristol City Council

Suzanne Carrie - Head of Equality Diversity & Inclusivity, University of the West of England

Yvette Naylor - Senior Partnerships & Provision Manager, DWP

Expert Speakers

Alexandra Townshend – Learning City Project Assistant, Bristol City Council

Charlotte Hopley – Senior Economic Intelligence Officer, WECA

Daniel Lewis – Chief Executive Officer, Digital Profile

Darren Perkins – Apprenticeships and Work Based Training Manager, On Site Apprenticeships

Gary Davies - Head of Service for Early Intervention and Targeted Support, Bristol City Council

Gemma Perkins – West of England Careers Hub Lead West of England Combined Authority (WECA) & Local Enterprise Partnership

Ines Lage - TUC

Jan McLucas – Learning Plus UK

Kevin Watson-Griffin – Head of Human Resources, First Bus

Louise Buckley - Wheels For Work, Highways & Traffic, Bristol City Council

Peter Russell – Head of Resourcing, University Hospitals Bristol

Victoria Jordan - Early Careers Manager,

Airbus







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Decision Pathway – Report Template

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 October 2019

TITLE	Procurement of ZEDpods at Chalks Road Car Park		
Ward(s)	St George West		
Author: Jor	n Feltham Job title: Programme Director (Estate Regeneration)		
Cabinet lea	ad: Cllr. Paul Smith Executive Director lead: Colin Molton		
Proposal or	al origin: City Partner		
Decision m	ision maker: Cabinet Member		
Decision forum: Cabinet			

Purpose of Report:

To seek scheme approval for the development of the Chalks Rd Car Park with 11 affordable ZEDpods. These will be located on stilts over the existing car park (to be retained) and will be developed directly by the Council as part of its ongoing house building programme of new council owned homes.

This report sets out recommendations for the approval of a Capital Project through a turnkey housing development, and seeks approval to proceed to procurement of the modular built homes.

Evidence Base:

Key Issues for Consideration

- 1. Off-site manufacture has a key role to play in improving the performance of the UK construction industry. Moving the building process away from the physical site and into a controlled factory environment has multiple advantages. This includes speed of construction, greater certainty over cost and programme, higher quality, safety and a more sustainable approach to construction.
- 2. It is proposed to procure the design and build element of the scheme through a JCT contract. This will result in expenditure of £500,000 or over and requires Cabinet approval.
- 3. The works will be procured via a framework in order to expedite the process, and through discussions with procurement colleagues, Officers are recommending that the Council utilise Workstream 4 `Turnkey delivery of off-site system' of the LHC South West `Off-site Construction of New Homes' (NH2) Framework (1st May 2019 30th April 2023). This framework has been procured in compliance with Public Contracts Regulations 2015 and provides local authorities with easy access to turnkey building systems for the use in new build housing projects. The process is fast and efficient and allows for a `direct' award to appointed companies. The providers on the framework have already supplied initial costs that have been scrutinised for best value as well as provider deliverability and quality. Lesko Modular Group Limited is appointed to this Workstream and is the sole manufacturer of ZEDpods.
- 4. Delivery of the scheme through the HRA further demonstrates the council's commitment to its housebuilding programme and that it's serious about driving forward innovative ways of delivering new homes across the City.
- 5. The scheme provides a positive Net Present Value (NPV) surplus over a 40-year period, and under our approved Financial Parameters & Performance Criteria this is regarded as financially viable.
- 6. Ownership of the new housing within the HRA is the preferred option for the Council. The car park is currently held in the General Fund and we will need to appropriate the ZEDpods development into the HRA. The existing car park will remain in-situ once the development is complete (albeit slightly rearranged as per the planning consent) and will continue to be managed by Parking Services.
- 7. The estimated project cost, inclusive of construction, professional fees and contingency is £1.47m. This is to be secured from redirecting funds within the capital programme.

Key Risks The main risks identified are as follows: Key Project Risks & Score

Key Project Risks & Score		
Financial Resources - appropriate budget needs to be agreed to enable the Project to be delivered.	Low	
Ground Risk – risks identified in the ground (i.e. contamination).	Medium (until intrusive ground investigation completed)	
Construction Risks – cost overruns, etc.	Medium (until D&B contract in place with contractor)	

Cabinet Member / Officer Recommendations:

That Cabinet

- 1. Approve the scheme being added to the HRA Housing Investment Programme for 2019/20, with an estimated Contract Sum of up to £1.43m within the approved budget envelope.
- 2. Approve the appropriation and transfer of the proposed ZEDpod development (not existing car park) from its current General Fund purpose to the purpose of 'housing' land held under the Housing Revenue Account.
- 3. Approve the procurement of the homes through a `direct' call-off through the LHC South West `Offsite Construction of New Homes' Framework.
- 4. Delegate authority to the Executive Director of Growth and Regeneration (with appropriate legal and procurement advice) in consultation with Cabinet Member for Housing, to take all steps to procure and award contracts and enter into any necessary agreements required to successfully implement the proposed scheme.

Corporate Strategy alignment:

The scheme aligns with Corporate Strategy Commitment to creating a fairer more equal City for everyone. It also seeks to address inequalities, unemployment and poverty in the City through access to warm, secure affordable homes, to achieve a higher quality of life. A priority for the City is finding innovative ways of increasing the availability and affordability of a range of housing types and creating mixed and balanced communities where people want to live and work. The scheme will support the Strategy's target of making sure that 2,000 new homes – 800 affordable – are built in Bristol each year by 2020.

City Benefits:

The proposal will facilitate the supply of additional affordable housing which will be of benefit to the whole City. Housing is at the heart of the Council's drive to improve the quality of life for residents and to create thriving communities and attractive places where people positively choose to live. Creating a mixed and balanced community with a strong sense of place and liveable environment, can help benefit mental and physical health, social interaction and security. It will also help create greater equality of opportunity and quality of life. The lack of affordable housing causes homelessness and the people who are owed a homelessness duty by the Council are disproportionately young people, disabled people, BAME people and lone parents who are mainly women. Effective land use of space above the car park helps relieve pressure on the development of green and open space in the City. The increased use of modern, efficient factories will attract and retain a more diverse range of talent into the industry to help tackle the skills shortage.

Consultation Details:

The Housing Delivery Team delivered a pre-application engagement programme, which included engagement with Officers at Bristol City Council; City Councillors; resident groups and the local community. Alongside meeting with local Councillors, a meeting with community action groups, including the St George Community Network and the Church Road Action Group took place on 17th February 2019. Statutory Public Consultation took place as part of the planning application.

N/A

Revenue Cost	£0	Source of Revenue Funding	N/A
Capital Cost	£1.47m	Source of Capital Funding	Allocation/redirection from funds held within the existing capital programme.
One off cost ⊠	Ongoing cost \square	Saving Proposal ☐ Income generation proposal ☑	

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

1. Finance Advice:

Funding of Scheme

The scheme would form part of the Housing Investment Programme for 2019/20 and would be funded by the HRA capital budget for new developments. Re-profiling of other planned developments has allowed this scheme to be included in 2019/20; therefore this scheme would be delivered within the approved budget envelope.

Prior to the abolition of the HRA debt cap the HRA was limited to £257m borrowing, when the budget was set in February 2019 there was headroom of £12m against the original cap. The 19/20 approved budget increased planned borrowing by £4.8m. This scheme is funded by redirection of existing capital budgets therefore there is no impact on levels of borrowing within the HRA. There is potential to utilise 1 4 1 funding to contribute to 30% of the cost of this scheme. There will be a small ongoing revenue cost for managing the scheme which will be met from the Housing Revenue Account. The ZEDpods are intended to be permanent structures – with any major refurbishment costs being managed as part of the overall housing stock management in future HRA business plans.

Value for Money

The scheme has a positive NPV over the life of the project, paying back within 40-years, based on the usual development assumptions as agreed by the Housing Delivery Board. The investment generates a rate of return of 3.4%.

The unit costs are higher than that of traditional builds, though this is due to the specialist nature of the design which incorporates greater energy efficiency, lower environmental impact and rapid construction.

Other Considerations

It is intended that the ZEDpods are used for transitional "move-on" accommodation and therefore the appropriate tenancy agreements will need to be utilised to mitigate against any potential right to buy eligibility arising. There is no negative impact on the General Fund income in relation to the Chalks Road car park as it is free to use, though it would be out of use during the construction phase.

Finance Business Partner:

Wendy Welsh, Finance Business Partner – 23rd September 2019

2. Legal Advice:

The Council is a local housing authority within the meaning of the Housing Act 1985 and is specifically empowered to provide housing accommodation, either by erecting houses, or converting buildings into houses on land acquired by it for the purposes of Part 2 of the Housing Act 1985, or by acquiring houses.

The Council has a wide general power of competence to do anything that individuals generally may do (Section 1 of the Localism Act 2011). The Council can rely on this power to carry out housing development, to act in an `enabling' manner in relation to the provision of new affordable housing. Further, the Council can undertake activities that are either economically, socially or environmentally beneficial for the authority and residents (Local Government Act 2000).

The Council has powers to hold and appropriate land under where satisfied it no longer required for the purpose for which it is held immediately before the appropriation (Section 120-122 of the Local Government Act 1972). Section 122(2A) requires that where land is existing open space, notice of the change of use must be advertised and any objections considered prior to the appropriation taking place.

It should be noted that the tenants of this scheme will achieve security of tenure pursuant to the Housing Act 1985 and the Council will be obligated to provide the tenants with alternative accommodation at expiry of their ZEDpod occupation.

The modular housing will be procured via a framework in compliance with the Public Contract Regulations 2015 and accordingly the risk of challenge under these Regulations is low.

A decision has been reached to use a particular type of housing (ZEDpods) from a particular contractor (Lesko). The Council has a duty to obtain best value under s3 of the Local Government Act 1999. Accordingly, the client officers must ensure this framework offers best value in terms of price etc paid for ZEDpods, and that ZEDpods themselves, offer best value in the modular housing market.

Legal Team Leader:

Andrew Jones/Sinead Willis, Team Leaders, Legal Services – 12th September 2019

3. Implications on IT:

No expected impact on IT Services.

IT Team Leader:

Simon Oliver, Director - Digital Transformation – 28th August 2019.

4. HR Advice:

No HR implications evident.

HR Partner:

James Brereton, People & Culture Manager – 6th September 2019

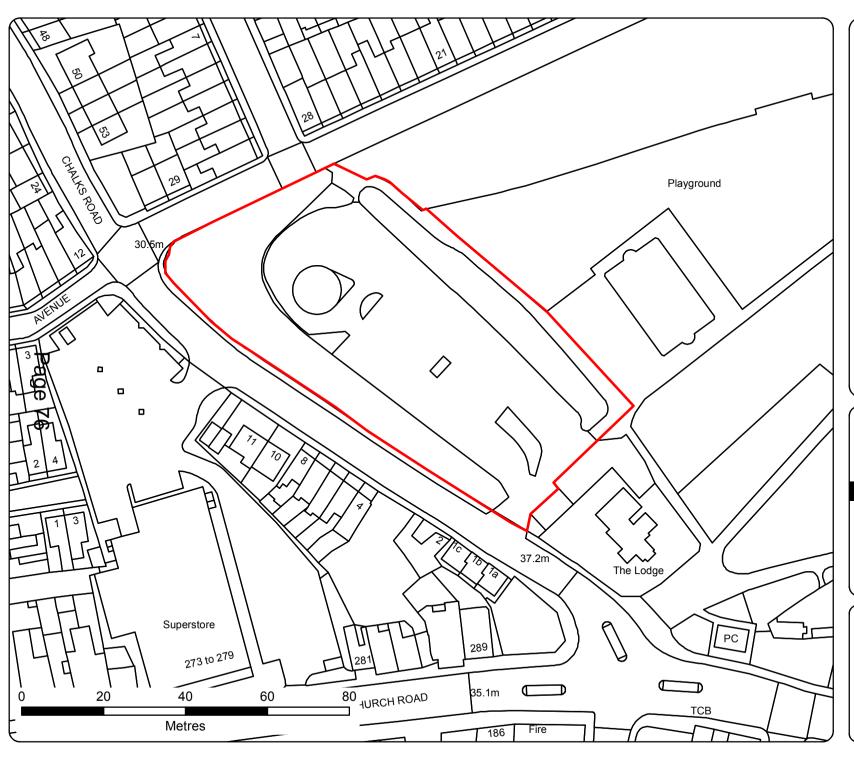
EDM Sign-off	Colin Molton	21st August 2019
Cabinet Member sign-off	Cllr. Paul Smith	20 th August 2019
For Key Decisions - Mayor's Office sign-off	Mayor's Office	2 nd September 2019

Appendix A – Further essential background / detail on the proposal	YES
Appendix A1 – further background information	
Appendix A2 - OS Plan of site being acquired (edged in red).	
Appendix A3 – Design & Access Statement (planning consent)	
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO

Further Background Information

- 1. Coming out of the Bristol Housing Festival, it is recognised by the City that there is an appetite for imaginative approaches to address the shortage of housing in Bristol. Bristol City Council is committed to delivering 2,000 new homes a year by 2020, of which 800 will be affordable. Bristol Housing Festival is a five-year Festival, during which the organisers' stated ambition is to "test innovation in real life scenarios, to find out what works for people in our City, in order to see real and lasting positive change." Following on from an exhibition at the Bristol Housing Festival in October 2018, Bristol City Council committed to supporting the Festival and to making land available for innovative solutions to address the shortage of housing in Bristol.
- 2. ZEDpods has been identified as an innovative volumetric modular housing solution that could help the Council achieve this ambitious housing commitment. This scheme is the first test of whether factory-built housing to meet identified housing need can be accommodated above a Council owned public car park.
- 3. Chalks Road Car Park is shown edged red on the plan at Appendix Aa to this report. The proposed site for the ZEDpods comprises part of the public car park for St George's Park, and has an area of 0.21 hectares. The site was historically part of St George's Park before being repurposed as a car park in the 1980's, but is still designated as `Local Historic Parks and Gardens'.
- 4. Bristol City Council owns the freehold of the car park and it's currently held in the General Fund. The land is registered under HM Land Registry Title No. BL 89369.
- 5. On the 10th July 2019, full planning permission was granted for the erection of 11 factory-built dwellings to be positioned in the centre of the existing car park on a steel frame above the existing parking spaces. The proposed housing would consist of 9 x one bedroom and 2 x two-bedroom dwellings. The proposed one-bedroom dwellings would provide 39 square metres of internal floorspace, and the two-bedroom dwellings would deliver 70 square metres of internal floorspace (see Appendix A3).
- 6. The scheme is intended to be a car-free development. No parking spaces will be assigned to future residents. The existing access arrangements to the car park would be retained. Through reconfiguration, three additional parking spaces will be provided making a total of 61 spaces available. Public parking is limited to 3 hours between 8.00 and 18.00 on Monday to Saturday. There would be no change to the current access arrangements.
- 7. The ZEDpods are built `off-site' in Peterborough using factory-controlled conditions (Lesko are the partner and sole manufacturer of ZEDpods) and are built to BOPAS (at least 60-year life), ISO 9001 and Q-assure quality standards. They are delivered to site as a modular building (Cross-Laminated Timber (CLT)) and erected ready for occupation within days not months. The high quality ZEDpods are built to higher standards than conventional houses, are super insulated, triple glazed, with heat recovery ventilation and lots of daylight. The solar roofs generate more energy than the houses consume and are designed to be low carbon with the lowest running costs possible. They are both `A' rated for Energy Efficiency and Environmental Impact (CO2).
- 8. It is anticipated that all of the homes will be made available for young people nominated by the YMCA, working people on incomes below local average earnings, and young people who are making their first steps into independent living.
- 9. The scheme will provide sufficient accommodation for 13 residents (age range 18-25) and the following mix of affordable homes is anticipated through a Local Lettings Policy:
- 2 4 x 1-beds with nominations through the YMCA Bristol (residents moving-on from YMCA hostel accommodation);
- 2 5 x 1-beds with nominations through HomeChoice Bristol; and
- 2 x 2-beds with tenants recruited by YMCA Bristol to act as community leaders/responsible neighbours (income of no more than £40k).
- 10. The scheme will provide transitional 'move-on' accommodation and not long-term housing. It is anticipated that most residents will stay for between 1-4 years. All residents will be required to sign up to a Code of Behaviour.

- 11. Development Values all residents will need to be committed to the values of the Chalks Road ZEDpod development. The development will enable young people to afford a home and live as part of a nurturing mixed community. It will be self-managing, with support from the YMCA.
- "We are together":
- o We take an active interest in the people living alongside us.
- o We take part in regular community activities including meetings and social activities.
- o We offer support to our neighbours when it is needed.
- o We accept support from our neighbours when we need it.
- "We have a purpose":
- o We take opportunities for meaningful work, training and volunteering.
- o We look for ways to benefit the community around Chalks Rd.
- o We take our responsibility to the planet seriously by reducing any negative impact we have.
- 12. The lifting of the Housing Revenue Account (HRA) borrowing cap has provided more scope for councils to deliver more and better housing. As the main level of income to the HRA Business Plan comes from rents, it is imperative that the number of rental properties is maximised.
- 13. In January 2019, Cabinet approved a 2019/20 Housing Investment Plan (HIP) budget of £21.042m to invest in a new build programme. The budget runs across several projects at various stages of development, and whilst this didn't include the proposed scheme, it is currently predicted that there are sufficient funds within this to accommodate delivery. This will require a reprofile of the budget based on the 30% of the schemes costs being coved by the use of one Right to Buy (RTB) receipts (known as 1-4-1 receipts).
- 14. The Councils' 'Housing & Landlord Services' team (HRA) will:
- 2 Build the ZEDpods;
- ② Own the ZEDpods;
- Maintain the ZEDpods; and
- 2 Act as landlord and collect rents from tenants (if lease/management agreement not used with third party).
- 15. Future tenants will be identified by the YMCA Bristol (Part of YMCA Bath Group). They will:
- 2 Manage referrals as per the Local Letting Policy;
- 2 Provide training and support to the community leaders/responsible neighbours;
- Support young people living in the ZEDpods; and
- Work with community leaders/responsible neighbours to establish regular opportunities for community activities including meetings, social events and volunteering.
- 16. The Council proposes paying a small fee to the YMCA for providing support and community building activities (approx. £6-7k per year).
- 17. The new Estate Regeneration Team will oversee the management of this Project.



Chalks Road -Public Car Park

ST6173 NE

CL7057

SITE PLAN: To ensure boundary accuracy, please refer to deeds.

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PROPERTY

Plan No : CL7057 Prop ID Ref : N/A

Polygon Ref : N/A

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Date : 01/03/2019



CORPORATE PROPERTY

City Hall P.O. Box 3176 Bristol BS3 9FS

www.bristol.gov.uk

Chalks Road Bristol





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Section 1: Introduction

This document covers the design and access components for a planning application for residential development over the Chalks Road car park, adjacent to St. George Park, Bristol. Following a successful exhibition at the Bristol Housing Festival in October 2018, Bristol City Council committed to supporting the Festival and to make land available for innovative solutions to address the shortage of housing in Bristol.

This new development has been designed to be the first 100% affordable and low carbon housing development aimed at creating a mixed tenure affordable housing scheme using ZEDpods.

ZEDpods are factory built volumetric homes. The high quality ZEDPod homes are built to higher standards than conventional houses, are super insulated, triple glazed, with heat recovery ventilation and lots of daylight. The solar roofs generate more energy than the houses consume and are designed to be low carbon with the lowest running costs possible.

This development uses a 30 year air rights lease to build 1 a 2 bed homes above the carpark in Chalks Road adjacent to St. Coorgo Park, It is anticipated that all of the units will This development uses a 30 year air rights lease to build 1 and to St. George Park. It is anticipated that all of the units will be made available for young people (nominated by the YMCA), working people on incomes below local average earnings, and young people who are making their first steps into independent living. The ZEDpods will be managed by a registered affordable housing provider. The proposal includes 9 no. 1 bed dwellings and 2 number 2 bed dwellings.

Pre-application advice was sought from the planning department and the feedback incorporated into the final scheme. The development team delivered a pre-application engagement programme, which included engagement with officers at Bristol City Council, City Councillors, resident groups and the local community. To ensure all groups had the opportunity to view and comment on the proposed plans, a number of engagement methods were used, including: pre-application discussions with key stakeholders, hosting a consultation webpage, a social media and press campaign, the distribution of a leaflet and a public exhibition.

The document covers the site assessment, Site Development, Layout, Appearance and Landscaping, Access, Sustainable Construction details, Summary & Scheme benefits.



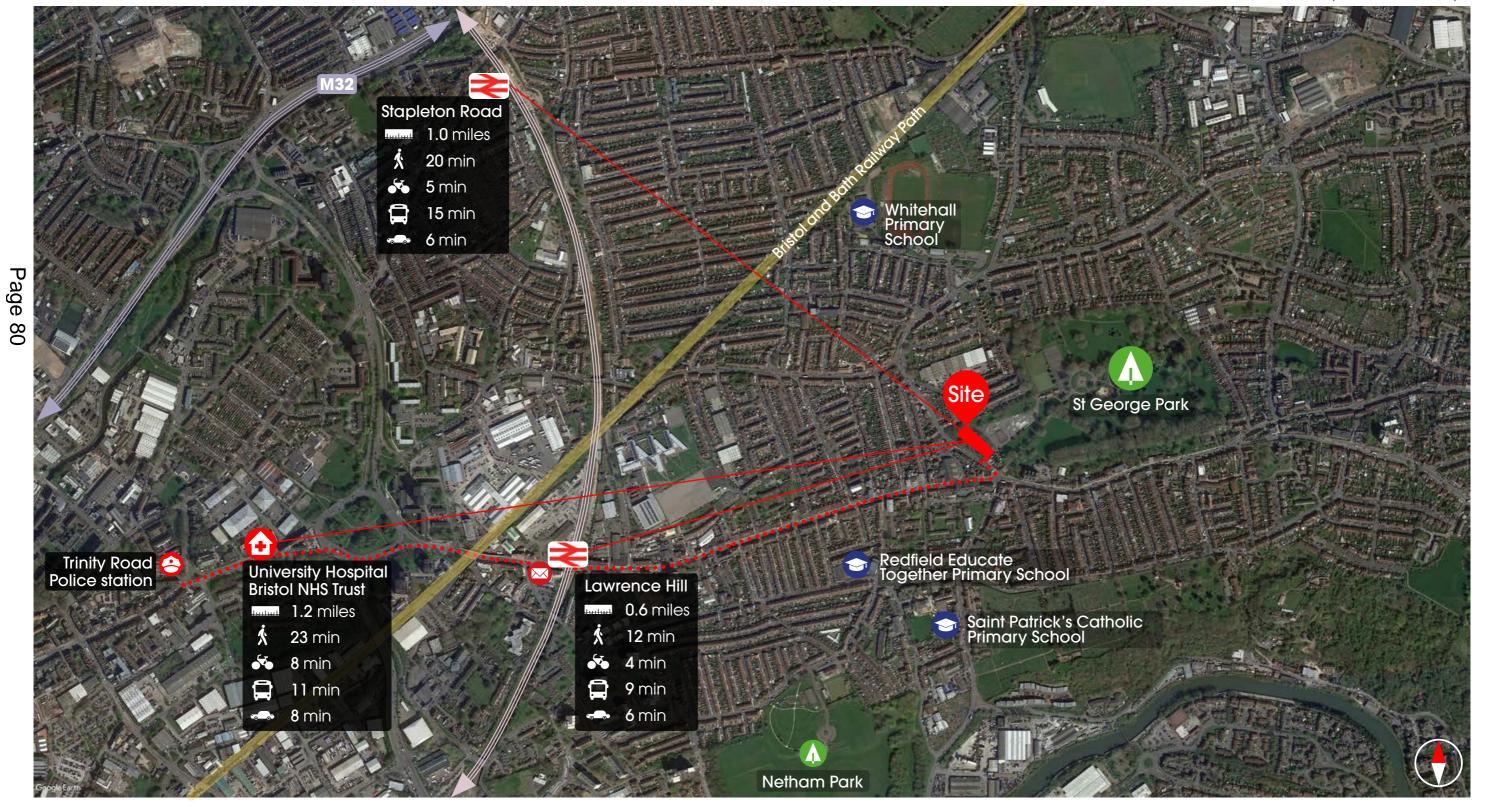
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Section 2: Site Assessment

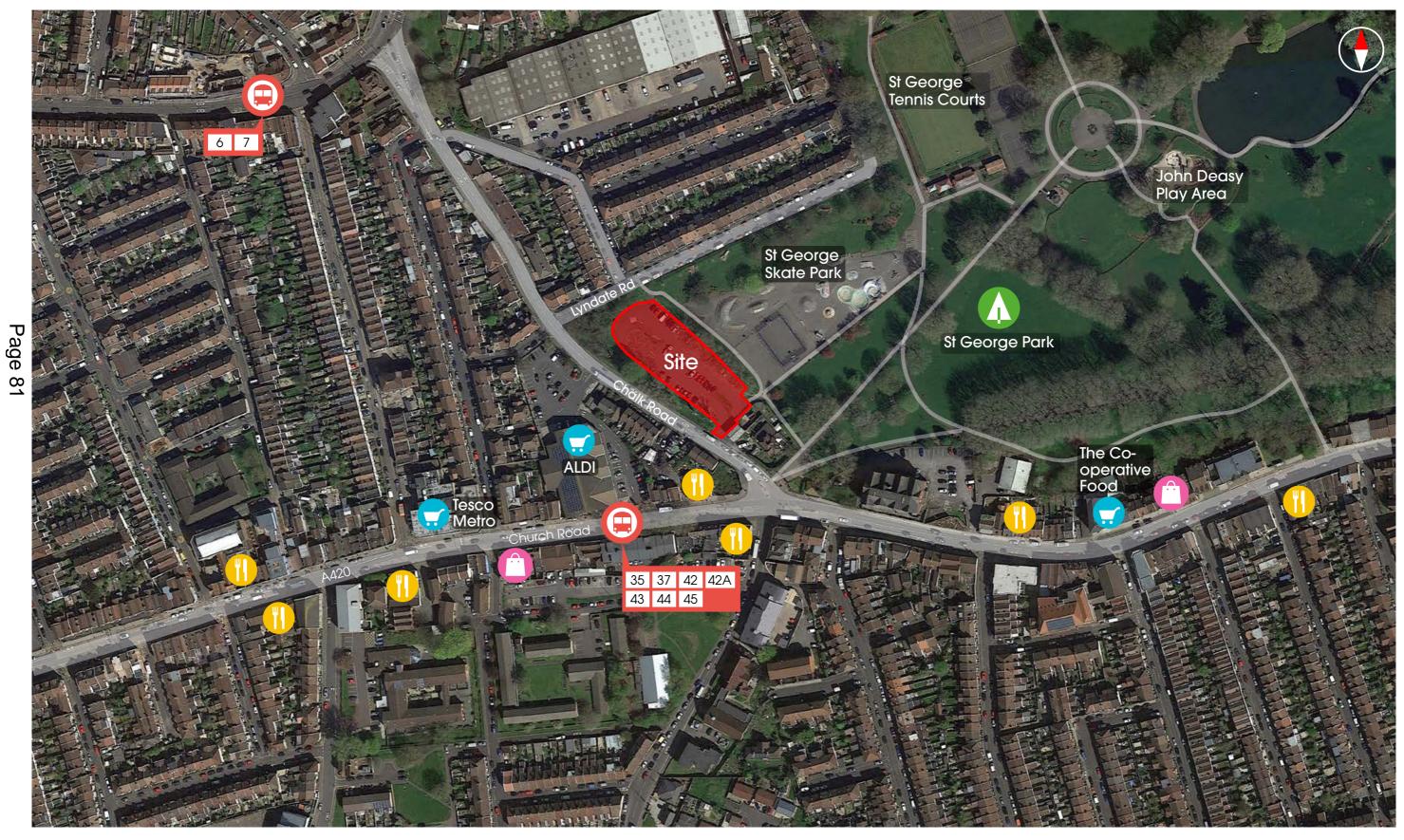
2.1—Site Location

Chalks Road, St George, Bristol BS5 9EP

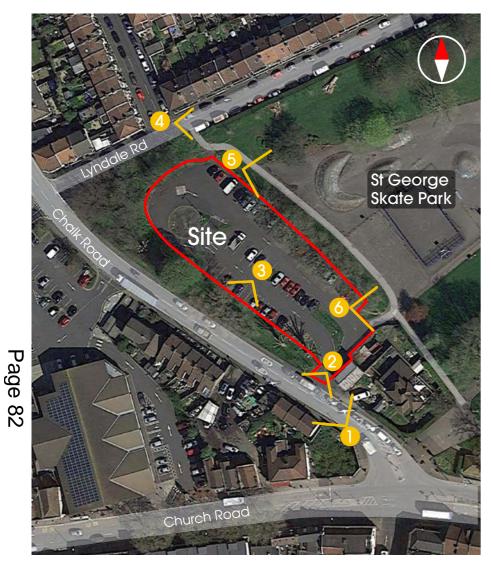
The site in St. George has been selected due to its great access to the Church Road retail area and close proximity to the local supermarket and amenities. When combined with the good access to local public transport networks, access to a train station and the car free access to the centre of Bristol; the site is ideal for an affordable ZEDpods community.



2.2—Context



2.3—Surroundings



St George's Park is located on land which gently slopes in a north westerly direction from c. 48m AOD to c.31m AOD. The Site itself is flat and is on higher ground at the north western corner when compared with the topography of Chalks Road. Surrounding land uses include residential to the north at Lyndale Road and a mix of commercial and residential to the south west, along Chalks Road. St. George's Park occupies land to the east of the site, including a skate park to the immediate east of the site boundary.



View of Main entrance from Chalk Road



Row of terraced houses along Chalk Road, opposite the site



View from the footpath towards St George Skate Park



Row of terraced houses along Chalk Road, opposite the site



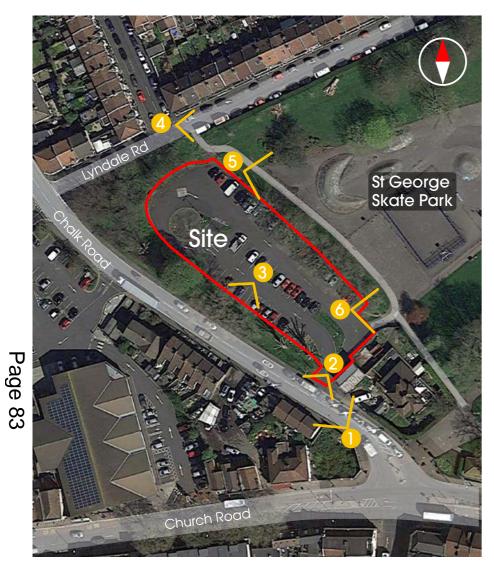
Context to north east along Lyndale Road



View from the west boundary towards St George Park

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2.4—The site (images)



The Site is 2694m², bordered by mature trees and hedgerow along its south west, north western and north east boundaries, providing screening of the site from Chalks Road and Lyndale Road, particularly during the summer months when the vegetation is in full foliage.



View of the site from the main entrance



View of the north west boundary



View of the mature trees at the east boundary



View of the site towards south east



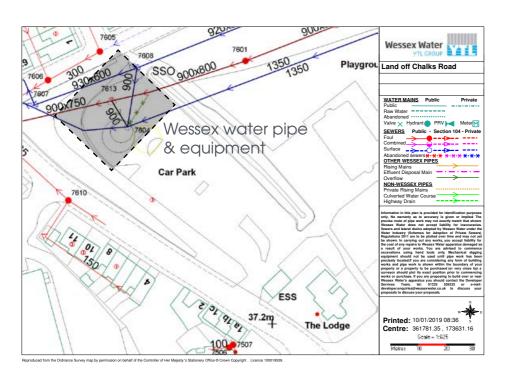
View of the site from the pedestrian entrance at the north

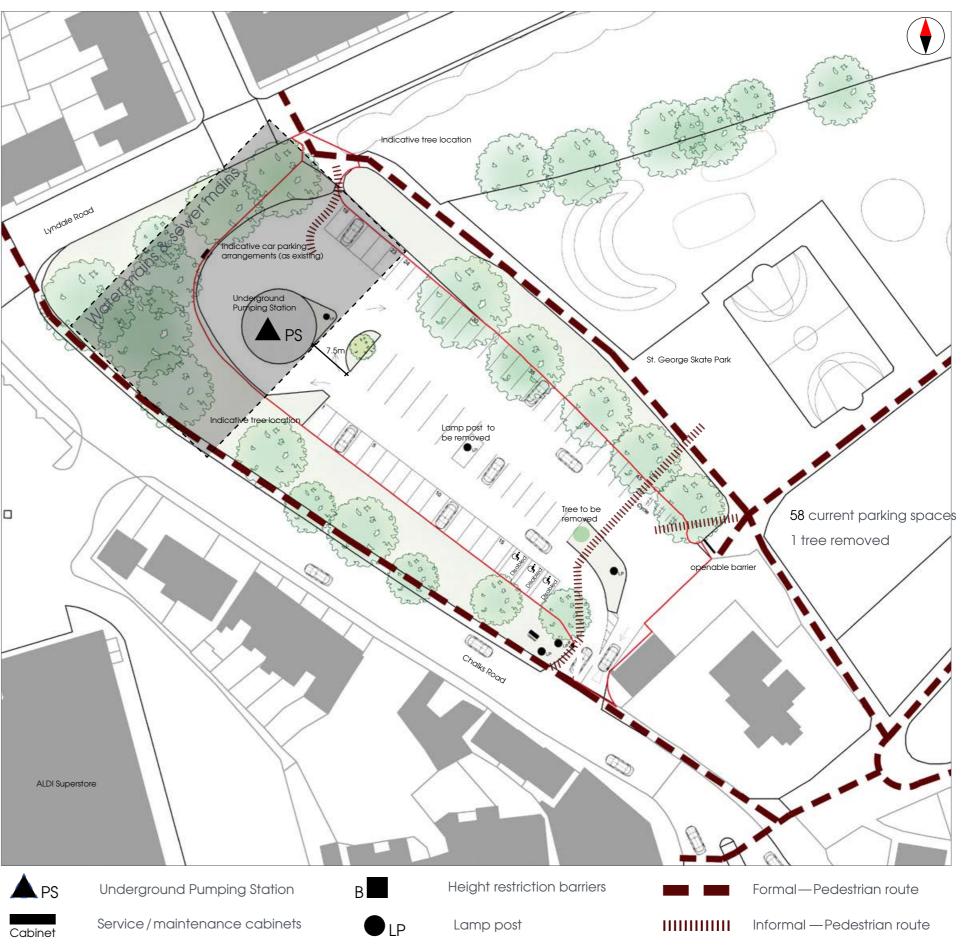


View from the pedestrian entrance at the west boundary

On the northern area of the site Wessex water have significant pipes and equipment as well as a number of manhole covers. This area is noticeably free from car parking to ensure maintenance vehicles can access the pumping station at all times. The plant and equipment are noted to be a key constraint to the site as such, the proposed development has been kept 7.5m from it.

The location of the PODs have been carefully considered, taking into consideration site constraints (such as root protection zones and views from neighbouring properties.





Section 3: Development Proposal

THE POD CONCEPT

Low energy / Low carbon homes

Each home has at least 2.6kW peak of photovoltaic roof capable of providing enough electricity for a careful energy conscious resident. If it is decided to match energy supply with demand, an optional battery system can be included to store solar electricity ready to match peak demand.

Potential residents

It is proposed to use the single bed units displayed at the Bristol housing Expo and a 2 bed variant. These would be space standards compliant at 39 m² for a single bed home and 70 m² for 2 bed homes. The 1 bed with mezzanine provides a comfortable home aimed at young people in need of affordable housing or local keyworkers. It is assumed that the Council will nominate residents locally in need of affordable homes.

ZEDpod specification for long term rental

The homes have been optimised for energy efficiency and the lowest possible running costs, with solar panels to generate renewable electricity in the day, quiet running heat pumps for low energy heating, controlled ventilation which recovers usable heat from inside the building whilst bringing in fresh air, triple glazing, LED lighting and energy efficient appliances. The cross laminated timber internal surfaces are designed to be easy to wipe down and clean and are unlikely to suffer impact damage. The cladding is non-combustible, cementitious with baked on paint finish. A large colour range is possible. All timber windows are aluminium clad to reduce maintenance. All flashings are powder coated aluminium, and north roofing is a long life standing seam roof. The ZEDpods have been designed to minimise fabric replacement and maintenance regimes.

Connections to existing drainage utilities

A small trench is dug from the nearest foul sewer manhole to the underside of the staircase. Each Pod has a gravity drainage run in 110mm dia. Standard push fit black plastic soil pipe draining to the under stair connection.

Connections to existing utilities

The pods also require a connection to the existing electrical sub station and an incoming water mains. No gas connection is required.

Fire safety

- An external access walkway and two steel staircases provide multiple egress routes for safe escape from each unit. Front and rear balconies are also acceptable means of escape
- The mezzanine floor is open to the living room so that the bedroom deck counts as one room. Any fire on the ground floor of a unit is immediately evident to someone on the upper floor—enabling escape.
- Each home has an interlinked system of smoke and heat detectors with an additional detector under the soffit of each pod
- Each home also has a balcony only one floor above the car park allowing residents to await rescue.
- All insulation materials are non-combustible stone wool and no materials producing toxic smoke such as urethane foam have been specified.
- Non-combustible fireproof soffit board is installed to prevent fire spreading from a car to the homes. The development will be building regulations compliant.
- The solid exposed Cross Laminated Timber structural walls, floors and ceilings are treated in 3 coats of water based non toxic fire retardant providing Class 1 surface spread of flame — and additional timber thickness provides a sacrificial char rating that provides the required building regs fire resistance on party walls

Off-site prefabrication

- The pods are built off-site using factory controlled conditions.
- This ensures quality and consistency by employing the same thinking as high end car manufacturing production lines to building housing.
- The Pods are built to BOPAS, ISO 9001 and Q-assure quality standards
- Our construction and manufacturing team are consistent and specifically trained to build our high quality ZEDpod Homes
- The finished ZEDpods are delivered to site and erected ready for occupation within days not months.

Timescales

Production of the units will occur at the same time as the ground works will be completed. This will reduce the on-site time frames to less than 8 weeks, barring any unforeseen issues in the ground.

















Internal images









3.1 — Use

The site is currently used as a car park which serves St George's Park and the nearby retail area along Church Road. Parking restrictions apply, enabling visitors to park onsite for free for a maximum of 3 hours.

The Proposed Development seeks to retain the site's existing use as a car park in conjunction with a residential use comprising 11 no. ZEDpods. The proposed mix of ZEDpods is 9 no. 1 bedroom (1 person) pods and 2 no. 2 bedroom (3 persons) pods. These ZEDpods will be managed by a Registered Affordable Housing Provider and rented at an affordable rate (social rent) to young people in need of housing.

The proposed ZEDpod development will be car free and it will be written into the tenants' agreements that occupiers of the ZEDpods cannot own cars. No parking allocation will be given to pod residents. For further information, please refer to the Premises Management Plan which supports the planning application.

The ZEDpods are proposed to be located on-site for a temporary period of 30 years, with the air rights being leased to the developer by Bristol City Council (the landowners).



3.2—Layout

A simple line made up of $9\,\mathrm{N}^\circ$ single bed mid terraced units and $2\,\mathrm{N}^\circ$ double bed end terrace units will run above the central parking spaces. This centralized location will result in the loss of a single young tree and lamp post and ensures the proposals will not impact the root protection zones of the boundary trees and vegetation. The steel frame will enable the continued use of the land beneath the pods to be used for public car parking.

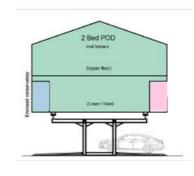
Southerly aspect living rooms with balconies and/or conservatories face onto the mature tree canopy—creating pleasant private outdoor space. Two staircases access the north facing deck at either end of the terrace to create the residents access to the first floor entry level. Entry is security controlled at the first floor level.

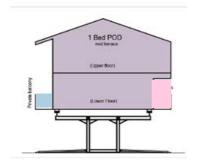
Upgraded pedestrian routes help separate people and cars to enable safe movement across the site. The current parking layout will be reconfigured, resulting in 61 public parking spaces, with an increase of 3 bays; The existing parking bays removed from the north east of the site are replaced by parking bays under the proposed pods. Additionally, some bays will need to be remarked.

Provision for electric vehicle charging in 6 bays is also proposed. There also 1 bay assigned for car sharing.

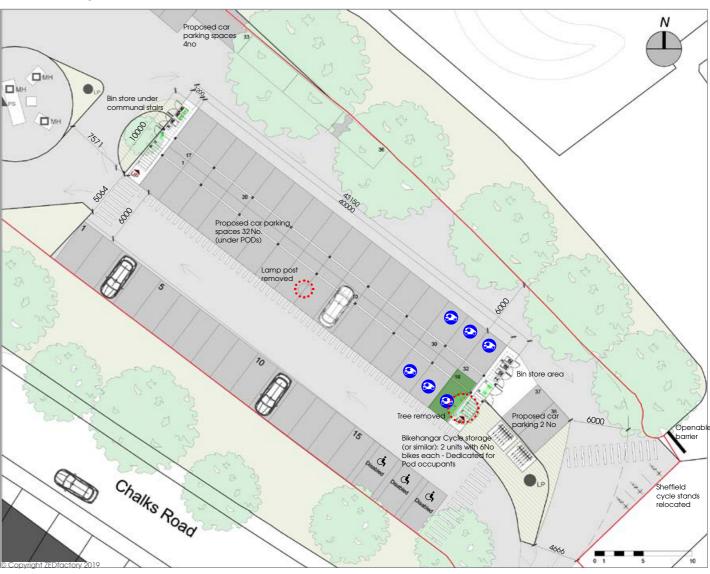


Below: Indicative section





Below: Parking level plan





Cycle storage

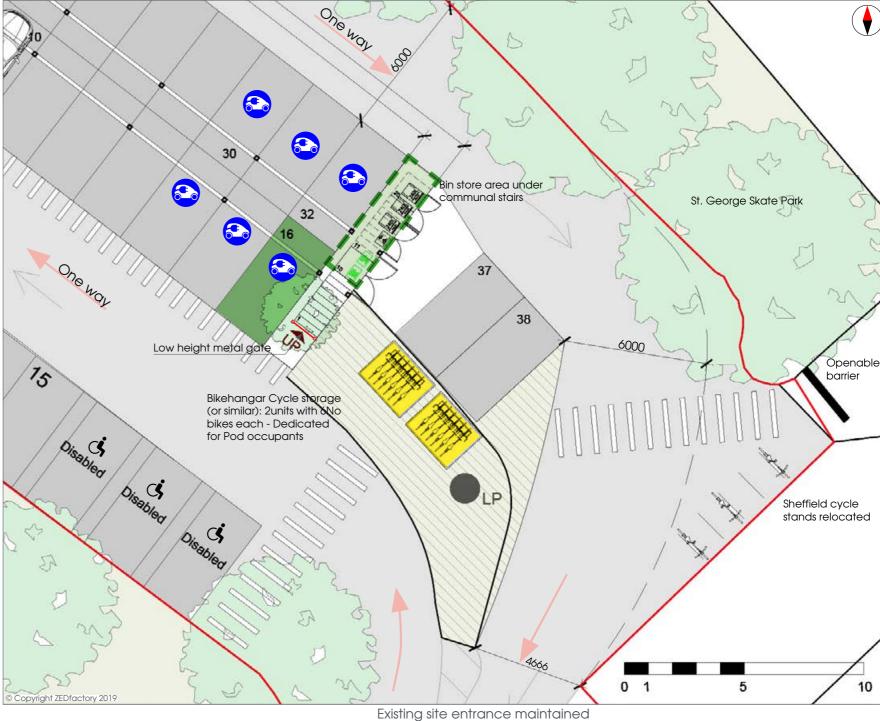
2 enclosed bike stores (with 6N° spaces each) for residents of the ZEDpods are proposed, which is in accordance with council standards that require 11N° spaces for the proposed scheme. The existing Sheffield Stands will be relocated to the east of the site (as per drawings).

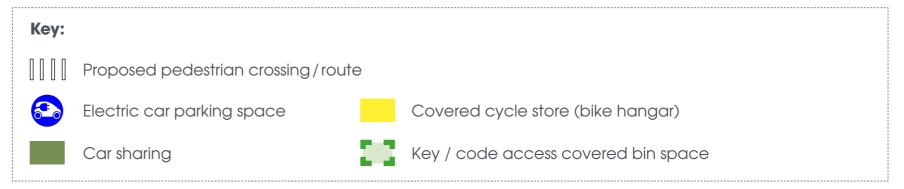
Maintaining pedestrian safety of the new residents

A marked pedestrian delineation on the car park surface and a clearly indicated crossing provides safe access from the staircase to the existing street and pavement network.









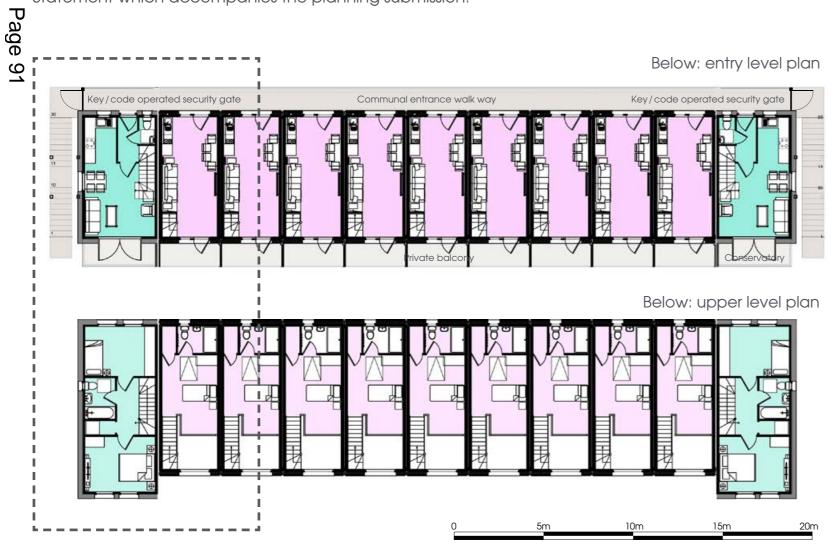
3.3—Amount

The proposed development will increase the existing provision of public parking spaces from 58 spaces (as existing) to 61 (as proposed). 3 spaces will remain allocated for disabled access and 6 spaces will be provided with EV charging points, with one of these allocated for car share

The current provision of Sheffield cycle stands will remain the same with additional, enclosed cycle provision included for the residents of the ZEDpods.

The ZEDpods are compliant with Nationally Described Space Standards with the 1 bedroom (1 person) pods being 39 sgm and the 2 bedroom (3 persons) pods being 70 sgm. Each of the 1 bedroom ZEDpod is provided with a private balcony amounting to 3.72 sqm. The 2 bedroom ZEDpods are provided with an enclosed conservatory amounting to 4.71 sqm. For further information refer to the Planning Statement which accompanies the planning submission.

House types	GIFA/POD (m²)	No. of Units	Total GIFA (m²)	PV Array Per POD (kWp)
End Terrace two bed pod	70	2	140	3.5
Mid Terrace one bed pod	39	9	351	2.6



2 Bed unit 1 Bed unit **End Terrace** Mid Terrace 2 Bed unit 1 Bed unit **End Terrace** Mid Terrace Upper level plan

3.4—Scale

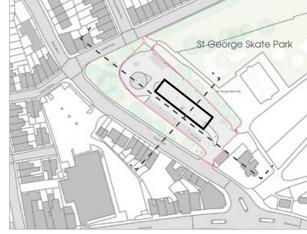
The row of terraced pods sits comfortably within in the site, and the surroundings, respecting the existing building heights.

The ZEDpods are positioned on a steel frame which extends 44m in length, 10m in width and 10m in height. The Scale of the ZEDpods is illustrated by the following sections

Privacy and overlooking

The sloping parkland and existing car park is higher than the surrounding terraces to the south and most of the windows are netted already to avoid overlooking from the existing streets or public open space. The installation of the ZEDpods would not incur any further overlooking of existing homes

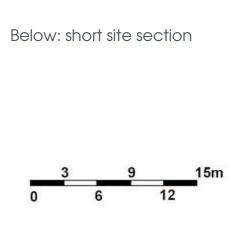


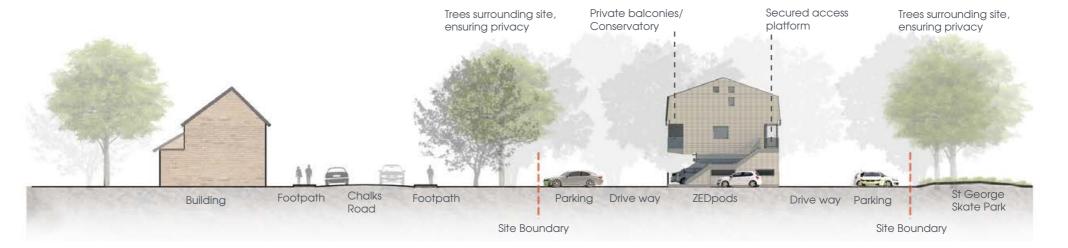


Above: entry level plan

Above: site surrounding







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3.5—Appearance & Landscaping

The Appearance of the ZEDPods is best illustrated by the following visualisations: Site Aerial View; View from the site entrance; Site Perspectives.

The south eastern facade of the ZEDpod development will be visible as you enter the site from Chalks Road. There is opportunity for public art from a local artist to be painted onto this façade and will provide a focal point as members of the public enter the car park.

The external appearance of the ZEDpods is proposed to include a mix of cladding colours, inspired by the colourful terrace housing typical of Bristol. A range of colour options are available.

The internal appearance of the ZEDpods is illustrated by ZEDpods internal finishes.



Page 93

Cladding options

James Hardie Plank rainscreen cladding (Plain Finish)



Colour options

Arctic White Sail Woodland Cloth Cream Soft Green Heathered moss Mountain Sage Light Mist Boothbay Blue

Evening Blue

Cobble Stone

Khaki Brown Monterey Taupe Timber Bark

Chestnut Brown Traditional Red Iron Grey

Midnight Black Boothbay Blue

Pearl Grey Grey Slate

Rich Espresso

Comax Klik aluminium standing seam roof (North roof)

Colour options











3.6—Access (Site)

Current vehicular access into the site is via Chalks Road. No alterations are proposed to this access and as part of the proposed development it will remain the only point of vehicular access. Pedestrian accesses from the car park and into the park are located along the site's north eastern boundary. No changes are proposed to these access points however, the proposed improvements to the car park will improve the movement and safety from the site to the park.

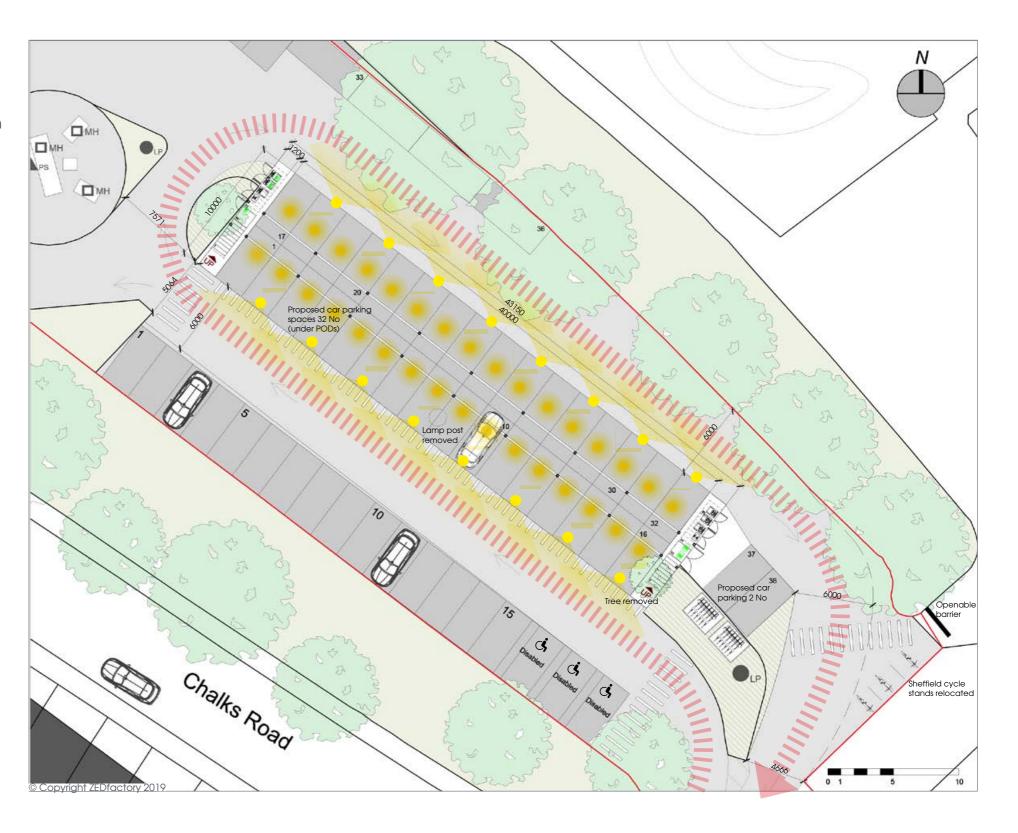
Site entrance and exit are kept as existing, allowing minimum 4.5 metre wide one way clear route through out the site. Back to back perpendicular parking have minimum 6 metre wide road in between.

Additional lighting is proposed under and around ZEDpods. Each parking bay will benefit from a motion sensor LED down-light to assist users at all time.

Furthermore, every other parking bay will have light-levels-sensor-based LED spotlights, to replace high level lamp post lighting that will be removed and to ensure the area is appropriately illuminated.

Proposed lighting scheme is also designed to discourage potential antisocial behaviour.

All lighting levels to comply with the regulations.

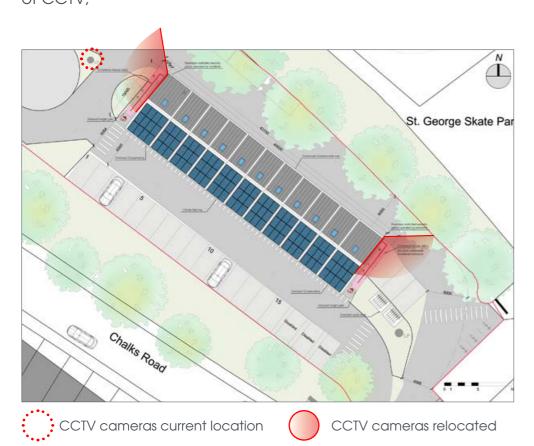


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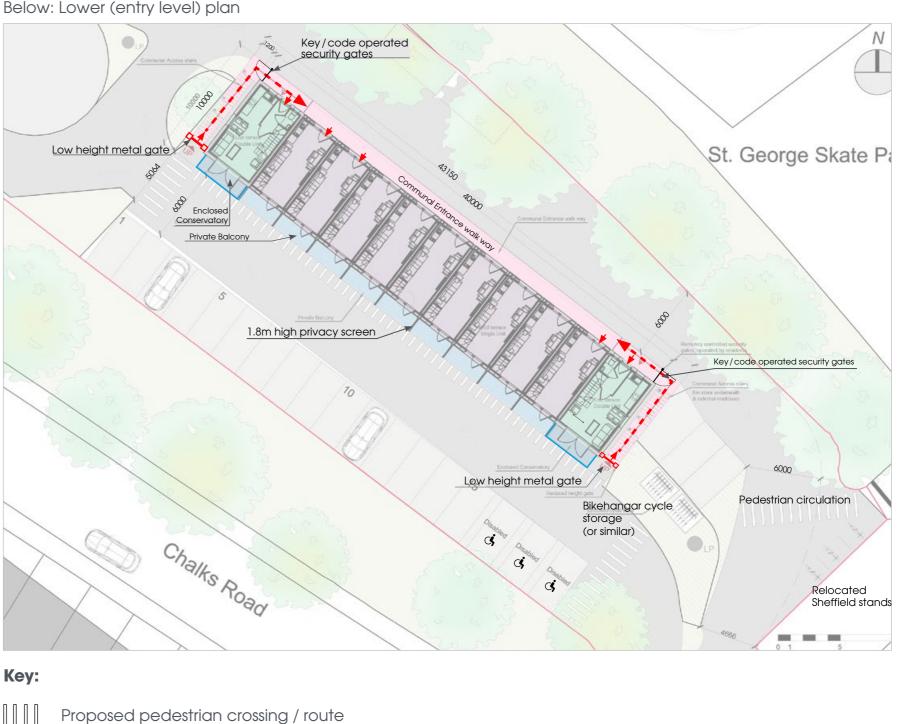
3.6—Access (Pods)

With regard to access into the ZEDpods, staircases are located at either end of the ZEDpod development. At the top of these staircases a key/code controlled gate will be provided to ensure access to the ZEDpods remains private. A communal entrance walkway is provided along the north eastern elevation of the ZEDpods, enabling tenants to access each of the pods. A low height gate is also provided at the bottom of the stairs to prevent loitering on the stairs.

Surveillance
Upgrade of expension of expensions and a surveillance Upgrade of existing formal surveillance, comprising the installation of movement sensitive LED lights in the parking areas underneath the ZEDpods and upgrade/repositioning of CCTV;



Below: Lower (entry level) plan







Occupant access







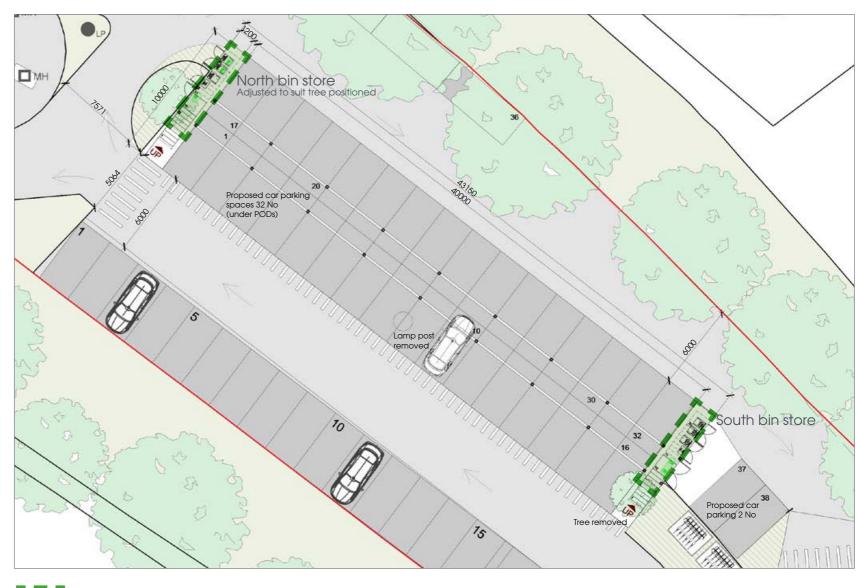
3.7—Waste Management

As part of the proposals two communal refuse/recycling enclosures will be provided for the ZEDPod community. This will included weekly food and dry recyclables collection and fortnightly collection of residual waste. This will be a fully enclosed and secure area under the communal stairs, which only the ZEDPod community and local authority collection services will have access to.

The Bristol Waste company has been contacted and the refuse/recycling arrangements will be in accordance with their requirements (table below). The proposals allows for 2 separate bin store areas, with the volume of refuse/ recycling split between them. The bins tore is located under each of the communal stairs so that distance from occupants doors are kept under 30m. The underside of the communal stair case is lined in such a manner to achieve 1hr fire rating.

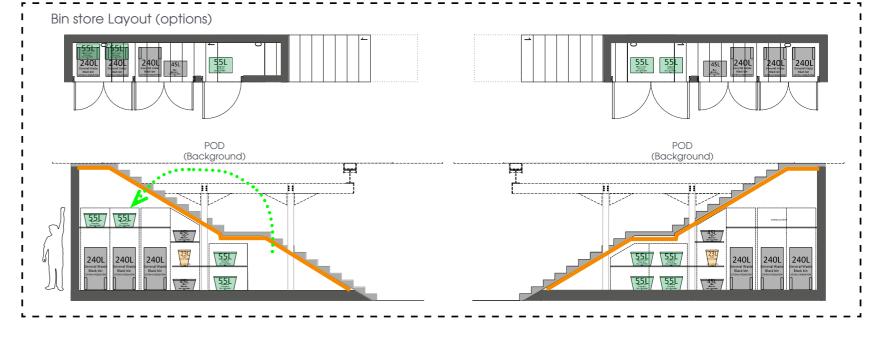
The proposed improvements to the car parking arrangements have been carefully considered to refuse vehicles can easily manoeuvre around the arrangements have been carefully considered to ensure refuse vehicles can easily manoeuvre around the site to access and collect the residents' bins and recycling. Likewise, there is sufficient space for vehicles and plant to access the pumping station within the north western area of the car park for essential maintenance.

Waste and recycling (11 units)- Bristol Waste Company requirement					
Material	Collection	Container	Bin Volume	N° Bins	Proposed
General Waste	Fortnightly	Black bin	240 L	6	6
Plastic/Cans	Weekly	Green Box	55L	3	4
Cardboard	Weekly	Green Box	55L	4	4
Glass	Weekly	Black box	45L	1	2
Paper	Weekly	Black box	45L	1	2
Food	Weekly	Brown Caddy	23L	2	2



Key / code access covered bin space

One hour fire rating



3.8 — Sustainable Construction

Specification: No toxic materials, no Urea based insulation systems, low VOC paints and adhesives, vapour permeable, breathing wall construction.

External Envelope

- 0.12 U-value Roof: Using vapour permeable, noncombustible stone wool insulation materials
- 0.15 U-value Walls: Using vapour permeable, noncombustible stone wool insulation materials
- 0.11 U-value Floor: Using vapour permeable, noncombustible stone wool insulation materials
- Airtightness: Target of 1.3 ACH @ 50 Pa test pressure
- Heat recovery using through wall ventilation to provide fresh air with heat recovery without opening windows
- Triple-glazed low `E' Rationel alu-clad windows and doors 0.91 U-value with low maintenance aluminium cills and flashings and good acoustic attenuation.
- Integrated kitchen and LED lighting throughout
- Tiled bathroom walls with luxury shower enclosure, water saving taps and showers
- Solar electric roof BRE MCS Approved
- 50 year + design life cement board cladding
- Party walls: Robust details with no structural connection between homes and noncombustible stone wool insulated acoustic and vibration isolation cavity. Fire proof cement board soffit finish above parking bays

M&E

- PV: Circa 2.6 kW system
- Optional Battery Storage: approx 3kWh of communal lithium iron phosphate battery storage capacity/Pod
- LED lights throughout
- Space heating and hot water: Supplied by an evaporator plate solar assisted heat pump and integrated water cylinder and Low flow temp Eco-rad



Cross Laminated Timber(CLT)
CLT panels with through
colour fire retardant paint



Stone wool insulation Achieves a reaction to fire classification of A1 as defined in EN 13501-1.





Specification

ZEDpods as a modular building is designed using heavy CLT (Cross-Laminated Timber) Panels, which are insulated from outside using sound and fire proof insulation. This construction system helps in removing the sound flanking path and provides better living conditions.

The triple glazed windows complement the build-up providing excellent acoustic attenuation, reducing traffic noise to an in audible background whisper. Low, medium and high frequency sounds are absorbed by fire resistant Stone wool insulation

Each Pod has its own independent structure with no structural bridging elements between pods. This ensures the same robust party wall construction performance for acoustics and fire, as found in conventional timber frame construction.

Good insulation, low-e value triple glazed windows and airtightness helps in reducing the energy loss from thermal envelope, Low power 'A' rated equipment's and high Lumens per watt LED Light helps in reducing energy demand.

Airtighthness membrane in between the CLT panels and insulation, ensures that the ATL will be untouched for the life of the building, and perform as designed.

Heat recovery ventilation allows fresh air into the building without having to open windows. The system also recovers the heat from the outgoing stale air to reduce heating demand.

The Velux roof windows at the highest point in the roof's cross section removes the need to open vertical windows for summer cooling.



Triple Glazed Alu-clad windows



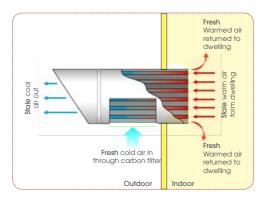
Airtightness membrane



Stone wool insulation



MVHR



Draft EPC

Energy Efficiency Rating Very energy efficient - lower running costs 101 (92 plus) **A** B (81-91)(69-80)(55-68)(39-54)(21-38)G (1-20)Not energy efficient - higher running costs **EU** Directive **England** 2002/91/EC

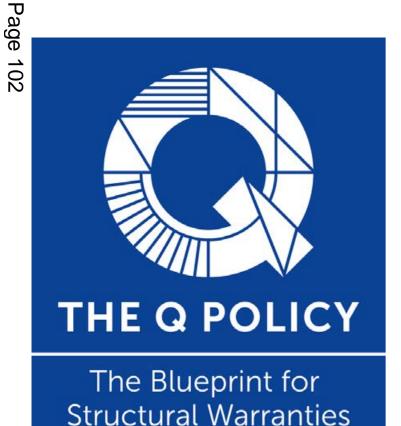
The energy efficiency rating is a measure of the overall efficiency of a home. The higher the rating the more energy efficient the home is and the lower the fuel bills are likely to be.

Very environmentally friendly - lower CO₂ emissions (92 plus) A (81-91) B (69-80) C (55-68) D (39-54) E (21-38) F (1-20) G Not environmentally friendly - higher CO₂ emissions Eu Directive 2002/91/EC

The environmental impact rating is a measure of a home's impact on the environment in terms of carbon dioxide (CO₂) emissions. The higher the rating the less impact it has on the environment.

ZEDpods quality assurance schemes





The Build Offsite Property Assurance scheme (BOPAS) is a risk based evaluation which demonstrates to funders, lenders, valuers and purchasers that homes built from non-traditional methods and materials will stand the test of time for at least 60 years.

For funders and lenders, it provides confidence that the construction system is fit for purpose and removes the uncertainty of the construction for valuation purposes. This removes the risk of mortgages for developers being declined and improves the business and technical risks to manufacturers of the construction system.

Along with the above benefits, the BOPAS accreditation can offer the home/building owner lower life cycle costs and should there be any deficiencies during the initial 60-year period, access to latent defect insurance.

The Q Policy from Q Assure Build Ltd is a Structural Defects Warranty for new build, refurbishment and conversion developments which puts quality build and customer service first.

Our highly risk-managed, quality focused approach delivers a flexible insurance approach to the Residential and Commercial Property Sectors, offering a true alternative to the standard warranty available.

Working with Developers and Builders, Q's mission is to improve standards of construction, one building at a time.

Section 4: Summary & Scheme Benefits

The proposed development has been brought forward as part of the Bristol Housing Festival, an initiative which seeks to accelerate the delivery of housing, particularly affordable housing, using innovative design solutions.

The proposed development is for 11 no. affordable homes, comprising 9 no. 1 bedroom and 2 no. 2 bedroom homes. These homes will be managed by a Registered Affordable Housing Provider and rented at an affordable rate to young people in need of housing.

The proposed development makes efficient use of space by occupying an existing car park within St George, adjacent to St George's Park. The Proposed Development will be on a steel frame meaning no public car parking spaces will be lost at ground floor level.

The proposed development has been carefully designed, having regard to the Site's constraints (such as the underground pumping station located within the north western part of the car park) opportunities (such as the site being an important link between the park and St George's town centre); including advice issued by Bristol City Council and comments made by the local community during public consultation

The Benefits of the Proposed Development can be summarised as follows:

- 1. Provision of an 100% Affordable Housing Scheme, providing social rent units for young people—A form of housing which is in under supply.
- 2. Efficient Use of Space—Use of the car park
- 3. ZEDpods are highly sustainable and quick to build ZEDpods are modular meaning the construction period is far shorter than traditional forms of construction (circa 2-3months) resulting in the prompt completion and occupation of much needed affordable housing;
 - A Highly Sustainable Development comprising long lasting construction materials and high energy efficiency.
- 4. Improvements to St George's Park—The Car Park is a public facility which is used by those visiting St George's Park. The proposed development will include a number of improvements to St George's Park by virtue of the following enhancements to the car park as follows:
 - Natural Surveillance of the Skate Park and parking area, deterring anti-social behaviour;
 - Upgrade of existing formal surveillance, comprising the installation of movement sensitive LED lights in the parking areas underneath the ZEDpods and upgrade/ repositioning of CCTV;
 - Retention of the existing spaces and addition of 6 no. spaces with EV charging points available for public use;
 - Additional white lining to improve pedestrian safety and movement within the car park and into the Park itself;
 - Opportunities for public art on the eastern façade, providing a landmark feature for users of the car park and wider park;





PO PO DS



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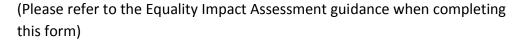
www.zedpods.com



21 Sandmartin Way, Wallington, SM6 7DF

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Bristol City Council Equality Impact Assessment Form





Name of Proposal:	Scheme approval for the procurement of ZEDpods at Chalks Rd Car Park, St
	George
Directorate and Service Area:	HRA Estate Regeneration Team,
	Growth & Regeneration
Name of Lead Officer:	Jon Feltham

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 seek scheme approval for the development of the Chalks Rd Car Park with 11 no. `affordable' ZEDpods. These will be located on stilts over the existing car park (to be retained) and will be developed directly by the Council as part of its ongoing house building programme of new council owned homes.

The report sets out recommendations for the approval of a capital scheme through a turnkey housing development, and seeks approval to proceed to procurement of the modular built homes.

The scheme has planning consent and will provide transitional 'move-on' accommodation for 13 residents within the 18-25 age range. It is anticipated that most residents will stay for between 1-4 years.

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 proposed scheme falls under the Housing Delivery Plan 2017/20. This was approved by Cabinet on 7th March 2017 and was supported by an EqIA that remains of relevance.

https://democracy.bristol.gov.uk/documents/s12112/8e%20Appendix%203%2 0Equalities%20Impact%20Assessment.pdf

Also, most of our new affordable homes are let through the HomeChoice Bristol allocation scheme, the policies of which have been subject to an EqIA.

The scheme specific proposals of this latest approval are geographically located within the St George West Ward, and therefore St George residents, present and future, will be most affected.

Key demographics which relate to the protected characteristics of St George West are listed below:

- 19.6% of St George West's population is Black & Minority Ethnic (BME), which is higher than the Bristol average of 16%.
- St George West experiences significantly greater deprivation than average across England, and the site is mapped within the `Most deprived 20% to 30% in England' [Indices of Multiple Deprivation 2015]. In Bristol, on average people in more deprived areas, not only have shorter lives but they also spend more of their later years with a disability.
- 7.9% of the St George West population are in the age bracket of 16-24 years, which is significantly lower than the Bristol average of 15.7% [Office for National Statistics 2017].
- 44.3% of St George West households occupy properties of 2 bedrooms, which is significantly higher than the Bristol average of 27.9% [2011 Census].

The results of the `Quality of Life Survey 2018-19' for the St George West respondents can be seen within the statistical ward profile:

https://www.bristol.gov.uk/documents/20182/436737/St+George+West.pdf/f8213f5b-4d96-4023-ac0e-740333c2d1cc

The following is a summary of some of the demographics which relate to the protected characteristics for the St George West Ward (as at May 2019):

Sex [2011 Census]		
Male	49%	
Female	51%	
Age [Office for National Statistics 2017]		
0-15	18.0%	
16-24	7.9% (below average)	
25-39	34.6% (above average)	
40-54	19.8% (above average)	
55-64	8%	
65+	11.8% (below average)	
Religion [2011 Census]		
Christian	47.7%	
Buddhist	0.8%	
Hindu	0.5%	
Jewish	0.1%	
Muslim	4.7%	
Sikh	0.9%	
Other religions	0.9%	
No religion	34.9%	
Religion not stated	9.6%	
Religion [Quality of Life Survey 2018-19]		
% with illness or health condition which limits day-to-day activities	29% (1% above average)	

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

We don't have Ward level data for some protected characteristics e.g. gender reassignment or sexual orientation, however we do not envisage that there will be any disproportionate negative impact on these characteristics.

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

Since the Project inception there has been an extensive programme of consultation, which to date has been documented in the Statement of Community Involvement (Turley, April 2019). This is a planning requirement, that at the point of submission, outlines the consultation process undertaken, logs any respondent comments and provides an applicant response.

https://planningonline.bristol.gov.uk/onlineapplications/files/0B1831E4C174E9F2D11AA5B0807F37FE/pdf/19 02090 F-STATEMENT OF COMMUNITY INVOLVEMENT-2082560.pdf

A multi-disciplinary Design Team was engaged that had consultation and engagement as a key component of their work. Generally, we have been keeping residents fully informed about issues that affect them, giving them the opportunity to express their views and ensuring that these are considered.

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?

Yes, as the Project is specifically targeted at young people only (age). Also, the innovative form of 'stilted' construction above an existing car park doesn't allow for independent wheelchair access to the homes (disability). This means the development of the site has the potential to further impact people with a disability, as research shows that there is a severe shortage of accessible housing across all tenures. This means that disabled people (particularly those with mobility impairments) often experience difficulties trying to find a suitable, accessible home.

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

The proposed scheme is in partnership with the YMCA and has been identified as an important stepping-stone for young people moving out of hostels and

making their first steps into independent living.

It would be difficult and costly to mitigate the wheelchair accessibility issue on this small Project, especially as there is no ground floor accommodation on the scheme.

To mitigate the issue wheelchair users are likely to stay in hostel longer as the accommodation there is likely to be more suitable (i.e. ground floor accommodation with ramps, lift, etc.). When the time comes to move-on they are more likely to be offered purpose-built wheelchair accessible homes than move into a ZEDpod. If a ZEDpod resident became wheelchair bound, then we would need to assess the situation with adaptions or the offer of alternative accommodation that is more suitable to their needs.

Policy DM4: Wheelchair Accessible Housing: requires 2% of new housing within residential developments of 50 dwellings or more to be designed to be wheelchair accessible, or easily adaptable for residents who are wheelchair users.

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

The provision of additional housing options through the development of additional affordable housing has an overall positive impact on a number of protected characteristics. It is recognised that affordable housing tends to be dis-proportionately accessed by persons sharing certain protected characteristics. The proposed homes generally will improve the occupant's ability to access social, educational, health and economic opportunities in the City.

Many younger people are struggling to access homes in Bristol due to high property prices, rent levels and welfare reforms. Younger people are over-represented as a percentage of households to whom the Council owes a housing duty and as a percentage of Council tenants (demonstrating they are more likely to be in housing need).

The proposed location of these new homes should ensure they integrate within existing communities, and the proposed design, local lettings policy, proposed development values and good neighbour scheme will help promote community cohesion. Development Values – all residents will need to be committed to the values of the Chalks Road ZEDpod development. The development will enable young people to afford a home and live as part of a

nurturing mixed community. It will be self-managing, with support from the YMCA.

- "We are together":
 - We take an active interest in the people living alongside us.
 - We take part in regular community activities including meetings and social activities.
 - We offer support to our neighbours when it is needed.
 - o We accept support from our neighbours when we need it.
- "We have a purpose":
 - We take opportunities for meaningful work, training and volunteering.
 - We look for ways to benefit the community around Chalks Rd.
 - We take our responsibility to the planet seriously by reducing any negative impact we have.

Conversely, not approving the proposed scheme would potentially have a negative impact on those persons because no additional affordable homes would be provided.

3.4 Can they be maximised? If so, how?

As above.

Step 4: So what?

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

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

The assessment has raised the issue of how residents with protected characteristics could be affected by the Project. It has shown that these protected characteristics should be considered and communicated early, using a variety of methods at key stages of the Project.

4.2 What actions have been identified going forward?

Most of the actions identified are contained in the Housing Strategy – increased delivery of affordable homes in particular is a key corporate priority, as are making the best use of existing stock, and early intervention and homeless prevention.

Some other actions identified include insufficient consultation – identify specific community groups to encourage engagement with the Council. Fair and equal service delivery – inclusive policy and fair to all policy. New communities/social cohesion initiative – social value and community engagement work including creating structures that enable residents to participate in the betterment of new communities.

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

Review effectiveness of actions - it will only be possible to analyse actual effect on different characteristics once the development is underway and residents make their choices.

Service Director Sign-Off:	Equalities Officer Sign Off:
1.5	Reviewed by the Equality and Community Cohesion Team
Julian Higson – Director Housing and Landlord Services	
Date: 17 th September 2019	Date: 17 th September 2019

Eco Impact Checklist

Title of Report: Scheme approval for the procurement of ZEDpods at Chalks Rd Car Park, St George

Report Author: Jon Feltham, Programme Director (Estate Regeneration)

Anticipated Date of Key Decision: 1st October 2019

Summary of Proposals: To seek scheme approval for the development of the Chalks Rd Car Park with 11 no. 'affordable' ZEDpods. These will be located on stilts over the existing car park (to be retained) and will be developed directly by the Council as part of its ongoing house building programme of new council owned homes.

The report sets out recommendations for the approval of a capital scheme through a turnkey housing development, and seeks approval to proceed to procurement of the modular built homes.

Will the proposal impact	Yes/	+ive	If Yes	
on	No	or -ive	Briefly describe impact	Briefly describe Mitigation measures
Emission of climate changing gases?	Yes	+ive	The transport and production of building materials and the building process itself (inc. associated transport of labour, building techniques, waste, use of renewables etc.) will have an environmental impact and will ultimately cause climate changing gases. The completed new homes have the potential to increase greenhouse gas emissions.	The planning application had to be accompanied by a Sustainability Statement and Energy Statement to address Policies BCS13-15. This included a need to reduce the development's carbon generation by 20% through the use of renewable technologies. This was significantly exceeded so that the buildings offset all carbon emissions, as evidenced in the SAP reports. https://planningonline.bristol.gov.uk/online-applications/files/7D370533FF3694EA084F2CC711645F27/pdf/19_02090_F-SUSTAINABILITY_STATEMENT-2082558.pdf The proposed Contractor will need to complete an Environmental Method Statement during

tendering which will include details relating to:

- sustainable material use;
- local resources and materials; and
- how the travel impacts associated with the works will be reduced.

The ZEDpods are constructed off-site in the UK and can be erected on-site in a matter of days with a forklift.

Transportation of the finished buildings will produce emissions, but all vehicles will be Eurocode 6 compliant.

There will be no gas fuel in the new homes.

The buildings are fully electric and produce no carbon, NOx, Sox, etc. on site.

Low embodied energy and carbon of materials used in the design of the ZEDPods has been incorporated into its core design. The off-site manufacture methodology reduces construction waste and construction time to reduce energy and carbon emissions. The structure is made of CLT which is a low embodied carbon building material.

Each ZEDpod property will be constructed to the energy efficient

				construction specification so that target CO ₂ emissions are negative. The buildings have zero operational carbon emissions. The averaged emissions across the terrace, evidenced in the SAP reports, are below 0 t/annum. The buildings are constructed of crosslaminated timber. This is a carbon store. The factory produces an almost closed loop, with
Bristol's resilience to the effects of climate change?	Yes	+ive	The development has the potential to increase flood risk in the area through placing additional demand on the mains drainage system. The completed development has the potential to worsen the urban heat island effect and the City's resilience against heat waves.	waste material used to power a combined heat and power plant on site. As part of the Planning process, the consultee stated they were "satisfied that the flood risk assessment provided evidences that the development of the site will not increase the risk of flooding to this area or its surrounding areas as the development site is already hard surfaced (impermeable)". https://planningonline.bri stol.gov.uk/online-applications/files/C9B2B C2C55BCB6E6CB95276 1C9180EFE/pdf/19 0209 0 F-FLOOD RISK AND DR AINAGE STRATEGY-2082559.pdf We will consider a Sustainable Urban Drainage system (SUD's).

				The ZEDpods have extremely low running costs through the use of triple glazed windows with lots of daylight, super levels of insulation, roof mounted solar photovoltaics, and mechanical ventilation with heat recovery.
				The homes will have the benefit of the inclusion of future proofing provision of passive and low energy cooling measures to mitigate risk of overheating. Window positions will encourage stack ventilation and cross ventilation in the summer. Large solar canopies will shade windows to prevent overheating in summer and the need to open windows to stay cool inside.
				The ZEDpods will provide shading to the parked cars underneath and this could reduce the need to run air conditioning to cool vehicles that would otherwise have been heated by the sun and may also provide some frost protection in the winter.
Consumption of non-renewable resources?	Yes	+ive	The development will incur short-term use of fossil fuels and other non-renewable resources through the use of energy, transport and materials during the	Building materials will be procured to take into account the leading industry standards such as all timber being FSC Registered, and the appropriate building materials being BRE

construction works.

The completed development has the potential to add to the consumption of non-renewal resources through the provision of heating and power to the homes.

Green Guide rated. The materials used in the structure, the CLT, is a carbon sink.

The use of modular housing significantly reduces construction traffic both on-site and in the factory.

The use of Design for Manufacturing (DFM) significantly reduces the waste in the factory and almost eliminates on-site construction waste.

The completed homes will have renewable energy generation included and consideration of sustainable transport (e.g. provision for bike storage), thus reducing dependence on non-renewable resources.

The heating and hot water strategy will need to be in accordance with the Heat Hierarchy set out within Policy BCS14. The ZEDpods use a solar assisted heat pump which does not require any external air handling unit of fans. The buildings have high levels of airtightness and have mechanical ventilation heat recovery units installed.

The ZEDpods are net zero carbon, and use integrated roof mounted solar panels which generate more energy

dramatically reduces the	Production, recycling or disposal of waste?	Yes	+ive and -ive	Waste will arise during the demolition and construction of the new homes. Waste will also arise from the normal occupation of homes.	than the homes consume in the year. The effects of utilising this technology will be reduced energy consumption, reduced service utility bills and a more sustainable way of living with the future proofed homes. The Contractor will be required to prepare a Site Waste Management Plan that will detail how site waste will be minimised and recycling promoted. The Contractor will need to demonstrate compliance with the waste hierarchy by: Preparing and adhering to a Site Waste Management Plan. Reducing waste (e.g. through effective material storage). Re-using waste (e.g. re-use of off-cuts). Recycling as much waste as possible and using readily recyclable products. Avoiding landfill wherever possible through schemes such as the Community Wood Project. There will be no demolition on-site. The foundations require shallow pads which dramatically reduces the
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Off-site manufacture (OSM) reduces the site generated waste to incredibly low levels. DFM reduces the factory-based site waste. The use of natural building materials increases recyclability.

We will be able to monitor waste through specific monthly project KPIs.

Regular inductions and toolkit talks to all contractors and subcontractors are standard which includes waste management talks.

In the completed homes, waste will be managed through the provision of appropriate internal and external recycling and waste storage facilities. These will be in line with the Council's requirements for new homes.

Offsite construction enables manufacturers to operate efficient processes and waste reduction management plans. At least 90% of the waste generated in the ZEDpods factory is recyclable.

The ZEDpods have a 100% sustainable endof-life construction solution with fully reusable/recyclable

				materials.
The appearance of the City?	Yes	+ive and -ive	New homes will change the appearance of the area.	As the scheme is being delivered `directly' by the Council, we will have more influence over the design and `placemaking' principles for the scheme.
				The appearance of the new homes has been carefully considered as part of the Planning process. An extensive pre-app consultation process was undertaken with the LPA to ensure the right design for the locality within the City. It is hoped the scheme will have a positive impact on the appearance of the City.
Pollution to land, water, or air?	Yes	+ive and -ive	During construction there will be increased noise, dust and emissions. If the development includes increased vehicle parking it will worsen air pollution. NOx emissions causing air pollution may be emitted by the new homes depending on the chosen heating system.	The Contractor will need to complete an Environmental Method Statement that will include scheme specific details relating to: • Securely storing any potentially polluting materials and keeping them away from watercourses and surface water drains. • Avoiding washing out containers of paint or similar materials into drains. • Reducing dust. • Reducing noise pollution. Pollution associated with construction is controlled via the Planning and Building Regulation processes. The LPA will

				require the approval of a Construction Management Plan. Approximately 90% of construction works occurs offsite. The building works onsite are erection of dry construction materials' (i.e. finished pods and raised steel works). Below ground works and excavation is minimised by using shallow foundations
				The proposed homes will discourage the ownership of a car by not providing a designated parking area for residents.
				The proposed location is good for public transport connections. There is also a cycle route running close to the site and into the City. The contractor will need to include dedicated cycle storage facilities and electric car charging points.
				The specification of the ZEDpods includes no toxic materials, no Urea based insulation systems, low VOC paints and adhesives, vapour permeable, breathing wall construction all improve environmental air quality.
Wildlife and habitats?	Yes	+ive and -ive	The development gives rise to the potential loss/disturbance of	An Ecological Report has been undertaken to establish the ecological merits of the site and any

wildlife and habitats	mitigation measures required prior to construction.
	The approved landscaping scheme will be developed to include a variety species that encourage diversity of wildlife and ensure a sustainable habitat for years to come.

Consulted with: Internal consultation has included Officers from City Design, Ecology, Planning, Public Health, Property, Energy and the Housing Delivery Team.

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

The net effects of the proposals are... This development is an example of an innovative approach to housing provision, with many sustainable features. The use of renewable, sustainably sourced, low embodied carbon, and insulating materials, along with renewables that can generate more energy than the site uses (depending on the conditions) is beneficial. Providing additional housing without taking up any land, or increasing demand on either power infrastructure, or the City's road network (there is no provision for car parking), will contribute to a number of the city's key targets, including carbon neutrality, housing provision, and reducing fuel poverty.

Checklist Completed by:					
Name:	Jon Feltham, Programme Director (Estate Regeneration)				
Dept.:	Housing & Landlord Services (G&R)				
Date:	16 th September 2019				
Verified by Environmental Performance Team:	Giles Liddell				

Agenda Item

Decision Pathway

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 October 2019

TITLE	Airport Road Disposal Strategy					
Ward(s)	Filwood					
Author:	Abigail Stratford	Job title: Head of Housing Delivery				
Cabinet	ead: Councillor Paul Smith Executive Director lead: Colin Molton					
D	i-i DCC Ctff					

Proposal origin: BCC Staff

Decision maker: Mayor **Decision forum:** Cabinet

Purpose of Report:

To put in place arrangements to deliver new homes in partnership with Boklok and authorise the necessary action to implement this approach, including negotiating terms of the disposal of the Airport Road site in accordance with Section 123 LGA 1972 achieving best consideration.

Evidence Base:

Bristol Housing Festival:

Bristol Housing Festival seeks to test and showcase innovative homes and community living in the City. Bristol Housing Festival has identified it would be desirable to bring Boklok's sustainable, quality, low cost homes to Bristol, as part of the Housing Festival, in order to showcase their innovative modular technology. It is intended to dispose of the Airport Road site identified red on plan at Appendix A ('Airport Road') to Boklok for residential development.

Boklok have spent over 18 months researching their UK strategy and has identified Bristol as an ideal location in which to invest. They are an experienced house builder in Sweden and this development offers Bristol an opportunity to test their system in UK.

It is anticipated that Airport Road would be one of the first schemes of its type in the UK. The advantage of being one of the first for the city, will help ensure that all parties are working together to create an exemplar scheme that is a proof of concept to demonstrate that Boklok can deliver on their public aims whilst working in collaboration with local authorities to serve the housing needs of the city with regards to housing, placemaking and mixed communities. Further, this proposed scheme is one which fits with Homes England's agenda to develop Modern Methods of Construction (MMC) supply and delivery within the UK.

Boklok:

Version April-2018

Boklok is a Swedish housing concept developed by the construction company Skanska and the home furnishing company Ikea that offers sustainable quality homes for many people. Boklok is a residential developer with a public aim to 'make it possible for ordinary people with average incomes to own a sustainable, quality, low cost home.' Further details of the Boklok product are attached at Appendix 1.

Boklok have a desire to deliver at scale in the City and are prepared to commit to working in partnership with the Council to drive delivery over the next 5years.

Approval is sought to enter into a non-binding Memorandum of Understanding ('MOU') with Boklok with the aim of working in partnership to deliver new homes in City over the next 5years. As the MOU is non-binding the Council would need to rely on the planning system to secure the provision of affordable housing on an individual site by site basis.

Airport Road Site:

Airport Road is an allocated housing site as identified red on plan at Appendix A.

Boklok has identified that it could potentially build circa 200 homes on site at Airport Road with a policy compliant 30% affordable housing. However, it is believed that the Airport Road site has a number of significant site constraints which will affect the viability of any residential led development on the site with 30% policy compliant affordable housing.

Homes England Funding:

Homes England is working with the Council to explore opportunities for investing funding into the Airport Road to facilitate a viable residential development, with 30% policy compliant affordable housing. It is estimated circa £3m funding will be required to create a viable policy complaint development, however the final amount of funding that would be required is still to be confirmed.

On 5th February 2019 Cabinet delegated authority to the Executive Director, Growth & Regeneration in consultation with the Council's s.151 Officer and Cabinet Member for Housing to enter into negotiations with Homes England to agree mutually acceptable terms for the potential draw down and investment of Homes England funds.

To qualify for Homes England investment, the project must:

- Comply with the funding eligibility criteria (i.e. site in council ownership and have a minimum housing capacity of 30 homes)
- Seek the minimum level of funds necessary to make the scheme viable
- Be able to expend all funds by March 2021
- Invest funds in a manner that is both state aid and procurement regulation compliant
- Achieve a strong value for money outturn (determined via a Cost / Benefit economic assessment)

Once acceptable terms have been agreed, Homes England would then progress the proposal through its own decision making processes in order to secure the necessary approvals to make the Homes England investment. It is intended, if the Homes England funding drawn down is secured to facilitate a viable residential development at Airport Road, with a policy compliant 30% affordable housing, the Council will then enter into a separate Funding Agreement for the same amount as the Homes England Funding with Boklok to undertake site remediation and enabling works on Airport Road.

The Funding Agreement with Boklok will have regard to any conditions, including clawback, imposed upon the Council by Homes England.

Airport Road Disposal:

Airport Road would form the first phase of delivery under the MOU subject to value for money assessment and achieving best consideration in accordance with Section 123 LGA 1972.

It is recommended that the terms and conditions for the contract for the sale of Airport Road site are to be delegated to the Executive Director for Growth and Regeneration and will be in accordance with the Property Delegations.

Acquisition of the Affordable Homes by the Council:

Boklok has indicated that it would be prepared to enter into to appropriate arrangements for the Council to acquire the affordable homes once built. Careful consideration needs to be given to the legal, financial and housing management issues associated with such an approach. At this time it is proposed that the immediate arrangements between the parties allow for the option, but that the matter be given further consideration by officers as the project proceeds and a further report made if it should prove feasible. The fallback position would be the transfer of the affordable homes to a registered provider.

Ca	binet	Mem	ber /	Officer	Reco	mmenc	dations:
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That Cabinet:-

- 1. Authorises the Executive Director for Growth & Regeneration in consultation with the Executive Member for Housing to negotiate and enter into a non-binding Memorandum of Understanding with Boklok to work in partnership to deliver new homes in Bristol over the next 5 years.
- 2. Authorises the Executive Director of Growth & Regeneration in consultation with council's s151 officer and the Service Director Legal and Democratic services to negotiate mutually acceptable terms for the drawdown of Homes England Funding and subject to resolving outstanding legal issues pass this to Boklok via a funding agreement.
- 3. Authorises the Executive Director for Growth & Regeneration to transfer Airport Road to Boklok at best consideration subject to the completion of the enabling works in accordance with a detailed planning consent and Funding Agreement.
- 4. Authorises the Executive Director for Growth & Regeneration, in consultation with the Executive Member for Housing, to explore the potential for the affordable housing to be transferred to the Council and report back to Cabinet, should this be deliverable, on the terms of such an arrangement.
- 5. Notes that if recommendation 4 is not deliverable, Boklok will dispose of the affordable housing to a registered provide of their choice

Corporate Strategy alignment:

- 1. This will support delivery of the Fair & Inclusive Key Commitment: Make sure that 2,000 new homes 800 affordable are built in Bristol each year by 2020.
- 2. This will support delivery of the Fair and Inclusive Key Commitment: Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.
- 3. This will support the delivery of the Well Connected Key Commitment: Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.

City Benefits: To increase the stock of new market and affordable housing in the city

Consultation Details: No consultation has been undertaken

Revenue Cost	N/A	Source of Revenue Funding	N/A
Capital Cost	£100k	Source of Capital Funding	Housing Delivery Enabling Budget
One off cost ⊠	Ongoing cost □	Saving Proposal ☐ Inco	me generation proposal \square

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

1. Finance Advice:

Via cost benefit modelling, Homes England has calculated that substantial grant funding could be provided to Bristol City Council to deliver circa 200 homes on the Airport Road site. Further negotiations with Homes England are underway and they have indicated their (subject to contract / without prejudice) willingness to provide grant funds. It is estimated the grant funding required will be around £3m but the final amount of Homes England funding required will be determined following the outcome of further due diligence / abnormal cost modelling for the site.

Once the minimum level of Homes England grant subsidy required to generate a City Council 30% affordable viable housing development scheme has been identified (to the satisfaction of BCC, Homes England and Boklok), Homes England will carry out further cost benefit analysis to confirm whether the required level of grant meets their minimum value for money hurdle rate. However, it should be noted that early modelling by Homes England has indicated that grant funding in the order of the £3m estimated requirement would be acceptable.

Council's s.151 Officer will need to review closely any conditions associated to the Homes England funding to ensure the terms are acceptable to the Council and do not unduly expose the Council to unacceptable risk. Any sign of of these terms must be following consultation with the Council's s151 officer.

The subsequent development would be required to include 30% Affordable Housing and would use Modern Methods of

Construction.

It is intended to pass the Homes England funding to Boklok, by means of a funding agreement, to carry out enabling work on the site and to secure planning consent. The land would then be transferred to Boklok at the open market valuation and they would develop the site as per the planning consent.

The potential financial risks and mitigations are as follows:

Recommendation	Risk	Mitigation	
Memorandum of Understanding with	Non delivery of homes	The land sale with Boklok would need to	
Boklok to deliver homes – non binding		include a buy back clause at the original	
		transfer price.	
Homes England grant passed to Boklok	The Council may have to repay all or	Further negotiations with Homes	
	part of the grant to Homes England if	England will determine the potential	
	conditions are not met or if Boklok go	grant clawback. The project team and	
	into receivership.	legal will endeavour to ensure that the	
		funding agreement with Boklok reflects	
		the Homes England grant conditions to	
		ensure any payback mechanism	
		incorporated within the conditions can	
		be clawed back in full from Boklok	
		Proposal is to consider if funds could be	
		paid to Boklok in instalments on	
		completion of work.	
		Proposal is for a parent company	
		guarantee to be provided.	
Transfer of land to Boklok at best	There is no current evidence of the land	An independent valuation of the land	
consideration	value on completion of enabling works	will ensure that best consideration is	
		achieved.	
		The agreement with Boklok will also	
		have a standard overage clause.	

Although a number of financial risks have been identified, the project team, finance and legal are working to consider how these risks are eliminated and that there are mitigations in place to address those that cannot be. Further work is also being carried out to provide evidence of an appropriate value for the land transfer in view of value for money for the public purse and best consideration requirements.

Finance Business Partner: Wendy Welsh, Finance Manager 23/9/19

2. Legal Advice:

Procurement

Provided the disposal of the Airport Road site is a land transfer, and does not amount to a public contract then no issues should arise under the Public Procurement Regulations 2015. However, disposing of a site without competition does raise the possibility of a challenge by way of judicial review, e.g. from other property developers, arguing that this approach was unreasonable/irrational etc., and that a competition would have delivered better value for the Council, particularly given the absence of any development obligations. If the Council wishes to impose obligations on the developer and secure a development to meet its aspirations, it could carry out an EU compliant procurement exercise (in connection with which Boklok would be free to take part).

Memorandum of Understanding (MoU)

The memorandum of understanding is proposed to be "non-binding", which will mean it will of no contractual effect. The terms of the MoU have not yet been finalised, other that it relates to the "aim to deliver homes", in Bristol with the first circa 200 at Airport Road. Provided the MOU is a statement of intent, (and contains no obligations on either side) it should not amount to a contract; which would expose it to the Procurement Regulations (either as works, services or goods contract). So, for example, the MoU can't contain any promise of payment by the Council in return for homes, or services (including securing planning permission).

Transfer of Airport Road

The land can only be transferred directly to Boklok (without carrying out a procurement that complies with the Public Contracts

Regulations 2015) if the transfer constitutes a land transaction with no public works elements. The transfer will only constitute such a transaction if the council does not impose any binding obligation to build on the site. Of course the absence of any such contractual obligations means that the Council will be in no position to ensure the development proceeds in the form it wishes, or at all. It will be for the developer to determine this, subject to planning, in accordance with its own commercial interests. Boklok would of course be free to challenge planning requirements (e.g. affordable housing) in the same way as any other property developer.

It is proposed however, that the transfer contains obligations to return the site to the Council if the development does not proceed to an agreed timetable, and repayment provisions in the funding agreement if the affordable homes are not delivered. Accordingly there will be commercial pressures on Boklok to deliver the scheme.

It must be ensured that best value under s123 Local Government Act 1972 is obtained for the site. In the absence of competition, a valuation will be needed to ensure this is achieved. State aid exists if land is sold at an undervalue. (This is a separate requirement to securing best value under Section 123). The arrangements are assuming disposal is at market value and in the absence of competition an independent valuation is required supporting the proposed disposal terms (including price).

Grant Aided Enabling Works

Reference is made to the need for an estimated £3m public funding being necessary for the Airport Road proposal to proceed and deliver planning compliant affordable housing. This is required to finance site enabling and related works without which the viability of any development on the site is unachievable and affordable housing will not be delivered. It is proposed that this investment be secured initially from Homes England by way of grant, and then passed through to Boklok by a funding agreement. Discussions continue with Homes England over the level of funding, and the terms to be attached. The proposed funding agreement between the Council and Boklok will also be structured in such a way so as ensure compliance with Homes England requirements and state aid requirements, and the in house team are working with Boklok's legal team to ensure this. The funding agreement will provide for repayment of the grant if and to the extent that the proposed affordable housing is not delivered.

Acquisition of Affordable Housing

Consideration is being given to the Council acquiring the affordable homes. Careful thought needs to be given to the legal issues and implications associated with such an approach (procurement, state aid, housing management (including security, RTB etc). The heads of terms can provide for this option to be available should it prove feasible, albeit with the fallback position being the transfer of the affordable homes to a registered provider.

Legal Team Leader:

Eric Andrews, Commercial and Governance Team Leader, 11/9/19

3. Implications on IT: No impact to IT Services identified

IT Team Leader: Simon Oliver 10th September 2019

4. HR Advice: No HR implications are evident

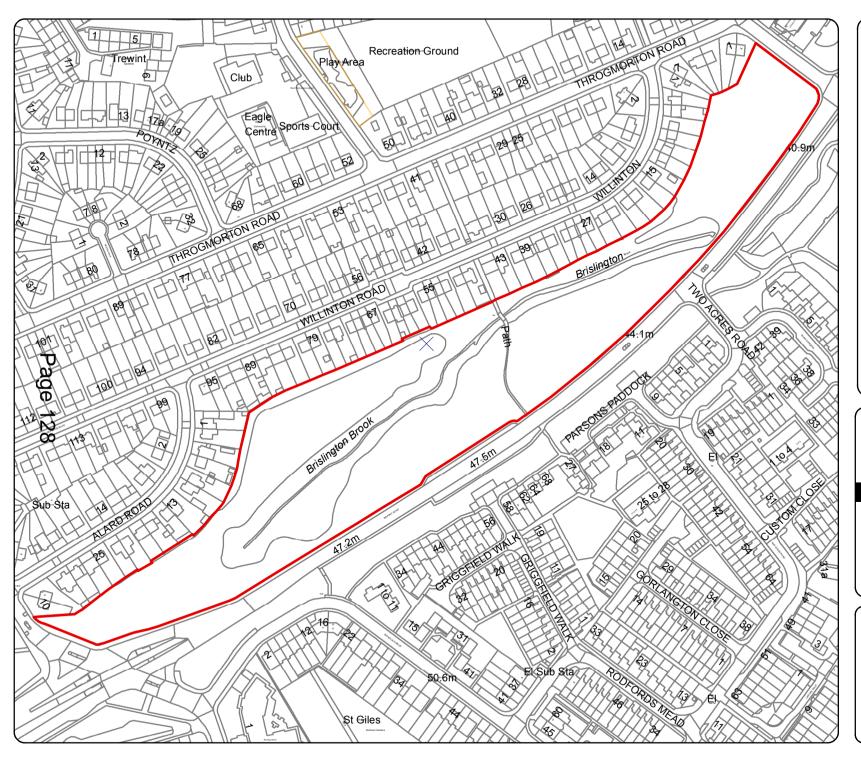
HR Partner: Celia Williams - HR Business Partner – Growth and Regeneration

Background Documents: N/A

EDM Sign-off	Colin Molton	14 th August 2019
Cabinet Member sign-off	Cllr Smith	17 th September 2019
For Key Decisions - Mayor's	Mayor's Office	3 rd September 2019
Office sign-off		

Appendix A – Site Plan	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO

Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO



CL6942

Airport Road - Land West of Salcombe Road Knowle Bristol

ST5969SE

SITE PLAN: To ensure boundary accuracy, please refer to deeds.

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PROPERTY

Plan No : CL6942

Prop ID Ref : 7140 & 20401

Polygon Ref : Input/Delete

Scale : 1:2,500

Date : 05 Sept 2017



CORPORATE PROPERTY

2nd Floor West Wing, Parkview Campus, Whitchurch Lane, Bristol BS14 OTJ

www.bristol.gov.uk





BOKLOK UK TEAM



BoKlok UK

Henrik Johnsson

Executive Vice President



BoKlok UKGraeme Culliton
Managing Director



Boklok UK
Charlie Scherer
Director of Land and
Partnerships



BoKlok UK Andrew Ferguson Development Director





BOKLOK

Skanska & IKEA together

- BoKlok is a Swedish housing concept developed by the construction company Skanska and the home furnishing company IKEA that offers sustainable, quality homes for many people.
- We are a residential developer, working in partnership with both Public and private sector landowners.
 - BoKlok operates in Sweden, Norway and Finland and have, to date, completed over 12,000 homes.
- BoKlok homes are completed off-site in a safe and dry environment using a smart and industrialized process. This delivers a high quality product with a predictable cost base.
- BoKlok, has the most satisfied customers in the residential sector in Sweden 2017 and 2018. We strive to better ourselves every year and be an exemplar of customer experience in the UK housebuilder market



UK UPDATE



 Manufacturing launch trigger is Boklok control of 400 plots.

identified

Land is our critical path to entering the UK.





POSSIBLE DELIVERY STRUCTURES

PUBLIC SECTOR

- 100% Boklok Development or 50/50 joint venture.
- Partnerships with Councils, Housing Associations or Homes England.
- Option to build under license or sale agreement for legally compliant procurement.
- Generate land receipt, affordable homes and long term revenue asset (PRS).

PRIVATE SECTOR

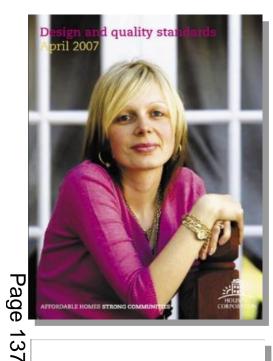
- 100% Boklok Development or 50/50 joint venture.
- Partnerships with Housebuilders or Housing Associations
- Sale Agreement
- Housebuilder model S106 Affordable





DESIGN STANDARDS

Meeting all the UK requirements and standards









- Nationally Described Space Standards (NDSS)
- Homes and Communities Agency Design and Quality Standards/ Housing Quality Indicators (DQS/ HQI)
- Building Regulations Part M4(2) with option to upgrade to M4(3) where required
- NHBC standards
- BOPAS certification for CML/ ABI
- The Road Vehicles (Construction and Use) Regulations 1986
- Secure By Design 2016 (Section 2)



OUR APARTMENTS PLATFORMS

1 BED APARTMENT

50 m² balcony or terrace

Page 138



TWO BED APARTMENT

70 m² balcony or terrace



TWO BED APARTMENT (CORE)

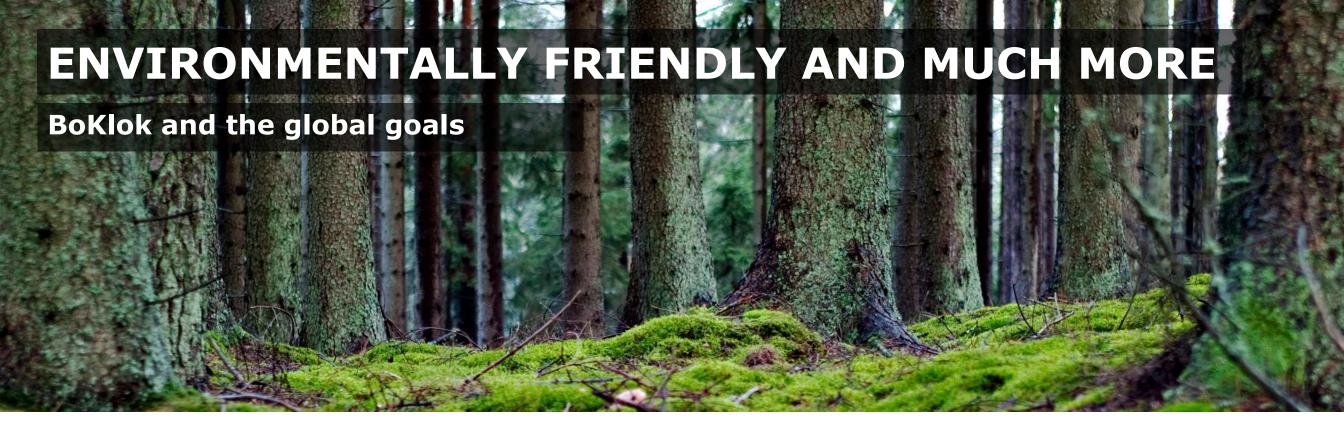
61,5 m² balcony or terrace



THREE BED APARTMENT

74 m² balcony or terrace







BoKlok can make a difference in people's everyday lives and contribute to increased security, a sense of belonging and overall wellbeing.



BoKlok gives more people a chance in the housing market and we can supplement with missing housing, which strengthens neighbourhoods.



BoKlok standardized solutions provide quick implementation of new ideas in production and for customers who care and want to live sustainable.



Our way of doing business is based on our belief in dialogue and in our partnership with municipalities, we create business value and benefit for our customers and society.



BoKlok is needed to give more people a chance in the housing market, with lower economic thresholds favoring not least girls and women.



BoKlok builds homes where there is a demand for housing, and contributes with social investments to, long-term, strengthen communities."



BoKlok only builds in wood, because it is smart, not least from a climate point of view. We can also create the conditions for a more climatesmart supply.

https://www.globalgoals.org/



AT A GLANCE.....

...why boklok

- + 20 years experience of building sustainable, quality homes at a low cost and experienced UK team.
- Faster build times that accelerate the provision of new homes.
- Developing a place to balance economic and social outcomes.

 - We buy sites for development with our end
- Scustomer in mind.
- We have developed a Multi tenure design platform that is compliant with core UK housing design standards.
- Predictable base case construction costs.
- Pricing strategy aimed at key workers and first time buyers
- Backed by Ikea, Skanska and a strong balance sheet.
- Ready platform of capacity.





Bristol City Council Equality Impact Assessment Form

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



Name of proposal	Airport Road Dispersal Strategy	
Directorate and Service Area	Growth and Regeneration	
	Housing Delivery Service	
Name of Lead Officer	Abigail Stratford	

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 put in place arrangements to deliver new homes in partnership with Boklok and authorise the necessary action to implement this approach, including negotiating terms of the disposal of the Airport Road site in accordance with Section 123 LGA 1972 achieving best consideration.

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? Data sources:

- The Wider Bristol HMA Strategic Market Housing Assessment¹ (updated January 2019)
- Bristol Homes Choice Housing Demand survey
- Statistical Ward Profiles 2019
- Bristol Census Data 2011
- Bristol Quality of Life Survey 2018-19

¹ https://www.jointplanningwofe.org.uk/gf2.ti/-/845730/47550981.1/PDF/-/WED 011 Wider Bristol HMA Volume 2 Update.pdf

Airport Road site is on the border of Hengrove & Whitchurch Park and Filwood Wards of Bristol.

	Hengrove & Whitcurch Park	Filwood	Bristol average
Black and Ethnic Minority Ethnicity	4.2%	9.9%	16%
Age 0-15	19.1%	25.9%	18.6%
Age 65+	20.8%	11.8%	13%
With illness or health condition which limits day-today activities	32%	35%	28%
Satisfied overall with their current accommodation	87%	78%	84%

Hengrove & Whitchurch Park, and Filwood Wards have an average household size, but a higher than average number of residents who live in 3 or more bedroom property and lower than average who live in 1 bedroom or less properties.

Filwood Ward has a significantly higher percentage of residents living in social housing (41.3% compared to 20.3% for Bristol overall), and Hengrove & Whitchurch Park has a high number of residents living in Owned Tenure property (78.8% compared to 54.8% for Bristol overall).

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

We do not have accurate local diversity data for some protected characteristics e.g. sexual orientation.

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

Early engagement with the Knowle West Alliance and the Hengrove Whitchurch Neighbourhood planning groups will ensure both communities are involved at pre-application stage.

Full public consultation will take place prior to any planning applications being submitted. Local residents will have the opportunity to view and comment on the proposed layouts at consultation events.

A Statement of Community Involvement will form part of the planning applications and will set out details of how people have been consulted, their responses and how the proposals have been influenced by stakeholders.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigourous. 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 negative impacts from this proposal we need to ensure that any housing development at Airport Road site meets the differing needs of local citizens included those related to their protected characteristics.

From the current data available we know there are existing inequalities for people in both wards which this proposal seeks to address. In particular children and young people, older people and disabled people are likely to be impacted by the physical redevelopment of the site and loss of public open space.

A range of dwellings including affordable homes will be developed, so that a wide range of people of differing needs and resources will be able to access housing.

There is a requirement to provide housing which is accessible for disabled people including wheelchair users and as well as the less-mobile elderly. This to meet Policy DM4 Development and Management Policy 2014 that 2% of new homes comprising a development of more than 50 residential units shall be wheel chair accessible

It is important to ensure a robust consultation process to allow for all members

of the community to comment on the emerging design proposals.

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

See above (include any mitigations in table above)

The city council is working with contractors that have knowledge of Equalities legislation, good practices and awareness of different community groups.

The consultation process can log the community's concerns and provide a response from the team demonstrating how the project has responded to the comments.

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

The proposal to pilot the construction of 197 Boklok dwellings, 30% to be affordable homes, is expected to positively impact upon citizens with protected characteristics. A wider choice of new homes constructed to modern methods of construction, environmental and access standards in accordance with Bristol Development Framework Core Strategy and Building Regulations requirements

Successful planning application will lead to the delivery of a scheme that will provide the City with much needed new housing, for people and improving the local facilities around the area for residents and benefitting all types of people.

3.4 Can they be maximised? If so, how?

See above

Step 4: So what?

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

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

The assessment has highlighted how residents with protected characteristics could be affected by the pilot that will seek to secure planning consent on

Council owned land.

It has shown that some protected groups should be communicated with earlier i.e. persons who require disabled or adapted accommodation to enable the partners to be aware of and, if possible, respond to their needs at the outset of the project.

4.2 What actions have been identified going forward?

A Statement of Community Involvement will form part of the planning application and will set out details of how people have been consulted, their response, and how the proposals have been influenced by stakeholders.

The planning conditions will set out the requirement for a Construction management plan which details the hours of operation, construction traffic routes etc.

Post planning consent and going forward, Boklok will be expected to engage with the local community during the works.

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

Lessons Learned Log will be compiled as the project progresses, noting areas that could have been dealt with differently/better.

Number of respondents to consultation event and how the demographics of respondents compare to the current demographics.

Planning approval will show the model is replicable and can be measured against benchmarks

Service Director Sign-Off:	Equalities Officer Sign Off:
Jochelly	Reviewed by Equalities and
7	Community Cohesion Team
Zoe Willcox, Director	
Development of Place	
Date: 17/9/2019	Date: 16/9/2019

APPENDIX

Eco Impact Checklist

Title of report: Airport Road Disposal Strategy

Report author: Abigail Stratford

Anticipated date of key decision

Summary of proposals: To put in place arrangements to deliver new homes in partnership with Boklok and authorise the necessary action to implement this approach, including negotiating terms of the disposal of the Airport Road site in accordance with Section 123 LGA 1972 achieving best consideration.

Will the proposal impact	Yes/	+ive	If Yes				
on	No	or -ive	Briefly describe impact	Briefly describe Mitigation measures			
Emission of Climate Changing Gases?	N		No Direct Impacts – See summary below				
Bristol's resilience to the effects of climate change?	N		No Direct Impacts – See summary below				
Consumption of non-renewable resources?	N		No Direct Impacts – See summary below				
Production, recycling or disposal of waste	N		No Direct Impacts – See summary below				
The appearance of the city?	N		No Direct Impacts – See summary below				
Pollution to land, water, or air?	N		No Direct Impacts – See summary below				
Wildlife and habitats?	N		No Direct Impacts – See summary below				

Consulted with:

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

The decisions being made will not have a direct environmental impact, so no Eco Impact Assessment is necessary. However, the transfer of land and funding would lead to the development of nearly 200 new homes. The environmental impacts of such a construction project would significantly affect the appearance of the city, the consumption of resources, the production of waste, impacts on wildlife and habitats, the emission of greenhouse gases, and potentially resilience. These will be mitigated by the consideration of each Boklok development through the planning process, including planning policies BCS13-16. The inclusion of the Sustainable City Team in the planning decision making processes will ensure the expert consideration of these environmental impacts.

Checklist completed by:

Name:	Abigail Straford
Dept.:	Housing Delivery
Extension:	
Date:	12th September 2019
Verified by Environmental Performance Team	Giles Liddell

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 October 2019

TITLE	2019/20 Period 5 Forecast Outturn Rep	port				
Ward(s)	n/a					
Author: T	Tian Ze Hao Job title: Senior Finance Business Partner					
Cabinet le	Cabinet lead: Cllr Craig Cheney Statutory Officer lead: Denise Murray					
Proposal o	Proposal origin: Other					
Decision r	Decision maker: Cabinet Member					
Decision f	Decision forum: Cabinet					

Purpose of Report: This report provides the update on the Council's financial performance and forecast use of resources for the financial year 2019/20 at Period 5. The Council's budget for 2019/20 was agreed by Council on 26th February 2019 and this report focuses on the forecast position against the latest budget.

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.

At this stage of the year Directors are anticipating that a range of management actions being proposed will enable key service requirements to be delivered and a balance budget position achieved. This position and proposed mitigations will be closely monitored and reported.

Evidence Base:

The Council's overall annual revenue spend for 2019/20 covers a number of areas:

• The General Fund net budget of £376.3m (a forecast variation at P5 of £3.1m), providing revenue funding for the majority of the Council services.

Ring Fenced Accounts:

- The Housing Revenue Account (HRA) of £160.0m gross spend (no forecast variation at P5), 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.
- The Dedicated Schools Grant (DSG) of £357.1m (no forecast variation at P5 but with an proposed draw-down of £1.7m from Reserves), 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 People Directorate;
- Public Health, a ring-fenced grant of £31.6m (with a forecast variation of £0.7m at P5), must be spent to support the delivery of the Public Health Outcomes Framework exclusively for all ages and is managed within the People Directorate.

Full detail for each of these areas is provided in the main monitoring report, Appendix A.

Capital Programme:

• Revised capital Programme of £251.0m for 2019/20 (forecast variation at P5 £39.7m), fully funded through

	the use of external funding, capital receipts and borrowing.									
Reco	mr	nendations	3:							
That	Ca	binet appro	oves,							
	1. the submission of a funding bid to the Local Highways Maintenance Challenge fund of up to £4m for 2019/20 and note a further report will come back to Cabinet for approval to spend with match funding from within current approved capital programme.									
2		the submission of an expression of interest to the Local Highways Maintenance Challenge fund of up to £20m for 2020/21 funding and note a further report will come back to Cabinet for approval to spend which will detail any source of required match funding.								
3			20 capital budget i ed to future perio		vised to £211.6m and the £	39.	7m underspend as p	per appendix B for 2019/20		
That	Ca	binet note,								
4	١.	A risk of o	•	eral	fund services of £3.1m for	19,	/20 representing 0.8	3% of the approved budget		
			•		vith regard to the Housing					
6			•	on f	or the Dedicated Schools (Grar	nt taking into accou	nt the planned contribution		
-		to reserves		for	Public health, which is bei	าธุก	nonitored			
			•			_		han 50% behind the curve.		
					.9m over 90days as at Perio					
_	_	Appendix A								
1	.0.	£0.4m of S	.106 resources is a	adde	ed to the Capital Programm	ie as	s detailed in append	lix B.		
desc	ribe	_	orporate Strategy	-				delivering the financial plan I priority to 'Be responsible		
City	Ber	nefits: Cros	s priority report th	nat c	covers whole of Council's b	usin	ess.			
Cons	ult	ation Deta	ils· n/a							
Reve	nu	e Cost	See Above		Source of Revenue Fundi	ng	Various			
Capit	al	Cost	See Above		Source of Capital Funding	 ;	Various			
One	off	cost 🗆	Ongoing cost]	Saving Proposal □	nco	me generation pro	posal 🗆		
-			•		by Financial/Legal/ICT/ HR	-				
1. Fir	nan	ce Advice:	The resource and	l fina	ancial implications are set of	out	in the report.			
Finar	nce	Business F	Partner: Michael P	ilche	er (Chief Accountant)					
	_		•	_	e detail in Appendix A&B, v ncil's legal obligation to del			_		
Lega	ΙTe	eam Leader	: Nancy Rollason,	Hea	d of Legal Service					
3. lm	pli	cations on	IT: There are no I	im	plications arising from prod	luct	ion of this report.			
IT Te	am	Leader : la	n Gale, Head of I	-						
				-	monitored on a monthly bataffing budget that has bee			Managers are required to		
HR P	art	ner: Mark \	Williams, Head of	Hun	nan Resources					
		gn-off			nise Murray			23/09/2019		
		t Member :	sign-off		Cheney			23/09/2019		

For Key Decisions - Mayor's	Mayor's Office	23/09/2019
Office sign-off		

Appendix A – P5 Revenue Budget Monitoring Report	YES
Appendix B – P5 Capital Budget Monitoring Report	YES
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background papers	NO
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO

1. General Fund

- 1.1. The Council is currently forecasting a £3.1m 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 largely managed through management actions through the rest of 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

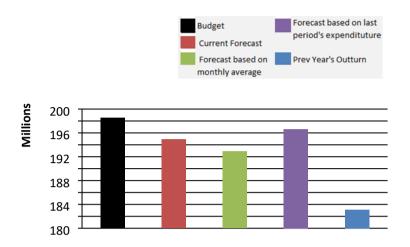
Approved Budget	Directorate	Revised Budget	Outturn	Variance	Variance as % of Net Budget	
£m		£m	£m	£m	buuget	
226.6	People	226.9	229.7	2.7	1.2%	
50.4	Resources	50.0	50.7	0.7	1.4%	
64.3	Growth and Regeneration	62.8	62.7	-0.1	(0.1%)	
341.3	Sub-total	339.7	343.0	3.3	1.0%	
35.0	Other Budgets*	36.6	36.2	-0.2	(0.5%)	
376.3	Net Expenditure Total	376.3	379.1	3.1	0.8%	

^{*}Other Budgets includes capital financing and borrowing costs, and un-apportioned central overheads.

- 1.3. The forecast overspend is predominantly within Adult Social Care (£2.2m) meanwhile assuming a level of the planned efficiency initiatives will be delivered in the service against the c£4m target. Forecast movements from P4 to P5 predominantly relate to increased pressures for older adult placements, offset by staffing and other cost savings plus an increase in forecast income. Adult Social Care has seen sharp increases in demand for residential care for over 65s linked with hospital discharges since May 2019. There are also increasing costs in providing residential support to transitioning young people to adulthood and providing support to working age adults in the communities. Contracting arrangements are being reviewed and options are being considered that include changing elements of the payment mechanism. However it must be stated that there is a concern that if the emerging trend for older adults continues, the ability to deliver a balanced budget by the end of the financial year will be unachievable.
- 1.4. The Education improvement budget is forecasting a risk of overspend of £0.5m. (no change compared to P4), and principally relating to Home-School Transport. This is a recurrent issue and was addressed by a temporary supplementary estimate in 2018/19. For 2019/20, 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.
- 1.5. The remaining forecast overspend is within Facility Management in the Resources Directorate. Savings delivery plans are proving challenging with increasing running cost pressures on the Council's operational buildings. The service is currently exploring options and developing mitigation plans.
- 1.6. At this point of the financial year a significant amount of budget for the wider council is still forecasted to be spent as a default by budget holders whilst the forecast based on monthly average spend indicates a lower spend profile. Significant efforts are being made by budget holders to improve the forecast accuracy. Further work is still needed on an ongoing basis to ensure that the assumptions match with recruitment plans and any potential vacancy factors are identified. Figure 2 below illustrate the difference between the budget holders' forecast on employees spend and the

extrapolated current monthly averages. The chart has been updated from previous versions to include pay and agency rather than the whole CIPFA group of Employees which includes one off costs such as relocation and severance and distort the figures forecasting forward.

Figure 2: Employee cost run-rate comparison to management forecast



2. Ring-Fenced Accounts

Housing Revenue Account

2.1. The HRA is forecasting a balanced position at year-end as per P4. The service is putting plans in place to ensure the delivery of the repair and maintenance programme. There are recruitment and retention issues in the Construction industry generally, and the service is seeking to fill vacancies in order to ensure maximum deliverability of the planned programme.

Dedicated Schools Grant

- 2.1. The total Dedicated Schools Grant (DSG) budget, including amounts recouped by the Education and Skills Funding Agency for Academies is £357.1m for 2019/20 and this includes accelerated funding of £ 2.407m from 2020/21. The DSG is currently forecasting an in year underspend of £0.640m which will add to the carried forward balance of £1.9m in the DSG reserve, this represents a small adverse movement of £0.030m from P4.
- 2.2. The High Needs budget includes transfers from other block of £2.566m and the accelerated funding of £2.407m, the forecast is broadly in line with this budget, showing a £0.133m overspend, but the underlying position for High Needs is a shortfall of c.£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 and flex the DSG budget to best meet our needs
- 2.3. Early years DSG income is based on actual take up of places and measured at 4 census points during the year. The first 2 of these are available and the forecast is based on these participation levels, along with an estimate of future levels, giving an underspend of £0.773m. As actual levels are notified both the income and forecast will vary during the year.

Public Health

2.4. Public Health is forecasting to deliver a balance budget in 2019/20 which remains consistent with P4. The total grant receipt of £31.6m included a 2.5% reduction (£0.9m) this year. There is a risk that the agreed 2019/20 budget may be overspent to a value of £0.7m. This is being closely monitored and should this probability increase a supplementary estimate will follow requesting a drawdown of

£0.7m from the ring fenced Public Health reserves this year.

3. Savings Programme

- 3.1. The savings / efficiency programme agreed by Council in 2018 included savings totalling £11.7m for 2019/20. There was also £6.1m of savings with largely one off activity carried forward from 2018/19 to 2019/20 which still require full delivery in 2019/20, therefore increasing the total savings delivery target for 2019/20 is £17.8m.
- 3.2. At P5 £4m of £17.8m savings are reported to be at risk where further work / mitigating actions may be required in order to deliver. This remains the same as P4. Of the £4m savings that still at risk, £2.0m relates to the Adult Social Care Better Lives Programme and the remainder relates to Councilwide cross-cutting savings initiatives.
- 3.3. One adjustment has been made to the target (which remains at £17.8m) and this relates to a Delivery Executive decision to write off to the provision set aside £23k for BE58 Review of funding for the Lord Mayor's Chapel.

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	8.98	6.90	2.09	23%	
Resources & Cross-Cutting	4.17	3.27	0.90	22%	
Growth and Regeneration	4.63	3.57	1.06	23%	
Total	17.79	13.74	4.05	23%	

Period 5 Budget Monitoring - Summary

	2019/20 - Full Year					
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance		
		£000s		£000s		
People			ı			
Adult Social Care	148,805	148,998	151,156	2,158		
Children and Families Services	62,439	62,436	62,473	37		
Educational Improvement	12,103	12,274	12,809	536		
Public Health - General Fund	3,237	3,237	3,238	2		
Total People	226,584	226,945	229,677	2,732		
Resources			ı			
Digital Transformation	12,130	12,168	12,168	0		
Legal and Democratic Services	6,898	6,808	6,806	(2)		
Finance	10,947	10,971	11,012	41		
HR, Workplace & Organisational Design	10,568	10,390	10,150	(240)		
Policy, Strategy & Partnerships	2,939	3,035	3,067	32		
Commercialisation & Citizens	6,915	6,606	7,493	887		
Total Resources	50,396	49,977	50,695	718		
Growth & Regeneration						
Housing & Landlord Services	11,600	11,597	11,438	(160)		
Development of Place	1,277	1,285	1,272	(13)		
Economy of Place	2,678	3,215	3,296	80		
Management of Place	48,733	46,695	46,710	15		
Total Growth & Regeneration	64,288	62,792	62,715	(78)		
SERVICE NET EXPENDITURE	341,268	339,714	343,087	3,373		
Levies	857	857	860	3		
Corporate Expenditure	34,174	35,323	35,085	(238)		
Capital Financing	0	405	405	0		
Insurance Fund	0	0	0	0		
Corporate Revenue Funding	(376,299)	(376,299)	(376,299)	0		
RELEASED FROM RESERVES TOTAL REVENUE NET EXPENDITURE	(0)	(0)	3,138	0 3,138		
TOTAL REVENUE NET EXPENDITURE	(0)	(0)	3,136	3,136		
HOUSING REVENUE ACCOUNT SUMMARY	Approved	2019/20 - Revised	Full Year Forecast	Outturn		
	Budget	Budget	Outturn	Variance		
University of Bassachers		£000s		£000s		
Housing Revenue Account	(102,687)	(95,699)	(94,689)	1,010		
Strategy, Planning & Governance Responsive Repairs	,	` '	,			
Planned Programmes	26,192 18,095	25,672	25,094 16,171	(578)		
Estate Management	9,408	16,567 5,133	5,077	(56)		
_	9,408	0,133	0	0		
Capital - Neighbourhoods HRA HRA - Funding & Expenditure	11,745	11,745	11,745	0		
HRA - Capital Financing	11,617	10,952	10,952	0		
HRA - Year-end transactions	25,630	25,630	25,630	0		
Total Housing Revenue Account	25,630	25,630	(20)	(20)		
RING FENCED BUDGETS		2010/20	Full Voor			
RING FENCED BODGETS	Approved	2019/20 - Revised	Forecast	Outturn		
	Budget	Budget £000s	Outturn	Variance £000s		
		20008		LUUS		
Public Health	0	0	0	(0)		
		<u> </u>	J	(0)		
Dedicated Schools Grant	(0)	(0)	(0)	(0)		
Total Ring fenced budgets	(0)	(0)	(0)	(0)		



a: 2019/20 Summary Headlines

Revised Budget

Forecast Outturn

P5 £226.9m £229.7m

Outturn Variance

£2.7m

Overspend

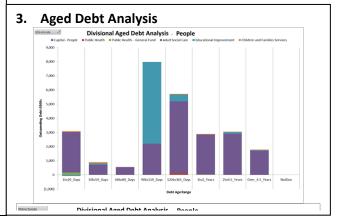
b: Budget Monitor

2019/20 Forecast Outturn Against Budget and 2018/19 Expenditure 250 200 150 100 Fm 100 P2 P3 P4 P5 P6 P7 P8 P9 P10 P11 P12

	Forecast Outturn Variance 2019/20										
					£000						
Revised											
budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
£226.9m	2.3	2.8	2.8	2.7							
	4										

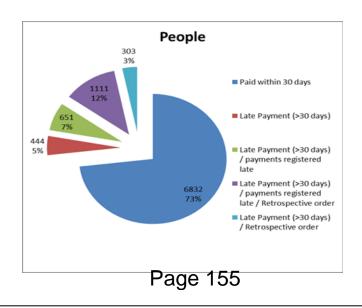
2. Revenue Position by Division

		2019/20 -	Full Year	
Revenue Position by Division	Approved	Revised	Forecast	Outturn
Revenue Position by Division	Budget	Budget	Outturn	Variance
		£00	0s	
Adult Social Care	148.8	149.0	151.2	2.2
Children and Family Services	62.4	62.4	62.5	0.0
Educational Improvement	12.1	12.3	12.8	0.5
Public Health - General Fund	3.2	3.2	3.2	0.0
Total	226.6	226.9	229.7	2.7



4. Payment Statistics

Division	Amount Paid (£)	of Average of days to invoices pay		Late Payment (>30 days)			Invoices paid without order		order
1 - People									
14 Adult Social Care	3,292,450	2,373	34	558	24%	19	1%	433	18%
15 Children and Families Services	12,640,988	4,017	41	1,332	33%	8	0%	1,707	42%
16 Educational Improvement	15,934,085	1,436	27	171	12%	12	1%	142	10%
1Y Capital - People	4,844,138	126	38	31	25%	0	0%	21	17%
36 Public Health - General Fund	5,692,606	195	33	40	21%	0	0%	31	16%
1 -PeopleTotal	42,404,267	8,147	36	2,132	26%	39	0%	2,334	29%



5. Key Messages

5.1 Adult Social Care

						Change
			Revised	2019/20	Forecast	in
Outturn	Outturn	Financial Year 2018/19	Budget	Forecast	Variance	forecast
2017/18	2018/19		2019/20	@ P05	@P05	Variance
£'000s	£'000s		£'000s	£'000s	£'000s	£'000s
72,785	72,705	Older Adults 65+	65,681	74,120	8,439	659
63,706	66,054	Working Age Adults 18 - 64	63,533	68,042	4,509	148
7,637	8,954	Preparing for Adulthood 0 - 25	8,228	9,874	1,646	-66
3,536	2,487	Social Care Support	1,877	-1,737	-3,614	-115
28,542	30,118	Staffing & other costs	35,068	31,791	-3,277	-247
-30,677	-29,542	Income	-25,389	-30,934	-5,545	-380
145,529	150,776	Totals per budget report	148,998	151,156	2,158	-1

The current forecast outturn at P5 (August 2019) for Adult Social Care on a current net budget of £149.0m is £151.2m an overspend of £2.2m (1.5%). This assumes at this stage of the financial year that the savings target of £4.3m will be delivered. The key movements between period 4 and period 5forecast are as follows:

- Older Adults Forecast is c£0.660m worse than last month, this is mainly down to an increase in placements in a residential and nursing setting
- Working age Adult Forecast up by c£0.148m from last month
- PFA forecast has shown a small reduction in forecast compared to last month
- Social Care Support positive movement caused by adjustment to savings target
- Staffing and other cost forecast underspend increased by £0.247m
- Income forecast improvement of £380k due to income for external placements at Concord Lodge

There is a concern that if the emerging trend for for older adults is not brought back into line that the ability to deliver the savings target is at risk and at the same time a balanced budget will not be delivered by the end of the financial year. The following two graphs show that the long term trajectory for permanent Nursing and Residential placement has been largely positive until the end of May since then placement levels have increased.

Work continues across Adult Social Care on a range of projects to improve the hospital discharge process, that improve Delayed Transfers of Care and reduce the numbers needing long term care, work continues on implementing technology enable care, Cabinet approval pricing approach to those adult with long term impairments will be given in September and work around those with long term impairments transitioning to adulthood are all making a difference to long term costs.

The level of outstanding debt with individuals continue to be concern, currently this amounts to £7.2m that has been outstanding for more than 12 months. There is no current capacity within teams in Adult Social Care to address the historic debt and there is a high risk that the debt may ultimately need to be written off. Procedures and processes around the management of more recent debt have improved to reduce the likelihood of debt becoming unrecoverable.

5.2 Public Health

The current forecast at P5 for Public Health is reporting a small overspend of £2k on a budget of £3.237m.

5.3 Children and Families

At this stage in the year, the service is forecasting a small overspend of £37k. At present the placements forecast (as per the table below) is indicating a budget pressure of £0.266m, offset by forecast underspends of £0.229m elsewhere in the service, to produce the £37k net forecast overspend.

Within the budget for 2019/20 there were savings targets of £1.6m, and current forecasts indicate that these will be met, but the service has identified mitigations within the placements budget to deliver the targets and these are starting to reduce the spend. These include 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).

Previously reported pressures continue, including spend on high cost remand placements, but additional asylum income of £180k has been identified to cover some of the cost associated with asylum seekers.

5.4 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, Cabinet approval for which was obtained in July 2019.

Placement Cate	gory			Fina	ncials	
		AVERAGE APR TO	ANNUAL BUDGET	ANNUAL FORECAST	FORECAST VARIATION	ACTUAL AVERAGE WEEKLY
Placement Category	Cost Centre name	JUL:	£000	£000	£000	COST
Bristol Residential	Inhouse Supported Accom - Looked after (Pre 18) Inhouse Supported Accom - (Post 18)	5 25	80	195	115	127
	Childrens					
	Residential Homes	10	3,084	2,537	-547	4,677
Bristol Residential Total		40	3,164	2,732	-432	4,803
Foster Care	In house Fostercare - Looked after (Pre 18) In house Fostercare - (Post 18)	392 39	6,091	5,842	-249	260
	Independent Fostering Agencies - Looked After (Pre 18) Independent Fostering Agencies -(Post 18)	154 21	5,522	5,940	418	654
	Adoption - Looked after (pre 18) Adoption - (Post 18)	52	472	438	-34	159
Foster Care Total		659	12,085	12,220	135	1,073
Non-Bristol Residential	Out of Authority Parent & Baby	31	5,032	4,882	-150	3,048
	Unit	7	505	470	-35	1,368
	ESA - Looked after (Pre 18) ESA- (Post 18)	10 2	1,137	993	-144	1,565
Non-Bristol Residential Total		50	6,673	6,344	-329	5,981
Other	Secure Unit	0	151	151	0	
Other Total		0	151	151	0	
Permenancy	SGO/RO/CAO - (Pre 18) RO/SGO/CAO (Post 18)	534 2	4,008	4,900	892	176
Permenancy Total		536	4,008	4,900	892	176
Grand Total of all placements	Grand Total	1,285	26,081	26,347	266	
Total for Teams and Other Services			36,355	36,126	-229	
Childrens Totals			62,436	62,473	37	

6. Savings Delivery RAG Status

	,					
	1	This month			Last month	
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion atrisk
No - savings are at risk	5,747	7 2,085	36%	5,747	2,085	36%
Yes - savings are safe	1,93	3 0	0%	1,933	0	0%
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	1,300	0 0	0%	1,300	0	096
NO RAG PROVIDED) 0	n/a	0	0	n/a
Grand Total	8,980	2,085	23%	8,980	2,085	23%
n/a - represents one off savings or mitigations in previous year	-3,206	5 0	0%	-3, 206	0	0%
Accelerated efficiencies (balancing line)	() 0	n/a	0	0	n/a
WRITTEN OFF) 0	n/a	0	0	n/a
Grand Total	5,774	2,085	36%	5,774	2,085	36%

Top 5 largest savings at risk in (ordered by size of saving at risk)									
ID	Name of Proposal	Value at in 19/20 (£'000)							
FP33	Introduce Better Lives Programme (Improving outcomes for a dults in Bristol) (incl. partial 18/19 rollover)	£	2,000						
FP18-2	*17/18 rollover* More efficient home to school travel	£	45						
BE7-2	18/19 Rollover - Organisational redesign including the council's senior management structures (Mitigation for Education Post)	£	40						

8,980

Mitigated savings from previous years' that remaindelivery this year (£'000)	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:	£	85						

- No key changes recorded for P5 2019
- FP40-C: Public Health contract review and recommissioning is in the process of being agreed as Secured and Delivered. There are no concerns with this.

19/20 People Directorate Savings Target (£'000s):

- 1. FP33 Better Lives continues to report £2m at risk for the 5th month in a row. Adult social care and Better Lives programme are currently reviewing the finances to clarify and assess latest position following the budget challenges in Adults of Working Age.

 2. FP18-2: *17/18 rollover* More efficient home to school travel - Although the reduced target of £45k continues to report as at risk, the Logical Transport Outline Business Case was recently
- approved and there is good progress on the restructure proposal with likely savings attached.

d: Capital

Approved Budget Revised Budget Expenditure to Date Forecast Outturn Outturn Variance

£25.8m
£24.9m
£4.7m
£24.0m
(£0.9m)

Key Messages

- 1. Public Health It is likely that the improvement to the Ardagh Tennis Courts will not be delivered until 2020/21. Linked to this work the renovation of the Ardagh Community Building will not be spent in 2019/20. It is also likely that the £200k for the replacement rubgy pitches at Hengrove will not be required until 2020/21. So it is likely that the full £1.1m budget in this area will be reprofiled back to 2020/21.
- 2. Adult Social Care Whilst expenditure is low at this stage of the financial year, the Better Lives at Home project will incur expenditure in the last six months of the year per the milestones for the project. There are know risks associated with the acquisition of properties within the programme which are being managed through cross council working. There continues to be delays in delivering the joint Children's and Adult's Social Care Mobile Working Solution approved at Cabinet in March 2018 with no date agreed to commit funding available.
- 3. 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

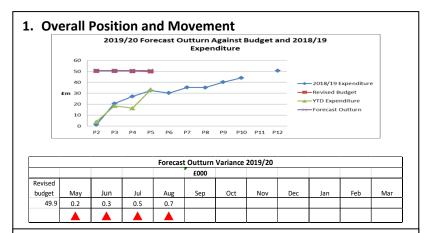
Outturn Variance

_{P5} £50m

£50.7m

£0.7m OVERSPEND

b: Budget Monitor



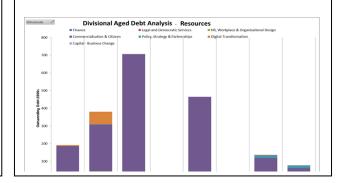
2. Revenue Position by Division

		20	19/20 - Full Year	
Revenue Position by Division	Approved	Revised	Forecast	Outturn Variance
Revenue Position by Division	Budget	Budget	Outturn	Outturn variance
			£000s	
Digital Transformation	12.1	12.2	12.2	0.0
Legal and Democratic Services	6.9	6.8	6.8	(0.0)
Finance	10.9	11.0	11.0	0.0
HR, Workplace & Organisational Design	10.6	10.4	10.2	(0.2)
Policy, Strategy and Partnerships	2.9	3.0	3.1	0.0
Commercialisation and Citizens	6.9	6.6	7.5	0.9
Total	50.4	50.0	50.7	0.7

Key Messages:

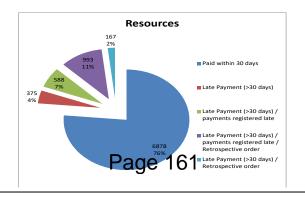
The forecast overspend has increased by £0.2m since P4 and relates to an increase in the child protection disbursement forecast of £51k which brings Legal and Democratic Services back to balance from £0.1m underspend and increases across the Commercialisation and Citizens area relating in the main to staffing budgets which increases the forecast by £0.1m. A plan is underway to review the savings targets within Commercialisation and Citizens contributing to the overspend

3. Aged Debt Analysis



4. Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Paymer days)			Retrospective order		
2 - Resources									
21 Digital Transformation	7,064,208	1,531	70	596	39%	14	1%	518	34%
22 Legal and Democratic Services	1,825,791	1,057	37	293	28%	6	1%	429	41%
24 Finance	1,336,771	530	38	119	22%	210	40%	26	5%
25 HR, Workplace & Organisational Design	1,367,840	790	29	122	15%	1	0%	151	19%
28 Policy, Strategy & Partnerships	531,856	347	26	36	10%	0	0%	31	9%
2Y Capital - Business Change	5,233,777	393	34	85	22%	0	0%	25	6%
38 Commercialisation & Citizens	6,126,841	4,353	34	872	20%	20	0%	1,359	31%
2 -ResourcesTotal	23,487,084	9,001	40	2,123	24%	251	3%	2,539	28%



c: Risks and Opportunities

5. Savings Delivery RAG Status

	т.	his month			Lastmonth		Top 5 la	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)	Proporti on at risk	Total value of savings (£'000s)		Proportion at risk	ID	Name of Proposal	Value at Risk in 19/20 (£'000)				
lo - savings are at risk	1,516	900	59%	1,539	923	60%	NEW1-2	*17/18 Rollover*Facilities Management Savings	£ 257				
es - savings are safe	2,882		0%	2,882	0	0%	NEW3-2	17/18 Rollover - Generate additional Income from our historic assets	£ 250				
AVING CLOSED - CONFIRMED AS SECURED & DELIVERED'	43	3 0	0%	43	0	0%	BE6-7	18/19 roll over - Mitgation for Worldorce policy and review - Resources Directorate Savings Target	£ 223				
NO RAG PROVIDED	() (n/a	0	0	n/a	BE7-4	18/19 roll over - CORPORATE SAVING -ONGOING MITIGATION TO BE FOUND	€ 120				
Grand Total	4,441	900	20%	4,464	923	21%	IN31	Reviewing options for cash payments and/or cash related traded services	€ SO				
/a - represents one off savings or nitigations in previous year	-2,374	+ c	0%	-2,374	0	0%							
Accelerated efficiencies (balancing line)	-268	3 0	0%	-268	0	0	Mitigat	ted savings from previous years' that re delivery this year (£'000)	main 'due' for				
VRITTEN OFF	23	s c	0%	0	0	n/a		Amount due from previous year(s)	£ 1,696				
Grand Total	1,822	900	49%	1,822	923	51%		Amount reported at risk	£ 600				
Key Changes since last month: 1. BE58-1.Review and reduce operating or reducing from £4. 464m to £4.441m. (The Key messages/Comments 1. Overall a mount at risk has remains stee 2. No change to the same top 4 savings at 3. Resources continues to have £0.6 miles.	associated amo ady at £0.9 m risk - these rem	unt reported	at risk has	also reduce	d by 23k to t	ake account of mi	f this write	e off). Ians.	ate's target				

6. Revenue Risks and Opportunities

Division	Risk or Opportunity	Description	Risk/(Opportunity) £	Likelihood (%age)	Net Risk /(Opportunity)
Policy, Strategy and Partnerships	Risk	Income pressure in Bristol Design due to reduced programme of works.	192,000	70%	134,400
Policy, Strategy and Partnerships	Opportunity	Exploring business development options and vacancy savings within PSP to mitigate Design pressure.	(192,000)	70%	(134,400)
Policy, Strategy and Partnerships	Risk	One off pressure in Insight, Performance & Intelligence team	46,500	100%	46,500
Policy, Strategy and Partnerships	Opportunity	Exploring savings within PSP to mitigate pressure.	(46,500)	100%	(46,500)
Legal and Democratic Services	Risk	Coroner's additional costs relating to Pathologist payments, transport contract and building costs	130,000	80%	104,000
Legal and Democratic Services	Opportunity	Partners pay 60% of the pressures	(78,000)	80%	(62,400)
Legal and Democratic Services	Opportunity	Registrar's currently forecasting to offset the Bristol share of Coroner's pressure	(55,000)	70%	(38,500)
Legal and Democratic Services	Risk	Risk that Local Land Charges income will not achieve target. Current forecast £47k over built into budget and managed through Legal Services underspend	-	-	-
Finance	Risk	Additional Procurement staffing.	84,000	50%	42,000
Finance	Opportunity	Mitigation of Procurement pressure from within service area/division via vacancy savings and savings across division. To be reviewed/identified for P6.	(84,000)	50%	(42,000)
Finance	Risk	Risk & Insurance - prior year costs	114,000	100%	114,000
Finance	Opportunity	Mitigation of R&I pressure from within service area/division via vacancy savings and savings across division or Insurance holding code. To be reviewed/identified for P6.	(114,000)	100%	(114,000)
Finance	Risk	Annual LA errors risk.	720,000	50%	360,000
Finance	Opportunity	Benefits impairment provision adjustment for 19/20	(664,000)	54%	(360,000)
Commercialisation and Citizens	Risk	Facilities Management - ongoing budget risk. Currently being evaluated alongside measures to mitigate.	-	-	-
			Total Risk/(Opportunity)		3,100

20/21 Resources Directorate Savings Target (£'000s):

d: Capital

Approved Budget Revised Budget **£17.7m £20.8m**

Expenditure to Date

£3.9m

Reageu162

Forecast Outturn £20.4m

Outturn Variance (£0.4m)

1,062

98% of budget

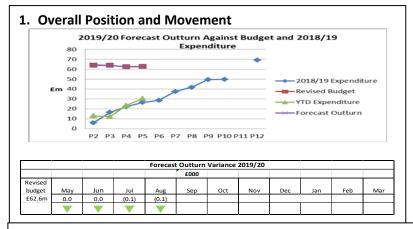
Appendix A3 Bristol City Council – Growth & Regeneration 2019/20 – Budget Monitor Report

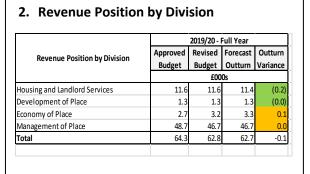


a: 2019/20 Summary Headlines

Revised Budget Forecast Outturn Outturn Variance
P5 £62.8m £62.7m (£0.1m)

b: Budget Monitor





Key Messages:

The G&R revenue budget is currently reporting a minor underspend as at Period 5. This will go towards offsetting the vacancy factor, held within the direcorates central code. While there are a number of budget pressures identified within the services (see Risks & Opps section below), these are being mitigated as much as possible, and where this is not possible, variance will be reporting.

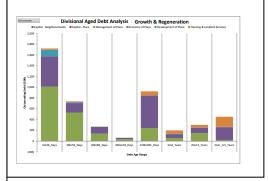
Majority of the revenue budgets have now been reprofiled (Remaining Parks, Energy and Private sector Landlord). This will ensure that year to date figures and variance are a true reflection of the departments financial position at any given time.

Housing Options has suscessfully bid for the following grants:

£184,520 Private Rented Sector Access Fund to support those who are homeless or at risk of homelessness to access and sustain tenancies in the private rented sector

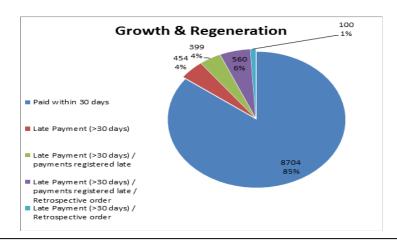
£1,063,017 Rapid Rehousing Pathway grant to immediately intervene, prevent and reduce rough sleeping.

3. Aged Debt Analysis



4. Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Paymer days)	Liate (>30 days atter :		late (>30 days after registered without order				Retrospective	order
4 - Growth & Regeneration												
37 Housing & Landlord Services	4,164,952	2,478	20	93	4%	25	1%	27%	5	0%	80	3%
3Y Capital - Neighbourhoods	1,400,401	238	34	41	17%	25	11%	61%	0	0%	31	13%
42 Development of Place	893,525	283	28	37	13%	26	9%	70%	1	0%	20	7%
46 Economy of Place	4,914,530	2,417	40	529	22%	398	16%	75%	27	1%	462	19%
47 Management of Place	35,939,220	3,982	31	656	16%	411	10%	63%	17	0%	652	16%
4Y Capital - Place	21,928,333	819	39	157	19%	76	9%	48%	1	0%	87	11%
4-Growth & RegenerationTotal	69,240,962	10,217	31	1,513	15%	961	9%	64%	51	0%	1,332	13%



5. Savings Delivery RAG Status

19/20 G&R Directorate Savings Target (£'000s										
	This	s month			Last month	_	Top 5			
	Total value of savings (£'000s)	Value at risk (£'000s)		Total value of savings (£'000s)	Value at risk (£'000s)	Proporti on at risk	ID			
No - savings are at risk	1,440	662	46%	2,140	1,222	57%	FP01-8			
Yes - savings are safe	2,349	400	17%	1,649	0	0%	FP02			
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	845	0	0%	845	0	0%	IN26-2			
NO RAG PROVIDED	0	0	n/a	0	0	n/a				
Grand Total	4,634	1,062	23%	4,634	1,222	26%				
n/a - represents one off savings or mitigations in previous year	-533	0	0%	-533	0	0%				
Accelerated efficiencies (balancing line)	0	0	n/a	0%	0%	n/a	Miti			
WRITTEN OFF	0	0	n/a	0	0	n/a				
Grand Total	4,101	1,062	26%	4,101	1,222	30%				

	Value a Risk in 19/20 (£'000)	t	
SHORTFALL – Mitigations required (Original saving: Third Party Payments)	£	380	
New ways of delivering parks and open spaces	£	250	
18/19 ROLLOVER - Increase office rental capacity at Filwood Green Business Park	£	32	
	SHORTFALL – Milligations required (Original saving: Third Party Payments) New ways of delivering parks and open spaces 18/19 ROLLOVER - In crease office rental capacity at Filwood	Name of Proposal Risk in 19/20 (£°000) SHORTFALL – Mitigations required (Original saving: Third Party Payments) New ways of delivering parks and open spaces £ 18/19 ROLLOVER - In crease office rental capacity at Filwood	

4,634

Mitigated savings from previous years' that remain 'due' for					
delivery this year (£'000)					
Amount due from previous year(s):	£	322			
Amount reported at risk:	£	22			

Key Changes since last month:

- 1. IN27 Generating and saving money through energy generation and efficiency now marked as 'savings safe', however note £400k still recorded at risk
- 2. FP36-D MITIGATION* One off shortfall covered in-year by use of flexible homelessness grant marked as secured and delivered for 19/20 (£210k). Full £210k rolls over into 20/21 for delivery.
- 3. IN04 Establish city centre business rate development team change request processed for 19/20 only. This was £160k one-off mitigation via BottleYard income but full amount rolled over into 20/21 given that DE weren't sufficiently confident in the sustainability of that saving on an ongoing basis. Requirement to demonstrate this longer term.

Key messages / Comments:

- 1. In 19/20 the largest savings at risk remains as the 380k shortfall to Third Party Payments. Following DE there is a next step to discuss potential BIF savings with political colleagues, but no agreement at present as to approach to the in year 380k. This will need to be flagged to CLB/DE for consideration.
- 2. Following DE on 10/09/2019 there is an expectation that if Filwood Green Business Park can't deliver the 32k ongoing, property mitigates via alternative method using change request to formalise.
- 3. Parks saving (waste element) continuing to report 250k at risk requires confirmation that the 250k allocated to waste can be addressed via the waste payment mechanism.

6. Revenue Risks and Opportunities

Division Name	Service Name	Revenue or	Description	Risk /
		Capital		Opportunity
				£'000
	-	-7	_	-
Economy of Place	Asset Strategy	Revenue	Capital Asset Disposal surplus over expenditure was £205k in	-125
, , , , , , , , , , , , , , , , , , , ,	,		2018/19 and therefore could exceed the £100k currently	
			forecast. This will be dependant on the use of "in-house"	
			Property staff / value of disposals achieved and will not be	
			known until year-end	
Economy of Place	Property	Revenue	Property rent income exceeded budget target in 2018/19 due	-100
	Management		to backdated rent arising from reviews etc. Final agreement of	
			these reviews is not under the control of Property staff and so	
			current forecast may be exceeded	
Economy of Place	Strategic City	Revenue	River Avon Project BCC staff costs – reserves are forecast to be	50
	Transport		used up to cover increased project costs i.e. consultant work as	
			result of senior management projects changes and alignment	
			with BTQ and Western Harbour development aspirations and	
			undertake associated hydraulic modelling and economic	
			assessment	
Economy of Place	Cultural	Revenue	Bottleyard income income was £1.7m in 2018/19. If this was	-500
	Development		repeated in 2019/20 this would be a £500k surplus	
Economy of Place	Economic	Revenue	Enterprising West of England funding was taken corporately. If	-75
Economy of Frace	Development	veac	this was returned to fund the remainder of the project the	, ,
	Бетегоринент		current forecast overspend would be offset	
Economy of Place	Major Projects	Revenue	2019/20 MTFS saving for increasing business rates is expected	160
Economy of Frace	iviajo. i rojecto	veac	to be achieved however the rincome will not directly credit to	100
			G&R. If this is not recognised by Corporate and the G&R budget	
			adjusted then G&R will be short by £160k at year-end	
Economy of Place	Management – Place	Revenue	Development of buildings adjacent to the harbour. Boat	680
			acquisition / relocation required for development of O&M	
			shed - Est G&R Revenue Budget mitigations one-off @ £680k	
Management of Place	Regulatory Services	Revenue	income shorfall due to discontinuation of funding for Food	120
			Safety from Public Health	
Management of Place	Bristol Impact Fund	Revenue	TPP savings applied to grants which cannot be made due to	250
			ongoing commitment to fund voluntary sector services. There	
			is potentially a further £50k pressure if Public Health taper	
			their contribution to BIF.	
Management of Place	Local & Sustainable	Revenue	Any add'l costs from WECA re Concessionary Fares . Increase of	-269
gee or . lace	Transport		6.5% from 17/18	203
Management of Place	Local & Sustainable	Revenue	Business as usual budget needed for Metrobus	180
	Transport			
Management of Place	NH Communities /	Revenue	Litter Enforecement shortfall of income / unrealistic target	125
_	Reg Services		-	
Economy of Place	Major Projects	Revenue	TQEZ. JLL study	85
				581

The Directorate has identified risks totalling (£581k) after allowing for known mitigation. This is mainly to do with a boat acquisition (Cabinet approved) necessitated by the need for some urgent H&S works and new land development deal. There is an expectation that all known risks will be mitigated from within the directorates total funding envelope which includes reserves, however, were this is not possible, the service will include the unmitigated amounts in future forecasts. A mid year assessment of likely mitigation will be made as part of P6 monitoring.

143,54 21,984 106,62 (36,917 15% 74% 6 9)

d: Capital

Revised Budget Expenditure to Date Forecast Outturn Outturn Variance

£143.5m £21.9m £106.6m 36.9m UNDERSPEND

15% of budget 74% of budget

2018/19 Comparator

£133.5m £16.5m £80.7m (£40m)

Key Messages

The current forecast shows (£21.9m) spend against budget (15% delivery) against the budget of £143.5m. £6.7m was the total spend for P5, however to achieve the budget target for 19/20, the directorate will need to increase monthly spend to £12.1m (excluding HRA) from the average of £4.4m per month as at P5. To ensure delivery, the directorate has undertaking a series of meetings with Heads of service and Budget managers and the results will be reflected in period 6. The directorate will be requesting for revised budgets based on its P6 forecast. Work is also in progress to explore new procurement routes to improve overall delivery of the Councils capital programme. Page 165



a: 2019/20 Summary Headlines

	Revised Budget	Forecast Outturn	Outturn Variance	
P4	£0m	£0.0m	£0.0m	
P5	£0m	£0.0m	£0.0m	

b: Budget Monitor

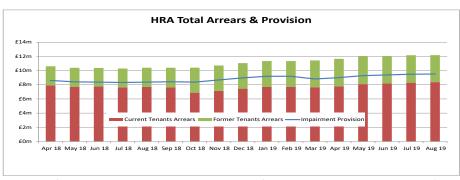
1. Overall Position and Movement

	Forecast Outturn Variance 2019/20												
	£m												
Revised													
budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
£0m	(2.4)	(0.2)	0.0	0.0									

2. Revenue Position – Income and Expenditure

Revenue Position by Category	2019/20 Revised Budget	Forecast Outturn P5	Forecast Variance P5	Forecast Movement P4 to P5	Budget Movement P4 to P5
	£m	£m	£m	£m	
Income	(122.6)	(121.0)	1.7	0.5	(0.1)
Repairs and maintenance	30.6	31.2	0.6	0.4	1.1
Supervision and Management	29.5	28.9	(0.6)	0.7	0.5
Special Services (Rechargeable)	9.0	8.9	(0.1)	(0.4)	0.2
Rents, Rates, Taxes and other charges	1.8	0.7	(1.1)	(0.4)	(1.0)
Depreciation, Revenure funded capital, Interest payable and bad debt provision	51.7	51.3	(0.5)	(0.9)	(0.7)
(Surplus)/Deficit on HRA	0.0	(0.0)	(0.0)	(0.0)	(0.0)

3. Debt Position



Following implementation of the Civica system, there will be a focus on reducing the level of bad debt during 2019/20, with an initial planned review of all debts over five years old.

4. Key Messages

- The HRA budget was realigned for P5. Allocations are currently forecast to underspend significantly, these will be reviewed in detail during the year to ensure that any budgeted internal recharges remain appropriate.
- The forecast on income has been revised as the number of units is less than the original budgeted level.
- 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. The service will look to use consultants and other frameworks to deliver if
 necessary to mitigate against this.
- 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,
 hence the forecast on repairs and maintenance is now to budget following the decision to capitalise the fire
 door work.

c: Risks and Opporti	unities		
Risk	Key Causes	Key Consequence	Key Mitigations
Implementation of	Risk deferred as roll out delayed		
Universal Credit	by Government.		
Impact of Grenfell	Additional works as a result of	This could cost up to	Need to retain flexibility in capital
enquiry outcomes	Grenfell enquiry outcomes, or	£25m if a complete	programme to meet outcomes of
	the outcomes of independent	programme is	Grenfell enquiry that does not
	fire safety checks on clad	required.	result in disruption to the rest of
	blocks; public /political pressure		the programme.
	to install sprinklers.		
Zero Carbon Target		May be required to	City Leap may enable innovative
		retro fit and ensure	solutions and funding to be
		compliance for new	identified.
		builds.	
Relets contracts	One contract has recently been	Potential for	Any variation to be managed
	cancelled and another is in	increased cost of	within overall repairs and
	special measures.	new contract or	maintenance programme budget.
		delay in delivery and reduced costs.	
	Due to current market	If vacancies are not	The service will use consultants
Employees	Due to current market conditions it is difficult to fill	filled then this may	and frameworks to maintain
	vacancies.	impact on the	delivery of works.
	vacancies.	delivery of the	delivery of works.
		programme and	
		result in underspend	
		against salary	
		budgets.	
Paint Programme	Some tenders are greater than	There is a potential	It is anticipated that this will be
and Electrical	originally estimated and	overspend of £0.5m	offset by underspends in other
Works	additional costs are forecast.	for 2019/20.	areas.

d: Capital

Approved Budget Revised Budget Forecast Outturn Outturn Variance Expenditure to Date (£1.5m) £51.8m £51.8m £13.5m £50.3m 26% of budget 97% of revised budget P4 2018/19 figures Budget £47.1m Expenditure £9.6m 20% Outturn £36.7m

Gross ex	penditure by Programme		Current Year (FY2019)					
Ref	Scheme	Description	Budget	Expenditur e to Date	Forecast	Variance	Expenditure to date	Forecast
				£0	00s		%	
Housing	Revenue Account							
HRA1	Planned Programme - Major Projects	Programme includes major refurbishments and external improvements to existing assets.	10,631	2,960	10,273	(358)	28%	97%
HRA2	New Build and Land Enabling	Planned programme to deliver new housing stock.	21,117	7,294	20,614	(503)	35%	98%
HRA3	Building Maintenance and Improvements	Planned and cyclical repairs and maintenance including accessible improvements to existing assets.	20,084	3,260	19,409	(676)	16%	97%
Total Hous	sing Revenue Account		51,832	13,514	50,296	(1,536)	26%	97%

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.

The service successfully mitigated the collapse of a kitchen contractor by arranging a contract with Mispace in order to minimise delay in the planned programme Page 167



SUMMARY HEADLINES

1. Overall Position and Movement

Revised Budget Forecast Outturn Outturn Variance Transfer to reserves

£0m £0m £0m £0.6m

2. Revenue Position by Division

Summary DSG position 2019/20 Period 05 (all figures in £000s)

	DSG funding/budget 2019/20	Forecast outturn Period 05 2019/20	Forecast Variance	Forecast outturn Period 04 2019/20	Movement in Forecast P04 to P05
Schools Block	259,445	259,445	0	259,445	0
De-delegation	0	0	0	0	0
Schools Central					
Block	2,329	2,329	0	2,329	0
Early Years	36,461	35,688	(773)	35,731	(43)
High Needs					
Block	58,904	59,037	133	58,964	73
Total	357,139	356,499	(640)	356,469	30

(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 (-£0.773m) and High Needs (+£133k).

3. Latest Financial Position

The approved budget for 2019/20 included use of funding for High Needs in advance (from 2020/21). The forecast position against the latest known DSG funding and the approved additional budget is an overall underspend of £640k.

The Early Years DSG income is based on 5/12ths of the January 2019 census and 7/12ths of the January 2020 census. Expenditure is based on 4 census positions through the year, the first two of these January 2019 and May 2019 are known and the forecast is based on these participation levels. Additionally a 19% reduction in participation for 2 Year Olds has been forecast, which is being pursued by Early Years team, reducing funding by £415k (as 7/12ths is derived from the January 2020 census), along with a reduction in expenditure of £719k (as this is across the whole financial year).

The High Needs budget approvals for 2019/20 included transfers of £2.566m from other areas of the DSG and £2.407m more funding drawn in advance from 2020/21. Both of these actions boosted the original HNB allocation by £4.973m. Currently there is a small forecast deficit on the High Needs budget by year-end 2019/20 of £133k. The underlying position for High Needs is the difference between the current level of spending and the original allocation which is around £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 previous 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 from within the General Fund (£1.5m 2018/19).

Appendix A6 Bristol City Council – Public Health Grant 2019/20 – Budget Monitor Report



a: 2019/20 Summary Headlines

Revised Budget Forecast Outturn Outturn Variance Reserve Drawdown P05 £0m £0m £0m £0.748m

b: Budget Monitor

- The PH grant has been reduced by 2.6% this financial year and is expected to be reduced by similar amount next year
- 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 a 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 the sensitive and critical nature of the services in scope.
- Meanwhile there are a range of mitigations in place to reduce recurrent costs wherever possible

C: Risks and Opportunities

Commissioning	Орр	if first round of commissions proposals are approved by cabinet in July 2019,	(£355k)
Proposal		budget pressure will reduce by £355k in year	

D: Payment Statistics

	P2P Invoices							
Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)	Invoices without o		Retrospective	order
34 Public Health	9,483,125	1,194	47	377 32%	0	0%	239	20%

1. Capital Programme

1.1. The following table below (Figure 1) sets out the forecast Capital Outturn position for 2019/20 by Directorate, with further detail provided in Directorate appendices and a full programme summary at the end of this report.

Figure 1 - Capital Forecast Outturn position for 2019/20 by Directorate

Approved Budget	Previous Period Revised Budget	Directorate	Revised Budget	Actual Spend to date	Budget Spend to date	Forecast Outturn	Variance
£m	£m		£m	£m	%	£m	£m
25.8	24.9	People	24.9	4.7	19%	24.0	(0.9)
17.7	20.8	Resources	20.8	3.9	19%	20.4	(0.4)
130.4	143.2	Growth and Regeneration	143.6	22.0	15%	106.7	(36.9)
173.9	189.0	Sub-total	189.4	30.6	16%	151.1	(38.2)
10.7	10.2	Corporate	10.2	2.6	25%	10.2	0.0
51.8	51.8	Housing Revenue Account	51.8	13.5	26%	50.3	(1.5)
236.4	251.0	Total	251.4	46.7	19%	211.6	(39.7)

The current forecast indicates a £40m underspend (16%) on the revised capital programme budget of £251m. This relates to schemes deferring expenditure to future periods. The main schemes being;

- £14m PL30 Housing Delivery of site development proposed re-profile of budgets to meet the change in funding options
- £ 6m PL30A Review of the operation of Goram Housing Company based on more detailed plan of works on the first option of a land transfer
- £ 6m PL24 Delays to the completion of the Colston Hall scheme
- 1.2. Despite the reported underspend in the programme, the current forecast assumes that the average monthly spend for the remainder of the year will be over twice as much as the current run-rate.
 - Given the low level of spend to date (£47m) as indicated in (Figure 1) and the current rate table along with making comparisons with previous years expenditure (Figure 2) the outturn is projected to be region of £130m £150m based on current and previous spend trends. Based on these assumptions, the current forecast appears to be overly optimistic.

The Capital and Investments Board have recommended a review of the Capital Programme through Capital Workshops to be undertaken during October 2019, with the outcome reporting within later monitoring reports.

Cumulative run rates

250.0

250.0

Average Budget

AverageOutturn Last 2 FY

Forecast based on Average Manager Forecast for remaining months

50.0

Forecast based on current run rate

Figure 2 – Period 5 Capital Forecast and Run-Rate Comparison

Transport Challenge Fund Grant Bid

1.3. The Government recently announced a Local Highways Maintenance Challenge Fund. The deadline is 31st October and the fund is split into two tranches

201901 201902 201903 201904 201905 201906 201907 201908 201909 201910 201911 201912 **Period**

- Tranche 1 smaller bids <£5m for repairing highway defects funding to be spent in 2019/20 with ability to carry over.
- Tranche 2 larger bids >£5m for major structural repairs The call here is only for "Expressions
 of Interest." If successful Bristol City Council will be invited to submit a Full Business Case later in
 the year.

The authority seeks approval to submit a bid of up to £4m for Tranche 1 focussing on resilient strategic bus and cycle networks. The additional funding will allow the 20/21 and 21/22 maintenance programmes to be expanded.

For the Tranche 2 "Expression of Interest" the authority will focus on St Philips Causeway for up to £20m. The bridge is due its first major service requiring re-painting, replacing of the waterproofing and carriageway renewal among other elements.

Neither Tranche of funding explicitly requires a match-funding contribution, but based on previous versions of this fund a local contribution of 10% is expected. Officers are exploring a combination of match-funding sources including S106 and local contributions.

Key Risks

- Failure to deliver the project(s) to funding deadline
- Refinement of costs for St Philips Causeway maintenance between submission of Expression of Interest and Full Business Case fluctuate significantly affecting economic viability
- Unexpected cost increases

2. Summary of the Capital Programme funding and investments

2.1. In August the Council took advantage of historic low interest rates on long term borrowing and took out £20m of borrowing through Public Works Loan Board. Rates dropped further in September and the Council took another £10m of the planned £70m borrowing requirement as set out in the 2019/20 Treasury Management Strategy. Further details will be set out within the Treasury Mid-year report to be presented to Full Council in December 2019.

iross (Capital Expenditure by Programme	2019/20	Current Fina	ncial Year - Pe	eriod 5	Performance	e to b
ef	Scheme	Revised Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	10000
oonlo			£00	00s		%	6
eople	School Organisation / Children's Samisas Capital	15 1 15	2 700	4F 207	252	250/	1
PE01 PE03	School Organisation/ Children's Services Capital Schools Devolved Capital Programme	15,145 1,900	3,799 587	15,397 1,900	252	25% 31%	
PE04	Non Schools Capital Programme	279	54	279	0	19%	
PE05	Children & Families - Aids and Adaptations	170	17	170	0	10%	
PE06	Children Social Care Services	1,095	5	1,095	0	0%	
PE06B	Adult Social Care – Better Lives at Home Programme	5,025	109	4,962	(63)	2%	
PE08	Care Management/Care Services	228	137	228	0	60%	
PE10	Sports Capital Investment	1,100	0	0	(1,100)	0%	
tal Peo		24,943	4,708	24,032	(911)	19%	
esour	ces						
NH08	Omni Channel Contact Centre (ICT System	205	(47)	205	0	-23%	
PL21	Building Practice Service - Essential H&S	4,377	592	3,507	(870)	14%	
PL27	Vehicle Fleet Replacement Programme	4,200	1,682	4,200	(870)	40%	
PL35	Harbourside operational infrastructure	4,200	0	4,200	(450)	0%	
PL36	Investment in Markets infrastructure & buildings	250	0	250	(+30)	0%	
RE01	ICT Refresh Programme	2,736	95	2,736	0	3%	
RE02	ICT Development - HR/Finance	1,623	597	1,623	0	37%	
RE03	Future State Assessment (FSA) - ICT Development	6,214	990	7,124	910	16%	
RE04	Bristol Workplace Programme	0	(84)	0	0		
RE05	Mobile Working for Social Care (Adults & Children)	781	92	781	0	12%	
tal Res	ources	20,836	3,917	20,426	(410)	19%	Ş
rowth	& Regeneration						
GR01	Strategic Property – Temple Meads Development	6,000	14	4,099	(1,900)	0%	
GR02	Strategic Transport - Redcliffe Corridor	1,323	0	0	(1,323)	0%	
GR03	Economy Development - ASEA 2 Flood Defences	2,588	0	2,588	0	0%	
GR05	Strategic Property - Hawkfield Site	500	0	500	0	0%	
GR06	Innovation & Sustainability - OPCR 2	3,018	483	3,018	0	16%	
GR07	Areas for Growth & Regeneration	2,000	0	2,000	0	0%	
NH01	Libraries for the Future	402	0	402	0	0%	
NH02	Investment in parks and green spaces	2,375	361	1,837	(538)	15%	
NH03	Cemetries & Crematoria - Pending Business Case	200	0	120	(80)	0%	
NH04	Third Household Waste Recycling and Re-use Centre	1,054	0	566	(488)	0%	
NH06	Bristol Operations Centre - Phase 1	630	121	630	0	19%	
NH06A	Bristol Operations Centre - Phase 2	2,277	159	2,277	0	7%	
NH07	Private Housing	3,172	1,276	3,272	100	40%	
PL01	Metrobus Passanger Transport	(443)	2	(445)	(2)	-1%	
PL02 PL03	Passenger Transport Residents Parking Schemes	2,576 103	368 47	1,363 103	(1,213)	14% 45%	
PL03 PL04	Residents Parking Schemes Strategic Transport	3,477	3,907	4,088	0 612	45% 112%	
PL04 PL05	Sustainable Transport	10,911	2,383	9,493	(1,418)	22%	
PL05	Portway Park & Ride Rail Platform	1,672	2,363	1,000	(672)	0%	
PL08	Highways & Drainage Enhancements	660	(16)	660	(072)	-2%	
PL09	Highways infrastructure - bridge investment	1,840	217	1,021	(819)	12%	
PL09A	Highways infrastructure - Chocolate Path	2,222	221	1,272	(950)	10%	
PL10	Highways & Traffic Infrastructure - General	7,951	2,306	7,817	(133)	29%	
PL10B	Highways & Traffic - Street Lighting	346	0	346	0	0%	
PL10C	Transport Parking Services	500	0	250	(250)	0%	
PL11A	Cattle Market Road site re-development	9,295	618	9,295	0	7%	
PL11B	Temple Meads Master Plan	0	335	0	0		
PL13	Filwood Green Business Park	158	0	158	0	0%	
PL14	Bristol Legible City Scheme	268	43	268	0	16%	
PL15	Environmental Improvements Programme	273	2	273	0	1%	
PL16	Economy Development - ASEA 1 Flood Defences	41	1	41	0	3%	
PL17	Resilience Fund (£1m of the £10m Port Sale)	542	108	542	0	20%	

Gross Ca	Gross Capital Expenditure by Programme		2019/20 Current Financial Year - Period 5				Performance to budget	
Ref	Scheme	Revised Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast	
			£00			9/		
PL18	Energy services - Renewable energy investment scheme	2,673	153	1,857	(816)	6%	69%	
PL18A	Energy Services – Bristol Heat Networks expansion	5,895	137	5,441	(454)	2%	92%	
PL18B	Energy Services - School Efficiencies	439	319	439	0	73%	100%	
PL18D	Energy Services - EU Replicate Grant	461	623	504	43	135%	109%	
PL19	Energy Services Phase 2 Investment	1,237	0	1,237	0	0%	100%	
PL20	Strategic Property	491	40	437	(54)	8%	89%	
PL22	Strategic Property - Investment in existing waste	1,128	8	940	(188)	1%	83%	
PL23	Strategic Property - Temple St	549	152	331	(218)	28%	60%	
PL24	Colston Hall	17,625	2,852	11,292	(6,333)	16%	64%	
PL28	Bottleyard Studios	134	60	134	0	45%	100%	
PL30	Housing Strategy and Commissioning	31,628	4,150	18,107	(13,521)	13%	57%	
PL30A	Housing Programme delivered through Housing	12,225	534	6,225	(6,000)	4%	51%	
PL32	Western Harbour Design Development	480	0	480	0	0%	100%	
PL34	Strategic property - Community investment scheme	650	0	350	(300)	0%	54%	
Total Grow	th & Regeneration	143,546	21,984	106,629	(36,917)	15%	74%	
Corporate	e Funding & Expenditure							
CP01	Corporate Initiatives and Capital Investments	2,540	2,600	2,540	0	102%	100%	
CP03	Corporate Contingencies	7,673	0	7,673	0	0%	100%	
Total Corpo	orate Funding & Expenditure	10,213	2,600	10,213	0	25%	100%	
Total Capita	al Expenditure excl HRA	199,538	33,209	161,299	(38,238)	17%	81%	
Housing I	Revenue Account							
HRA1	Planned Programme - Major Projects	10,631	2,960	10,273	(358)	28%	97%	
HRA2	New Build and Land Enabling	21,117	7,294	20,614	(503)	35%	98%	
HRA3	Building Maintenance and Improvements	20,084	3,260	19,409	(675)	16%	97%	
	ing Revenue Account	51,832	13,514	50,296	(1,536)	26%	97%	
Total Cap	ital Programme	251,370	46,723	211,596	(39,774)	19%	84%	

Agenda Item

Decision Pathway

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 October 2019

TITLE	Request to tender Bristol City Council and Bristol Waste Motor Insurance			
Ward(s)	City Wide			
Author: Jan Cadby		Job title: Risk and Insurance Manager		
Cabinet lead: Councillor Cheney		Executive Director lead: Mike Jackson / Denise Murray		
Proposal origin: BCC Staff				

Decision maker: Cabinet Member

Decision forum: Cabinet

Purpose of Report: To seek the approval of Cabinet to invite competitive tenders for the Bristol City Council (BCC) and Bristol Waste Company (BW) Motor insurance for a three year period or for a three year period renewable for a further two years at the Council's option, from 1 April 2020 in accordance with the Contracts Procedure Rules.

Evidence Base: Bristol City Council and Bristol Waste Motor insurance was last tendered in April 2017 as a combined package. The current period of insurance expires on 31st March 2020.

The tender not only will allow BCC and BWC to be Public Contract Regulations compliant but also enable the opportunity to test the market for value for money (VfM) and for Social Value purposes on the existing basis i.e. combined cover for BCC & BW and to ascertain whether costs can be reduced if insurances are placed separately for BCC & BW.

The Council's appointed Insurance Broker, Gallagers, will carry out the tender procedure in line the Council's Contract Procedure Rules.

The insurance programme is a key part of the Council's financial resilience and the tendered policy(s) must ensure that suitable insurance cover is in place to protect the Council's assets and potential liabilities. Not to tender could cause a huge financial loss if for example one of the large fleet vehicles was involved in a serious motor accident involving a number of vehicles.

The current annual cost of the contract is £810,860.29.

The new contract term will be a minimum of 3 years with an option to extend for 2 years so maximum contract value £4.5m.

Cabinet Member / Officer Recommendations:

That Cabinet:

- 1. Approve a competitive tender process for Motor Insurance for Bristol City Council and Bristol Waste Company for a term of 3 years with an option to extend for 2 years for an estimated value of £4.5m.
- 2. Authorise the Service Director for Finance in consultation Deputy Mayor for Finance Governance and Performance to award a contract for Bristol City Council Motor Insurance.
- 3. Authorise the Service Director for Finance in consultation Deputy Mayor for Finance Governance and Performance and Managing Director Bristol Waste Company to award a contract for Bristol Waste Motor Insurance.

Corporate Strategy alignment: Consideration has been given to the Council's corporate strategy's four core commitments and its obligations. The insurance programme is a key part of the Council's financial resilience and the tendered policy(s) must ensure that suitable insurance programme is a key part of the Council's financial resilience and the tendered policy(s) must ensure that suitable insurance programme is a key part of the Council's financial resilience and the

		lities.
บา	nı	ΠΤΙΔς

City Benefits: The Authorities' Insurance Brokers, Gallagher's have indicated there will be increased competition for upcoming Motor Tenders. This will lead to more competitive tendering, and should result in favourable policy costs, thus assisting the finances of the Authority.

Consultation Details: N/A

Revenue Cost	£4.5m	Source of Revenue Funding	Insurance Fund/ Recharge			
Capital Cost	£0	Source of Capital Funding	N/A			
One off cost 🛛	Ongoing cost \square	Saving Proposal ☐ Inco	me generation proposal \square			
Required information to be completed by Financial/Legal/ICT/ HR partners:						
1. Finance Advice: All contained within the Finance Insurance budget with agreement to recharge. Bristol City Council costs to Insurance Budget and Bristol Waste agreed via a recharge.						
Finance Business	Partner: Michael Pilc	her 13th August 2019.				
Councils own pro procurement pro	curement rules. Lega cess and the resulting		of the the 2015 Procurement Regulations and the officers with regard to the conduct of the set 2019.			
3. Implications or	n IT: No impact on IT S	Services is anticipated				
IT Team Leader: Simon Oliver 12 th August 2019.						
IT Team Leader: S	Simon Oliver 12 th Aug	ust 2019.				
4. HR Advice: The	e tender specification		re comprehensively covered when using roposals.			
4. HR Advice: The Council vehicles.	e tender specification	will ensure that all employees a R implications arising from the p	•			
4. HR Advice: The Council vehicles.	tender specification There are no other HF www. 6th Septem	will ensure that all employees a R implications arising from the p	•			
4. HR Advice: The Council vehicles. HR Partner: Mark	tender specification There are no other HF Williams. 6 th Septem	will ensure that all employees a R implications arising from the p nber2019.	roposals.			

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

Agenda Item 1

Decision Pathway – Report Template

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 October 2019

TITLE	Asset Management System - Re-procurement					
Ward(s)	City Wide					
Author: Jo	hn Roy	Job title: Transport Programme Team Manager				
Cabinet lead: Deputy Mayor Cllr Craig Cheney, Finance, Governance and Performance		Executive Director lead: Colin Molton, Interim Executive Director of Growth and Regeneration.				
Proposal o	Proposal origin: BCC Staff					
	Decision maker: Cabinet Member Decision forum: Cabinet					

Purpose of Report:

To seek approval to allocate £600k of reserves to fund the procurement and implementation costs of a new asset management system and delegate the necessary authority to the Executive Director (Growth & Regeneration) to award the contract. This report also seeks approval to extend the existing asset management system contracts, to ensure ongoing coverage, should that prove necessary due to the required procurement and implementation timescales.

Evidence Base:

- 1. CONFIRM is the current asset management system used by the Transport Service, originally implemented in 2015, but now approaching the end of its contract. Since its implementation it has revolutionised the way the Transport Service works in terms of maintenance and streetworks inspections and mobile working. All of our data, regarding our main assets, being carriageways, footways, structures and street lighting, as well as streetworks management, is now held electronically within CONFIRM. Officers are now able to carry out inspections on site using Personal Digital Assistant or handheld PC e.g. tablet, whereas previously this was solely paper based, and this data is updated automatically within CONFIRM negating the need for any form of paper record. In addition works orders can be raised from within CONFIRM directly to our Term Contractors to carry out repair and capital works, enabling full agile working for these primarily site based staff.
- 2. Government has clearly indicated that all Transport related future funding streams will be influenced by those Local Authorities that can clearly demonstrate that they are use Asset Management principles in the delivery of their services. Government believe that having clear Asset Management Strategy and principles in place will ensure that funding is focussed on the priority areas and that the most effective and efficient use of such funding is being made. Having an Asset Management System in place is critical in being able to demonstrate this.
- 3. The Bristol Parks Service has been using a locally hosted installation of CONFIRM Environmental Asset Management System since 1999. CONFIRM holds records relating to assets and operations of approx. £5m revenue spend on grounds maintenance, £0.5m for tree management and contains about 200k geographically linked asset records of horticultural features, infrastructure and building assets. CONFIRM is used as an integrated system for asset register, customer enquiries, contract management, works management, mobile condition survey, risk assessment and management reporting.

- 4. Better Information Management (BIM) will be an area of work that will need to align closely with any future Asset Management System. The Growth and Regeneration Service is currently developing its BIM Knowledge and capacity and officers will ensure that the two projects are aligned at the appropriate time. In addition to BIM officers will ensure that the new Asset Management System aligns with work to deliver the Smart City project as that evolves.
- 5. At its meeting In December 2018, Cabinet agreed to a two year extension to the existing contract with Pitney Bowes (for the supply of asset management system, CONFIRM on Demand), to 31st January 2021 to enable the Council to consider widening the scope of the next asset management contract to potentially include Parks, Energy and Docks services. Given the scale and complexity of the project it may be necessary to extend this contract by a further year, (to January 2022) and authority to do this is being sought. In addition, and for the same reason, the existing contract with Pitney Bowes (for the supply of asset management system, CONFIRM Desktop) will need to be extended by a period of potentially 2 years, from April 2020 until January 2022, and authority to do so is being sought.
- 6. Consideration was given as to whether the Property Service should be in scope for this procurement however, for multiple reasons, Corporate Leadership Board agreed that it remains out of scope.

Cabinet Member / Officer Recommendations:

It is recommended Cabinet:

- 1. Approves the allocation of £600k from reserves towards the cost of procuring and implementing an asset management system for Parks, Docks, and Transport Services;
- 2. Authorise the Executive Director Growth and Regeneration, in consultation with Cabinet Member, Finance, Governance and Performance, to procure an asset management system for a contract of up to 8 years at an estimated total contract value of £1.2-3.3m;
- 3. Approve the extension of the existing contract with Pitney Bowes (for the supply of asset management system, CONFIRM On Demand), by 1 year from the 31st January 2021, should the new system not be in place for the 31st January 2021;
- 4. Approve the extension of the existing contract with Pitney Bowes (for the supply of asset management system, CONFIRM Desktop) by up to two years from April 2020 until 31 January 2022 should that prove necessary i.e. should the new system not be in place for 31 January 2021.

Corporate Strategy alignment:

- Fair and Inclusive Improve economic and social equality, pursuing economic growth which includes
 everyone and making sure people have access to good quality learning, decent jobs and homes that they can
 afford;
- Well Connected Take bold and innovative steps to make Bristol a joined up city, linking up people with jobs and each other.

City Benefits:

Highways

The highway network in the city, which comprises some 1253km, 544 bridges and highway structures, 580 retaining walls, 370 sets of traffic signals and 37,000 street lights.

Public Transport

We have approximately 1400 bus stops, of which include circa 600-700 shelters. 42 MetroBus iPoints and Real Time Information (RTI) which includes for LED Displays, (266), TFT displays (195), Interchange displays, LED & TFT (5) and 570 general displays.

Parking

The Parking Services Infrastructure Team are also responsible for managing and maintaining parking assets that include 3 multi-storey car parks, 3 park and ride sites and 36 off-street car parks. The teams also include 2 pay on foot parking systems and 800 plus pay and display machines located in the highway.

All of the above are critical to both the safe functioning, as well as the economic prosperity, of the city and wider sub-region as well as bringing important social benefits as reflected in the Corporate Strategy. The highway network is vitally important in order to make the city and sub-region grow and develop. In addition, providing access to employment, social, health and education services makes a highway network crucial in fighting against poverty.

Having, and using an asset management system, enables officers to manage the highway network in a more effective and proactive way. This enables effective working with contractors and the supply chain and responding effectively to customer enquiries and reports of defects in the network.

Parks

The effective and efficient management of horticultural, infrastructure and building assets is critical to providing a large and high quality parks service to the city covering over 420 parks & green spaces and the city's housing and highways grounds and tree maintenance service. Operational managers have far more control and oversight of grounds maintenance operations and asset management with real time information being publically available on the BCC website.

Docks

The Docks existing infrastructure comprises 14 bridges, 10 landing stages, 26 pontoons, 4 locks and sluices, including Underfall Yard, one weir and dam and 21km of retaining walls.

Consultation Details:

Public consultation not applicable. Internal engagement has been completed; an Outline Business Case was approved by Corporate Leadership Board on the 11th June 2019.

Background Documents:

October 2018 Cabinet report asking for waiver

https://democracy.bristol.gov.uk/documents/g3097/Public%20reports%20pack%2004th-Dec-

2018%2016.00%20Cabinet.pdf?T=10

June 2019 Cabinet report re Transport Asset Management Strategy

https://democracy.bristol.gov.uk/documents/g3684/Public%20 reports%20 pack%2018 th-Jun-documents/g3684/Public%20 reports%20 pack%20 pa

2019%2016.00%20Cabinet.pdf?T=10

One off cost ⊠	Ongoing cost ⊠	Saving Proposal ☐ Inco	ome generation proposal 🗆
Capital Cost	Up to £600k reserves for implementation	Source of Capital Funding	Development Fund BX072
Revenue Cost	Up to £194k of annual licenses for existing contracts for CONFIRM with Parks and Transport Services	Source of Revenue Funding	ICT Service Area budget

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

Finance Advice:

- 1. BCC already have an asset management system that is used in a number of services. This system contract is up for renewal and the intention is to include other services with similar system requirements, in the new procurement exercise.
- 2. As these systems have been around for some time and have matured in their functionality, it is anticipated that the overall costs would come down, although the new services that intend to sign-up will need to ensure they identify the funding. To this end, and to ensure BCC does not overcommit as part of the procurement

- exercise, the tender specification will allow for scalability. It is expected that a minimum level of cover will be procured with an opportunity to scale up costs and funding permitting.
- 3. The implementation costs of this project will be covered (subject to Cabinet approval) from Growth & Regenerations Development Funds Earmarked reserves.
- 4. Each service area buying into the new asset management system will be expected to fund their annual licensing fees from within their existing budgets, thus, this approval will not result in any new financial pressure for BCC.
- 5. The report is seeking Cabinet approval to utilise the earmarked reserves to fund the implementation costs of £600k and delegate authority to the Executive Director for Growth & Regenerations to procure a replacement system within the existing funding envelope.

Finance Business Partner: Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 9th August 2019

Legal Advice:

Given the estimated value of the asset management system, the procurement will need to comply with the Public Contracts Regulations 2015, in addition to the Councils own procurement rules.

At its meeting in December 2018, cabinet agreed to extend the Pitney Bowes contract (for the supply of asset management system, CONFIRM on Demand) by two years (from January 2019 to January 2021) to accommodate the re-provision.

It is recognised that the further extension of the contracts places the Council in a situation where it may breach the procurement regulations. The fact that the extension is required to allow time for the Council to explore procuring a more comprehensive asset management system, which will follow a fully compliant procurement process, will help mitigate the risk of 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, Team Leader, Legal Services - 29th August 2019

Implications on IT:

IT Services are supportive of this initiative. We will ensure that alignment to the IT, Information Management and ITTP roadmaps/strategies in terms of hosting, security, data/insight and GIS, is considered as part of the procurement process.

IT Team Leader: Simon Oliver, Director Digital Transformation 30th July 2019

HR Advice:

The asset management system will lead to more efficient ways of working internally and with contractors, however there are no HR implications evident at this stage.

HR Partner: Celia Williams, HR Business Partner, Growth and Regeneration 31st July 2019

EDM Sign-off	Colin Molton	14/08/2019
Cabinet Member sign-off	Cllr Cheney	19/08/2019
For Key Decisions - Mayor's Office sign-off	Mayor's Office	03/09/2019

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment risks documented in Appendix B	YES
Appendix E – Equalities screening / impact assessment of proposal	YES

Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO

Appendix

	pendix D Risk Register	requirement of Accet Management Cue	tom.																					ovember 2017
ega	tive Risks that offer a threat to F	rocurement of Asset Management Sys	tem				Curren				Risk Tolera	nce	Actions to be undertaken		Escalation								udit	
f	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category Risk Owner	Key Mitigations	Likelihood	Risk Rating	Monetary Impact of Risk	Likelihood	Impact Risk Rating	Date	(Include dates as appropriate)	Resp. Officer	Escalated to: Escalated by:	Date	Corpora Strateg Theme	y Portfolio	Flag Date ident	Dire risk F ified	ectorate Flag	Date Clo	Amosed Up	nends / pdates mpleted Date:
	Failure to procure/extend asset management system will result in Transport Serivce not being able to meet Statutory duty	Cabinet decide not to agree to report recommendation	For Transport Service this would mean Council's statutory register and coordination record of works under NRSWA and would cease to work as of 31st January 2021. This would seriously limit the Council's ability to manage the road network effectively and efficiently. This would inevitably lead to increased congestion on the network with ensuing negative implications for residents, businesses, visitors and the local economy.	Open		Legislation states Council must hold electronic record so could procure CONFIRM Street Works Module to do this. Estimated cost of £70-100k but could be offset by savings from not extendign existing contract for asset management system		10	Estimated cost of £70-100K per annnum.		0	Aug-19		Duncan Venison, Network Manager					Sep-	-18				
	Failure to procure/extend asset management system will impact negatively on Highways Mainteannce and Transport Capital Programme	Cabinet decide not to agree to report recommendation	Current system is used to manage our Term and Framework contracts for mainteanance, repair and new works resulting in claims from contractors. The Council would have to revert to paper system requiring reallocation of manpower resulting in higher risk of increased insurance claims or slowdown in delivery of Transport Captial Programme.	Open	Service Provision, Financial loss/gain and reputation. Patsy Mellor, Service Director Management of Place	The Council would have to revet to paper system until replacement asset system was procured which is estimated to take minimum of 6-12months minimum.	2 5	10	£100-150k per annum		0	Aug 19												
	Failure to procure/extend asset management system will impact on Council's Asset Management Strategy and planning	Cabinet decide not to agree to report recommendation	Asset Management planning is a corporate priority so this would create a gap in our knolwedge of assets and their condition	Open		The Council would have to revert to manual system until replacement asset system was procured	2 3	6		3	0	Aug-19												
	Failure to introduce new asset management system will negativley impact on the increased effliciency potential of the docks repair and maintenance programme	Cabinet decide not to agree to report recommendation	We would not be able to more effectively address the maintenance backlog in the docks which in term would affect the commercial performace of the harbour estate as the provision of infrastructure and services would be insufficient	Open		The Docks Engineers would continue to use the Piranha Asset Management system which has limited functionality	2 3	6	est 20-50k per annum															
	Failure to procure/extend asset management system will impact negatively on Parks and Green Spaces Service inspections, repair and maintenance programmes	Cabinet decide not to agree to report recommendation	Current system is used for H&S inspections of footpaths and trees, to manage our term contract for tree management, in-house grounds maintenance (GM) teams and repairs of footpaths and other infrastructure. The Council would have to revert to paper system requiring additional staff, poor financial information relating to cost of required work, poor time management and routining of inhouse teams resulting in poor GM service delivery for parks, Highways and Housing and higher risk of increased insurance claims.	Open	Service Provision, Financial loss/gain and reputation. Patsy Mellor, Service Director Management of Place	The Council would have to revet to paper system until replacement asset system was procured which is estimated to take minimum of 6-12months minimum.	2 5	10	£100-150k per annum		0	Aug 19												
Į	ive Risks that offer an opportunity to procure Asset Management System																							
	D Disk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category Risk Owner	Key Mitigations	Curren Lev Likeli Impa hood ct	el n Risk	Monetary Impact of Risk	Т	Risk Toleran	nce Date	Actions to be undertaken (Include dates as appropriate)	Resp. Officer	Escalated to: Escalated by:	Date	Corpora Strateg Theme	у	-	risk ified		Date Clo	osed Up	nends / odates mpleted Date:
	Procure/extend asset management system for Transport and Parks Services	Cabinet decide to approve recommendation	Continuity of current service or replacement with new asset management system	Open	Service Provision, Financial loss/gain and reputation. Patsy Mellor, Service Director Management of Place	None required	1 1	1	Ĺħ.															

Appendix E - 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	Asset Management System - Re-procurement				
Please outline the proposal.	 This Report seeks approval to allocate £600k of reserves to cover procurement and implementation of a new asset management system for Parks, Docks and Transport Services,; to authorise the Executive Director to procure the system; To approve the extension of the existing contract for the operation of CONFIRM (On Demand) for the Transport Service, beyond January 2021 for one year, should that prove necessary; To approve the extension of the existing contract for the operation of CONFIRM (Deskstop) for the Parks Service from April 2020 to January 2021, with provision for further one year should that prove necessary. 				
What savings will this proposal achieve?	None				
Name of Lead Officer	John Roy, Transport Programme Team Manager				

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.

Proposal is to procure new system to replace existing systems in Parks and Transport and provide system for Energy and Docks Services, where none currently exist. Officers believe it will have no impact on citizens with protected characteristics.

Please outline where there may be significant negative impacts, and for whom.

Officers believe there will be no 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.

Officers will ensure that the new system is compatible with BCC assistive technology, screen readers etc. and there will be user testing including with any relevant disabled employees.

Please outline where there may be negative impacts, and for whom.

Officers believe there will be no negative impacts

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)?

 reducing quality of life (i.e. health) 	education, standard of living) ?
Please indicate yes or no. If the answer	No - Officers believe the proposal will not
is yes then a full impact assessment	impact on people with protected
must be carried out. If the answer is	characteristics. Access to or participation in a
no, please provide a justification.	service should not be negatively impacted as
	the proposal should improve this aspect and
	access will be in line with current corporate
	strategies e.g. access through web services and
	apps.
Service Director sign-off and date:	Equalities Officer sign-off and date:
Patsy Mellor, Strategic Director,	Reviewed by Equalities and Community
Management of Place, 21/8/2019	Cohesion Team 20/8/2019

Appendix F - Eco Impact Checklist

Title of report: Asset Management System - Re-procurement

Report author: John Roy

Anticipated date of key decision: 01/10/2019

Summary of proposals:

- 1. This Report seeks approval to allocate £600k of reserves to cover procurement and implementation of a new asset management system for Parks, Docks, and Transport Services,; to authorise the Executive Director to procure the system;
- 2. To approve the extension of the existing contract for the operation of CONFIRM (On Demand) for the Transport Service, beyond January 2021 for one year, should that prove necessary.
- 3. To approve the extension of the existing contract for the operation of CONFIRM (Desktop) for the Parks Service from April 2020 to January 2021, with provision for further one year should that prove necessary.

Consideration was given as to whether the Property Service should be in scope for this procurement but Corporate Leadership Board agreed that it remains out of scope.

Will the proposal impact	Yes/	+ive or -ive	If Yes					
on	No		Briefly describe	Briefly describe Mitigation				
Emission of Climate Changing Gases?	No		impact	measures				
Bristol's resilience to the effects of climate change?	No							
Consumption of non-renewable resources?	Yes	+ive	Having an effective asset management system would enable officers to manage these assets in a more efficient and effective manner, increasing the associated financial returns and carbon savings which can be achieved. Better management of council assets will ensure equipment runs at high efficiency so a slight improvement will be seen here.					
Production, recycling or disposal of waste	No							
The appearance of the city?	No							

Pollution to land, water, or air?	No		
Wildlife and habitats?	Yes	+ive	The effective and efficient management of horticultural, infrastructure and building assets is critical to providing a large and high quality parks service to the city
Consulted with:			
Summary of impacts and	Mitig	ation -	to go into the main Cabinet/ Council Report
linked to this report, however improvement as it ensures of horticulture assets will er	er mo the ef nsure	re effici ficient p high qu	
The net effects of the propo	sals a	are sligi	htly positive.
Checklist completed by:			
Name:			
Dept.:			
Extension:			
Date:			22/08/2019
Verified by Environmental Performance Team			Nicola Hares – Environmental Project Manager

Decision Pathway – Report Template

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 October 2019

Bus Deal					
Citywide					
r: Phil Wright Job title: Transport Project Manager					
ead: Cllr Kye Dudd	Executive Director lead: Colin Molton				
roposal origin: Mayor					
Decision maker: Mayor Decision forum: Cabinet					
	Citywide Phil Wright Pad: Cllr Kye Dudd Origin: Mayor maker: Mayor	Citywide Phil Wright Job title: Transport Project Manager Pad: Cllr Kye Dudd Executive Director lead: Colin Molton Project Manager Executive Director lead: Colin Molton Project Manager Executive Director lead: Colin Molton Project Manager Executive Director lead: Colin Molton			

Purpose of Report:

To seek Cabinet approval to commit to the Bristol Bus Deal by signing a Memorandum of Understanding with relevant bus operators [and the Transport Authority], aimed at growing modal share of journeys to work by providing high quality commuter bus services in the city, through the provision of extensive bus priority measures, policy development that encourages commuter bus use and the investment in newer, cleaner buses, enhanced bus service frequencies in peak hours and improved reliability.

Evidence Base:

- 1. Although bus patronage in the city is bucking national trends and experiencing significant growth, the overall modal share of buses in peak hours remains low when compared to other core cities in the UK and is fundamental to delivering more jobs and houses in the city without worsening congestion.
- 2. A key barrier to continued growth is the lack of reliability of peak hour buses, delays experienced, available capacity and frequency.
- 3. Transport is currently responsible for 25% of Bristol's carbon emissions, and tailpipe emissions (produced from internal combustion) are primary contributors to poor air quality in the city. A comprehensive and reliable bus network delivered by cleaner vehicles will contribute to improving travel and air quality across the city, and will form a key part of our Air Quality Plan.
- 4. Increased numbers of housing requires an improved bus service to provide an alternative to the private car. Densification and improving the bus market go hand in hand. Improved infrastructure means more peak hour services and more people using buses to commute. that also provides for improved quality of services.
- 5. To unlock the potential to further deliver increased bus use in peak hours, bus services need to become more reliable and more frequent. The delivery of this requires collaboration between the authority and the bus industry. Under the deregulated bus market, local authorities do not control the bus network, but do have the ability to prioritise the peak hour bus journey through allocation of road space to buses, to maintain reliable performance. In return, bus operators can deliver a bus network, in terms of routes and frequencies that make the bus a realistic mode choice for most peak hour journeys.
- 6. The WECA bus strategy is considering the options for the framework for delivery of bus services in the future. This will include the further development of partnership arrangements, and franchising options. The Bus Deal focuses on the delivery of infrastructure that will provide a beneficial operating environment for buses, supporting the levels of peak hour growth proposed, regardless of the mechanism under which they operate.
- 7. Infrastructure delivery will be alongside delivering improvements for cycling and walking routes and opportunities.
- 8. The proposed Bus Deal will involve a high level commitment from First (and any other participating bus operator) including investment in more, cleaner buses and additional employment and training opportunities

- to provide a doubling of peak hour frequency on core routes. These commitments will evolve and be defined in future Cabinet reports.
- 9. The proposal is for BCC to be part of a nested deal with the other West of England authorities that enables each Highway Authority and the Transport Authorities to sign up to their individual deals along a route, corridor or geographic area. The proposals will include schemes already identified to mitigate urban densification, outputs from the Bus Strategy, Bristol city centre improvements and park and ride schemes. There will also some be policy related proposals that will need to be developed. Schemes will aim to bring forward quick wins where possible. The intention is to agree milestones for First (and any other participating operators) as investment in infrastructure is delivered across different parts of the city. An initial quick win is in connection with Bus Route 2, involving upgrading bus stops, amending traffic signal phasing and minor junction changes ahead of the main delivery phase.
- 10. The Bus Deal is the precursor to mass transit. Metrobus services are the first step towards an integrated rapid and mass transit network and future Metrobus routes and a park and ride scheme which will build on the launch of these successful services. This will create an integrated regional rapid transit network that is the backbone of the wider bus network. These schemes, along with improvements for the background bus network, will build the user base for public transport in the region and help develop the demand for a mass transit system. The bus deal will tie together our wider regional aspirations for improving bus services as a forerunner to a fully integrated transport network, with mass transit at its core.
- 11. The Bus Deal will see the council work with operators to introduce an improved ticketing system with the aim to provide fixed price contactless tickets by 2022, meaning that no matter how much people travel on the bus the price will remain the same.
- 12. All operators in the city will be invited to commit to a Bus Deal to help to improve their peak hour services, by signing a an appropriate memorandum of understanding which will reflect the objectives and commitments set out in the attached "partnership agreement", already discussed with First Bus.
- 13. The Transport Knowledge Hub has published a paper *Making the most from investment in new housing*. The report advocates that sustainable transport will be key to new housing, enabling population centres to grow without overloading existing transport infrastructure or causing adverse environmental impacts. Integrating new housing with sustainable transport can support increased levels of housing and facilitate higher density development. A 10% improvement in connectivity by local bus services is associated with a 3.6% reduction in social deprivation. The report suggests that the Government should bring together the current capital and revenue funding for local transport and housing into longer term funding packages devolved to local areas. Ref: https://transportknowledgehub.org.uk/blog/join-up-local-transport-and-planning-to-maximise-the-benefits-of-investment-in-new-housing/

Cabinet Member / Officer Recommendations:

- 1. To enter into partnership with all participating bus operators by signing an appropriate Memorandum of Understanding.
- 2. To authorise the Executive Director of Growth and Regeneration, in consultation with the Cabinet Member for Transport and the S.151 Officer, to develop a phased programme of works to enable the drawdown of funding, with individual packages being brought back to Cabinet for final approval, as appropriate.
- 3. To authorise the Executive Director of Growth and Regeneration, in consultation with the Cabinet Member for Transport and the S.151 Officer, to draw on allocated funding from the Investment Fund from the West of England Combined Authority to deliver 'quick win' projects for the Number 2 bus route as the first phase of the programme of works.

Corporate Strategy alignment: Briefly outline how this aligns to the Corporate Strategy.

- 1. The development of a high quality bus network delivers benefits across all Corporate Strategy Themes:
- 2. Empowering and Caring: It increases independence particularly in the young, as well as maintaining social inclusion for all and especially older people.
- 3. Fair and Inclusive: Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to good quality learning, decent jobs and homes they can afford. Buses are a key mode for more disadvantaged groups and therefore an improved bus network assists lower income groups with accessing the jobs market. Walking and cycling are generally improved at the same time as public transport schemes and are accessible to all so support inclusive growth in general. The Bus strategy also

- proposes more links into deprived areas to link to key arterial routes.
- 4. Well Connected: make Bristol a joined up city, linking up people with jobs and with each other.
- 5. Wellbeing: Create healthier and more resilient communities where life expectancy more active, more sustainable, cleaner air
- 6. Take bold and innovative steps to ensure it is not determined by wealth or background
- 7. Improved accessibility and better public transport will assist with enabling development and economic growth. The extent of the benefits of specific schemes has not yet been assessed but typically bus priority and associated walking and cycling schemes have a good cost benefit and deliver significant GVA
- 8. It also aligns with commitments in the One City Plan to:
- (i) By the end of 2019 a West of England 'Bus Deal' will see a new delivery partnership between bus operators and local authorities supporting increase in peak hour bus usage
- 9. (ii) By the end of 2020 to start work on the final stages of the city centre bus lane network to increase the frequency of services on the core network and local routes
- 10. (iii) By 2022 peak hour bus usage increases as a result of the bus deal, with growing demand for public transport and this growth supporting investment into mass transit
- 11. (iv) By 2023 community based campaigns and the success of the bus deal roll out, result in more under 25s using public transport, enabling easier access to education and employment
- 12. (v) By 2025 all new proposed Park and Rides have been completed and all services operating have been updated to Metrobus standards to improve transport links into the city

City Benefits: Briefly outline how this proposal benefits the city and improves outcomes for citizens; specifically highlight impacts for Equalities, Health and Sustainability.

- 1. Provide enhanced peak hour service frequencies on the core bus network, with the aspiration to double those frequencies on main routes.
- 2. Provide greater peak hour service stability through the increased enforcement of bus lanes and highways improvements.
- 3. Improve technology to help to better inform users and identify where services are delayed.
- 4. Improve the quality and frequencies of peak hour services into less well served areas of the city.
- 5. Delivering better air quality through cleaner buses, and reducing the dependency on car travel. Promoting the bus as a healthier mode of travel.

Consultation Details:

- 1. Bus operators commenced in May 2019 and ongoing.
- 2. Bristol City Council Transport Scrutiny on 23rd of July 2019
- 3. The development of proposals for bus priority under the Bus Deal will involve engagement and consultation.

Background Documents: N/A

Revenue Cost	£	Source of Revenue Funding	£
Capital Cost	£TBC	Source of Capital Funding	£TBC
One off cost ⊠	Ongoing cost	Saving Proposal ☐ Inco	ome generation proposal 🗆

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

1. Finance Advice: The report seeks Cabinet approval to enter into a Bus Deal, by signing Memorandum of Understanding with relevant bus operators, aimed at providing high quality bus services in the city through the provision of extensive bus priority measures, policy development that encourages bus use and the investment in newer, cleaner buses and enhanced bus service frequencies.

There are no immediate financial implications resulting from this report or from signing the MOU, however, the level of commitment required from First as well as BCC will result in the need for greater financial commitment. These commitments are expected to evolve and be defined in future Cabinet reports. (

Finance Business Partner: Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, date 08/08/19

2. Legal Advice: Entering into non-binding memoranda of understanding with bus operators, seeking a general, high level commitment to the objectives of the Bus Deal, does not raise any particular legal issues. In the event that, as the programme is developed and individual arrangements need to be put in place for project specific investment (whether from the Council and any particular operator, or both), consideration will need to be given to the most appropriate form of legal agreement(s) to underpin this. Further, any investment by the Council which involves contracting for services or works will need to comply with the Councils own procurement rules and the Public Contracts Regulations.

Legal Team Leader: Eric Andrews, Legal Services, 29 August 2019

3. Implications on IT: There are no identifiable IT implications in this report

IT Team Leader: Ian Gale, Head of IT, Date 26/7/19

4. HR Advice: The report seeks approval to enter into a bus deal with local operators. If approved, additional resources will be required to deliver a long programme of work. Specific resourcing requirements and costs will be detailed in future cabinet reports.

HR Partner: Celia Williams, HR Business Partner, Growth and Regeneration, date 29/7/19

EDM Sign-off	Colin Molton	14 August 2019
Cabinet Member sign-off	Cllr Kye Dudd	21 August 2019
For Key Decisions - Mayor's	Mayor's Office	3 September 2019
Office sign-off		

Appendix A – Further essential background / detail on the proposal Appendix A1 – Map of proposed Bus Deal Programme	YES
Appendix A2 – Draft Memorandum of Understanding between Bristol City Council and First Bus	
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO

Bus Deal



Background

Buses continue to provide the backbone for sustainable travel across the city.

They make a significant contribution to tackling congestion, reducing carbon and improving air quality. They provide essential access to education, jobs and other facilities, and they play an important role in increasing social cohesion by connecting people and communities.

Developing and improving bus services is a priority for Bristol and the West of England authorities. The Joint Local Transport Plan 4 identifies the need to 'improve passenger experience by providing better bus services, targeted bus priority measures (and better enforcement), traffic signal upgrades, interchange upgrades, enhanced passenger information and integrated ticketing'.

The bus is also essential to support sustainable development in the area. The Joint Spatial Plan recommends strategic development locations and transport mitigation proposals to address their impacts, including schemes to reduce car dependency and promote bus use.

The emerging WECA Bus Strategy will highlight the importance of significant additional bus priority measures and other measures to reallocate road space to improve bus service reliability and journey times. In partnership with First West of England, Bristol City Council and the West of England local authorities have already delivered significant improvements in our bus network:

- The Greater Bristol Bus Network, which delivered a 17.6% increase in passengers from 2008/09 and 2013/14
- metrobus, which has carried more than 3 million passengers since launch
- A cleaner bus fleet, with investment of more than £30 million since 2015 delivering 142 buses in Bristol – and 179 across the wider West of England network – that meet the highest, Euro VI emission standards

The result of these and other interventions is increasing bus use in Bristol, with 54% passenger growth since 2012/13. This bucks the national decline, but bus's modal share in Bristol still lags behind many other UK cities at 9.6% (2011 Census), so there is still a real opportunity — and a real need — to achieve further significant growth. This can only happen by making the buses more frequent and more reliable, which requires significant investment to expand the bus fleet, but also the complementary, enabling investment in road infrastructure, bus priority and other measures that will allow the expanded bus network to deliver.

To that end, working in partnership and with joint commitment, Bristol City Council and First West of England will work to this Memorandum of Understanding as the basis for delivering an ambitious programme of work to deliver significant improvements in Bristol's buses.



Objectives

The objectives of the partnership agreement are to:

- Increase the modal share of bus to 20% of all journeys in Bristol by 2031 (subject to Bus Strategy target confirmation).
- Double the peak frequency of bus services on core corridors.
- Use new technology to inform the partnership where services are most delayed.
- Deliver further substantial investment in a greener and more modern bus fleet for Bristol.

Supported through a more sustainable transport future for Bristol and the region by:

- Reduction of parking in the City Centre, and the prioritisation of public transport over private vehicles, particularly at junctions, to encourage behaviour change.
- Promote and deliver infrastructure schemes and service levels which make the bus a more attractive option for travel across the city
- Development of further Park & Ride facilities.



Key features of this partnership

- A joint commitment to the identification and delivery of measures aimed at improving the bus passenger experience in the city.
- A commitment to delivering to double the peak frequency of buses on key radial corridors into the city.
- Investment in more buses and cleaner buses, including a major investment in bio-methane gas fuelled buses, in support of Clean Air and Carbon plans.
- A commitment to review and enhance the Code of Conduct on Bus Service Stability for the West of England Partnership Area, to minimise network and timetable changes.
- Investment in significant bus priority schemes, to improve bus service punctuality, speed up bus journeys and reduce the variability in journey times.
- Improve passenger information, ticketing technology and customer service.
- Deliver contactless price-capped, daily and weekly tickets by 2022, so passengers know that no matter how much they travel, they won't be charged more than a fixed amount. Options for moving this to a multi operator scheme will also be explored.
- Follow the key principles of the emerging West of England Bus Strategy around network options, infrastructure, interchanges, minimum service provision and technology.

- Use of technology to identify and address pinch-points.
- Respond to increased demand with higher frequencies and will seek to address gaps in the bus network with innovative digital and service solutions.
- Support the search for new bus depot sites to enable expansion of services, including the possibility of operation of Park & Ride sites as multi use bus depots
- Promote employment and training in local communities, for example for increasing the availability of drivers and mechanics.
- Integrate with other investment in sustainable transport initiatives, such as rail stations, car clubs and cycle facilities.
- Commit to achieving improved bus service reliability through increased enforcement and extended operating hours of existing bus lanes.
- Commit BCC to a review of parking and loading facilities, particularly in Bristol City Centre.
- Commit to the optimisation of traffic signals to provide high levels of bus priority at junctions.
- Form an early and integral part of the Joint Local Transport Plan and the emerging mass transit vision for the city region.



Method

The delivery of the infrastructure improvements would be undertaken using the following summary process, based on a corridor or route level approach

Step 1: Intelligence gathering

- Using new technology to identify sections of route suffering longest delays.
- Driver and inspector feedback and comprehensive route riding.
- Scrutiny of real time information reports to identify overall punctuality issues and trends.
- Passenger engagement on areas for improvement.
 Using all available information to identify areas of increasing need for

Step 2: Public engagement

• Communities and passengers on affected routes and corridors will be engaged in the early consideration of the appropriate intervention required to deliver the objectives

Step 3: Develop schemes

- Based on intelligence and community feedback, develop the engineering interventions and bus network changes aimed at journey time reductions and improved punctuality.
- Secure wider public realm/cycling benefits as part of design.



• Scheme proposals will be subject to consultation of local residents and bus users before being finalised.

Step 5: Finalise scheme design with delivery board approval

- Complete scheme design and coordinate proposed delivery timescales with operators vehicle investment.
- Final business case approved for funding.

Step 6: Statutory consultation

• Where applicable, progress the legal consultation requirements for the scheme(s).

Step 7: Formal agreement signed by both parties on route/ corridor investment

Step 8: Construction/delivery of agreed package

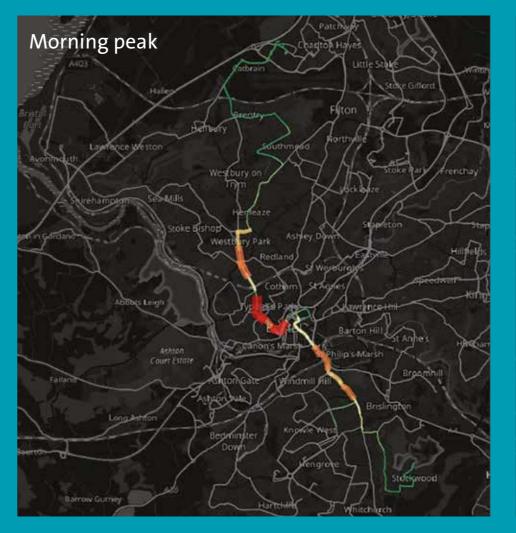
Step 9: Service level enhancement commences

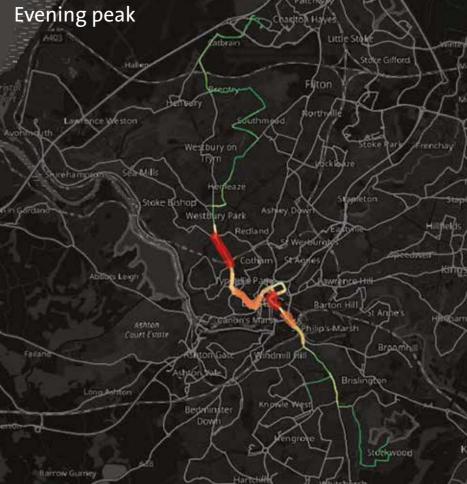
• Re-engage with local communities and businesses to promote use of the new, improved services.

Step 10: Review



Congestion generated vehicle delay – heatmap of Route 2 in Bristol





Governance

A Bus Deal Delivery Board will be established to steer the development and delivery of the partnership, comprising senior representatives from WECA, its constituent authorities and Bus Operators. The Board will be inclusive of all operators and will govern all aspects of the delivery of the partnership.

Bristol City Council, WECA and *First West of England* will jointly develop these heads of terms into a formal partnership document(s) for delivery of routes/corridors.

Arrangements will be agreed for open book monitoring and evaluating of the performance of the Bus Delivery Partnership in terms of:

• bus service performance and patronage

route reviews

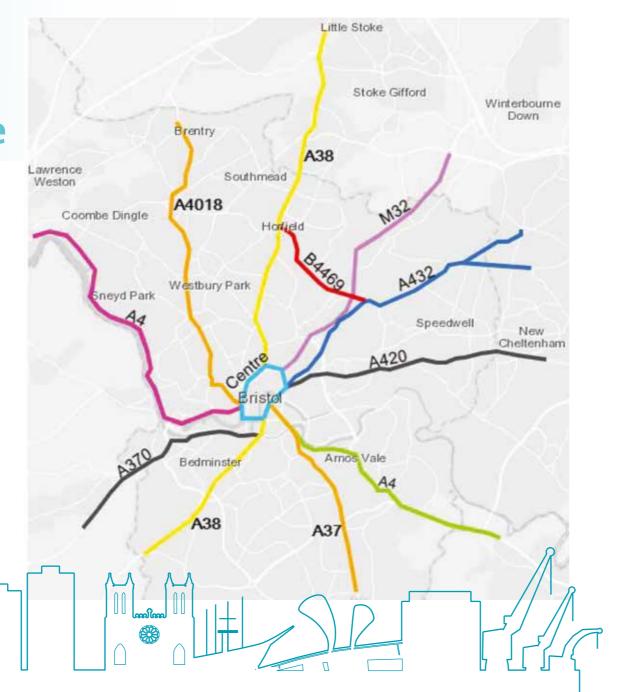
• improved bus journey punctuality and journey time performance

customer satisfaction.



Bus deal programme





Strategic scheme development

This diagram illustrates the proposed priority for application of the process described above. These priorities have been developed based on the scale of impact utilising punctuality of bus services and passenger numbers.

These priorities have been developed using passenger and punctuality data to determine where investment can yield the maximum customer benefit.

Priorities will be reviewed throughout the bus deal programme. This will ensure investment is targeted correctly in accordance with any changes in demand patterns, traffic conditions and any other factors.

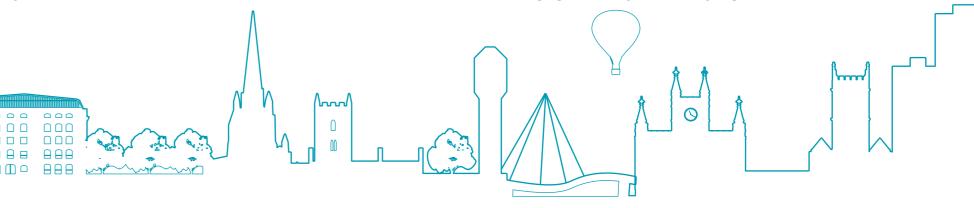
Further information will be provided on each scheme as it is developed.



Marvin Rees Mayor of Bristol



James Freeman
Managing Director of First West of England



Agenda Item 1,6

Decision Pathway – Report Template

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 October 2019

TITLE	Structural Repairs to Temple Gate & West End MSCP					
Ward(s)	Central Ward					
Author:	Gary Lloyd	Job title: Infrastructure Manager, Parking Services				
Cabinet le	ad: Cllr Dudd	Executive Director lead: Colin Molton				
Proposal origin: BCC Staff						

Decision maker: Cabinet Member

Decision forum: Cabinet

Purpose of Report:

- 1. To brief Cabinet on options and costs for structural repairs and life care plans for Temple Gate and West End MSCPS to extend the useful life of the car parks for another 10 years.
- 2. To provide details on the proposed changes to increase the number of public parking spaces in Temple Gate by relocating secure parking and installing a new pay on foot/pay and display system.
- 3. To seek confirmation to spend the approved Corporate Capital allocation of £2m through prudential borrowing to undertake structural repairs and the refurbishment of the car parks.

Evidence Base:

- 1. The Temple Gate and West End car parks are now around 50 years old. They are not built to modern standards. Both car parks are showing signs of age and as with all reinforced concrete structures of this age require structural repairs and maintenance to extend their useful life.
- 2. Temple Gate MSCP is a seven storey car park dating from 1970/71 located close to Temple Meads Railway Station. It is located within the Temple Quarter Enterprise Zone. The car park has always been linked with tenants in the adjacent Temple Gate House/City Point. Property Services are anticipating that the Temple Gate car park will have a useful life in plans for the Temple Quarter until 2030. The car park currently provides 47 public car parking spaces at ground level. The remaining parts of the car park (upper levels) provide 368 secure car parking spaces. Not all secure car parking spaces are occupied by tenants or season ticket holders. Vehicle and pedestrian access is controlled by electric gates that are opened by the use of plastic cards or number pad. Temple Gate generates approximately £220,000k income per year.
- 3. West End MSCP is a seven storey car park dating from 1966 and is located in Berkeley Place in Clifton. West End generates approximately £1,024,000 per year.
- 4. CH2M Jacobs were commissioned in 2017 to undertake structural condition surveys of the car parks and to make recommendations for prioritised remedial actions and draft life care plans that would provide the car parks to continue to have a useful life. (10 years for Temple Gate and 20 years for West End). CH2M/Jacobs were also commissioned to draft specifications for contract tendering and to ensure that any works on site comply with the Construction (Design and Management) Regulations 2015.
- 5. CH2M /Jacobs submitted the reports in September 2018. The reports are attached as appendices. The main findings and recommendations of the Temple Gate Reports is summarised below:

Temple Gate MSCP

6. There are concerns around areas of failing blockwork on the south western elevation. These works cannot be undertaken until the Temple Circus works are complete as these works have necessitated the closure of the other entry / exit lanes to the car park from Temple Gate.

- 7. Vehicle restraint and pedestrian barriers between the decks of the car park require replacement to modern code standards.
- 8. The glazing systems in the stair/lift towers have extensively deteriorated and are in need of substantial repair and refurbishment.
- 9. Areas of the concrete decks and soffits have failed as a result of chloride induced corrosion that requires repair and enhanced corrosion protection.
- 10. It was recommended that additional testing was undertaken to look in greater details at areas of the car park to ascertain if additional strengthening works are require. (These additional tests have been undertaken).
- 11. CH2M / Jacobs put forward the following maintenance options:

Option A: Undertake essential maintenance only with a view to managing deterioration only, with a view to predicting the end of the car park's life in 10 years. This option includes substantial works to vehicle restraint barriers and pedestrian barriers, repair of masonry walls, refurbishment of staircase glazing systems. (Based on Estimated cost of repairs = £353,000.

Option B: Undertake works in Option A, but with an elevated level of maintenance, including repairs to decks and soffits, with a view to being able to more confidently extend life beyond 10 years. With on-going maintenance works this should extend the useful life of the car park by 10 years. This option would also include repairs to decks, soffits, external elevations, and roof repairs, remodelling of the car park layout to relocate the secure parking area to provide additional public parking and install new pay and display/pay on foot system. Estimated costs of repairs = £499,635.

Option C: Undertake the above works and apply a new waterproof with a view to providing a further 20 years of useful life. This will require the application of water proof deck coatings to the decks. Estimated additional costs could be up to £466,000.

- 12. It should be noted that Parking Services have undertaken urgent health & safety work in Temple Gate. This has included urgent repairs to areas of spalling on decks and soffits, glazing to stairwells, roof membrane and areas of brickwork. (These works are currently being undertaken at a cost of £117,000 funded from revenue).
- 13. It is recommended that Option B is undertaken to provide the car park with a useful life of over 10 years, and change the layout of the car park. There is uncertainty over the long-term future of the car park and Temple Gate House and it may not be appropriate to spend additional funds to achieve a 20 year useful life.

West End MSCP

- 14. The main high and medium priority defects are:
- 15. Extensive spalling to the concrete decks and soffits, (especially on the lower levels). This has been caused primarily from chloride-induced corrosion. These will need to be repaired and have enhanced protection such as galvanic anodes or cathode protection systems.
- 16. The stair glazing system on the south western end of the building has extensively deteriorated and is in need of substantial repair and refurbishment.
- 17. The report also highlights the following:
- 18. Decks at Levels 1A, 2B and Level 2A are experiencing actively aggressive extensive corroding of steel reinforcement. These levels are the decks closest to the vehicle access points. This is difficult to treat in isolation. This may result in weak points in the structure between columns and the decks. Demolition is likely to be required of these decks to undertake repairs to provide a useful life over 10 years. The removal of the above decks and there replacement may cause structural issues elsewhere in the car park as the building "goes out of balance" and additional stresses may with extra stress/loading being placed on other areas of the car park. To achieve a further 10 year useful life and minimise corrosion repaired decks will need galvanic anodes or cathodic protection in combination with a high quality surface wearing course.
- 19. Corrosion in the higher decks could be treated with a rolling programme of concrete repairs over 5 to 10 years. Coating

the decks with an appropriate coating will prevent further chloride induced corrosion.

- 20. The vehicle restraint system provision in the car park does not provide adequate protection. It is recommended that the system is replaced with one that meets current standards and regulations.
- 21. CH2M / Jacobs put forward the following maintenance options:

Option A: undertake work to address existing health and safety risks associated with vehicle barriers and execute a comprehensive in situ repair strategy for deteriorating reinforced concrete decks. The concrete repair strategy is likely to provide the minimum requirement for an extension of functionality for 10 years. It will not prevent further deterioration. It should be noted that the extent of defects to Levels 1A, 2B and Level 2A will require an assessment to determine best method and size of the repairs. An assessment on how to undertake these repairs will be required as propping may be required.

Estimated costs = £592,000.

Option B: undertake the above with an enhanced repair strategy that incudes high performance deck coatings. This will extend the life of the decks beyond the 10 year horizon to help minimise future deck deterioration and alleviate need for extensive repair in next 5 to 10 years.

Estimated costs = £1,062,000.

Option C: undertake the above but include extensive replacement of the existing decks on Levels 1A, 2B and Level 2A, rather than using repairs and coatings. This will provide a future life of these decks beyond 20 years. Deck replacement is major works and will require further assessment and design. This may be difficult to achieve without as built drawings. **Estimated costs = £1,575,000.**

- 22. On balance it is considered Option B is undertaken to provide the car park with a useful life of over 10 years. Option C will require a difficult repair that incudes partial demolition with new materials and construction methods being used on an old structure. There is a risk that costs could escalate if this Option C is pursued as there is the potential for other parts of the structure to be put at risk.
- 23. It must be emphasised that structural surveys are based on sample testing of areas of the car parks structure. There a risk with repairs to reinforced concrete structures that are 50 years plus old that further defects works will come to light once repairs have started and costs will rise. This was the case with the structural repairs undertaken at Trenchard St MSCP in 2012/13. It is therefore recommend that a contingency of 22% is added to the forecasted cost to mitigate against this risk. Therefore, if the recommended options are approved, the total forecasted spend for both car parks will be £2,000,000 (including contingency). The works will be funded through prudential borrowing with a financial charge of £234,000 funded from the Parking account.
- 24. In view of the possibility that the West End car park may not be a viable structure after the next 10 years, the Executive Director, Growth and Regeneration will be commissioning an appraisal of possible future redevelopment options for the West End car park site.

Cabinet Member / Officer Recommendations:

That Cabinet

- 1. Approve option B as set out in the report for Temple Gate MSCP to undertake internal and external concrete repairs, roof repairs to extend the useful life of the car park for 10 years requiring a commitment of £499,635 from the Capital allocation.
- 2. Approve option B as set out in the report for West End MSCP to undertake extensive concrete repairs to prevent further deterioration of the structure to extend the useful life of the car park for 10 years requiring a commitment of £1,062,000 from Capital allocation.
- 3. Authorise the Executive Director Growth and Regeneration to procure all necessary contracts for implementation of Recommendations 1 and 2.

Corporate Strategy alignment:

1. Better Lives Programme: Maintain public services with people at the heart of what we do and make cost savings whilst holding our ambition to improve outcomes.

City Benefits:

1. The MSCPs support the City's economy, the City's Transport Strategy and the Joint Local Transport Plan 2011 – 2026.

Background Documents:

- Temple Gate MSCP Life Care Plan April 2018
- West End MSCP Life Care Plan May 2018

Revenue Cost	£234,000	Source of Revenue Funding	Parking account
Capital Cost	£2,000,000	Source of Capital Funding	Prudential borrowing
One off cost ⊠	Ongoing cost □	Saving Proposal ☐ Inco	ome generation proposal \square

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

1. Finance Advice: The Temple Gate and West End car parks are now around 50 years old. Both car parks are showing signs of age and are in need of structural repairs and maintenance to extend their useful life. The R&M is expected to extend the assets life by a further 10 years.

Both Carparks generated a combined net revenue expenditure contribution of £950k in 2018/19 (which amongst other things goes towards funding our sustainable transport team/programme).

The report outlines 3 options to address the much needed R&M, with costs ranging from £945,000 - £2,041,000. The recommended Option B for both the Temple Gate & West End car parks at a cost of c£2m including contingencies. Table 1 below summaries the costs of each option (details of what is covered can be found in the body of this report):

Car Park	Temple Gate	West End	Total
	£'000	£'000	£'000
Options:			
Α	£353	£592	£945
В	£500	£1,062	£1,562
С	£466	£1,575	£2,041

There will be a financial charge for the prudential borrowing (c£234k) and this will be funded from the parking account.

Cabinet approved £2m prudential borrowing (over 2 years) at its January 2019 cabinet to fund this work. The report is seeking the approval to utilise such funds for the required work.

It is worth noting that due to the current conditions, £117k has already been spent from the parking revenue account to address some immediate health & safety issues.

Finance Business Partner: Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, 16/08/19

2. Legal Advice: Procurement of the necessary contracts (services and works) for the work required at both car parks will need to comply with the provisions of the Public Contracts Regulations 2015 (where appropriate) and the Council's own procurement rules.

Legal Team Leader: Eric Andrews, Team Leader, Legal Services. 18th July 2019.

3. Implications on IT: As a building structural repair initiative, there are no IT implications in this report. As part of the refurbishment, there may be improvements/changes to the CCTV and payment mechanisms, but these will no doubt be addressed at the appropriate time and through the appropriate channels.

IT Team Leader: Ian Gale, ICT Service Manager, Service Delivery and Integration. 23rd June 2019

4. HR Advice: No HR implications are evident.

HR Partner: Chris Hather, HR Advisor, HR and Workforce. 25th June 2019

EDM Sign-off	Colin Molton	26 th June 2019
Cabinet Member sign-off	Cllr Dudd	18 th July 2019
For Key Decisions - Mayor's	Mayor's Office	3 rd September 2019

Office sign-off	
()ttico cign_ott	
Office Sign-Off	

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

Temple Gate MSCP Life Care Plan

Prepared for

Bristol City Council

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Acronyms and Abbreviations

RC Reinforced concrete

ICE The Institution of Civil Engineers

LCP Life Care Plan

BCC Bristol City Council

BRE Building Research Establishment

ASTM American Society for Testing and Materials

UKAS United Kingdom Accreditation Service

ASR Alkali Silica Reaction

AAR Alkali Aggregate Reaction

ACM Asbestos Containing Materials

Executive Summary

1.1 Scope

This report details the inspection and assessment of the structure and fabric of Temple Gate MSCP in the centre of Bristol, in accordance with the Institution of Civil Engineers report 'Recommendations for the inspection, maintenance and management of car park structures, 2002'. The works were undertaken cognisant of BCC's aspiration of modernising the car park and implementing a pay on foot (POF) system.

The elements of this work included the following:

- An Initial Appraisal involving a review of archive material to assess in-situ construction details and previous inspection reports;
- Condition Survey and Structural Investigation which included site and laboratory testing of the concrete elements characterise properties and condition;
- Structural Appraisal an evaluation of the structure via desk study and calculations;
- Recommendations for prioritised remedial actions and maintenance works; and
- Recommended inspections, assessments and maintenance regimes.

This report provides recommendations for the immediate actions (Table 1.1), and sets out further analysis that is required to optimise the future management of, and expenditure on this structure.

The regimes for daily surveillance, routine inspections, special inspections and appraisals, including maintenance and repair guidelines, are set out in Table 8.1 of this report.

1.2 Condition Survey and Structural Investigation

The main high and medium priority defects and actions noted were:

- Missing (failed) blockwork along the perimeter elevation, requiring further investigation of the remaining cavity walls and repair of the sections with missing blockwork.
- Inadequate vehicle and pedestrian barriers, requiring replacement to meet modern code requirements.
- Stair/lift tower glazing systems extensively deteriorated and in need of substantial refurbishment and repair.
- Spalling to the concrete deck and soffit, resulting primarily from chloride-induced reinforcement corrosion, and requiring repair and future enhanced protection.

It is noted that the layout of the structure places restrictions on the dimensions available for parking and circulation, which could significantly impact POF operation, and further consideration is required prior to significant works and investment.

1.3 Structural Appraisal

Based on limited analysis, it is concluded that there are some areas where the capacity of the frame and decks are not proven to be as large as would be expected. Without further analysis and or investigation works it is not yet clear if the structure is inadequate for the anticipated full design load, or whether insufficient investigation has been undertaken to identify all the reinforcing bars in the beams, columns and slabs. Further investigation into the columns and slabs is recommended.

1.4 List of Actions

A complete list of recommendations is included in Section 8.6.5. High priority works, as identified by BCC in March 2018 are given in Table 1.1. These are based on a pragmatic 'maintain and repair' approach, with a view to attaining a further 10-year service life, described as Option B in Section 8.7.

TABLE 1.1

Summary of Actions for Maintenance Option B

Item	Priority	Maintenance action	Cost (£)
1	High	Investigations to determine the stability and condition of the South elevation infill blockwork masonry walls [no allowance for repairs]. Access cost included.	£7,000
2	High	Repair of the southwest elevation infill blockwork masonry walls. Access cost included.	£33,000
3	High	Install additional handrailing to stairwells	£5,000
4	High	Refurbishment of Staircase A glazing system (entrance elevation)	£19,000
5	High	Refurbishment of Staircase B glazing system (rear elevation)	£13,000
6	High	Perimeter barriers	£189,364
7	High	Internal Barriers	£67,574
8	High	Refurbishment of Staircase A concrete cladding (entrance elevation)	£12,000
9	High	Refurbishment of Staircase B concrete cladding (rear elevation)	£7,000
10	High	Deck concrete repairs	£13,392
11	High	Soffit & upstand concrete repairs	£9,730
12	High	Elevation concrete repairs	£2,575
13	Medium	Replacement of roofing material to staircases and lift core roofs	£4,000
		Total	382,635

Notes: BCC denotes the action urgency is to be set by BCC. For 10-year operation, all High priority actions should be implemented.

2.1 Background

CH2M HILL/Jacobs was appointed by Bristol City Council (BCC) to undertake a study to provide the necessary baseline information and determine the maintenance and inspection requirements of the structure and fabric for the Temple Gate MSCP, to allow the development of a Life Care Plan (LCP).

In 2017, there were plans to introduce a pay on foot (POF) system. By March 2018 BCC had decided to introduce 'pay and display' type parking instead of POF. The existing contract parking is to be relocated to the upper decks. The 'pay & display' car park at ground level will remain as such.

A survey of the current condition of the infrastructure was required to help preserve and enhance safety, functionality and future revenue, and identify and address any related health and safety concerns. Of particular concern to BCC is identification of failures of the structure, including spalling, pot holes and any other risks to customers / the general public, and managing the risk of closure due to structural defects. BCC also wishes to introduce additional CCTV, paint the stairwells and have proprietary coatings for the decks, lift lobbies and stairs. The overall purpose of this commission is to assess current condition and identify, specify, and supervise works to be undertaken by others in order to meet BCC's aspirations.

2.2 Scope

The scope of the study was in accordance with the guidance detailed in the Institution of Civil Engineers (ICE) publication titled "Recommendations for the inspection, maintenance and management of car park structures", first published in 2002. This is summarised in Section 2.3.

Based on the Initial Appraisal, Condition Survey, Structural Investigation and Structural Appraisal, recommended actions in terms of remedial works, further inspection and assessment have been established to enable the management of the structure in accordance within the ICE Guidelines.

These works were initiated with on-site visual inspection for the Condition Survey and intrusive testing and sampling for the Structural Investigation.

This document presents the necessary information to form a LCP for Temple Gate MSCP.

The scope includes the inspection and proposals for the following items:

- Concrete Condition (Ceilings, ramps, decks, pillars, stairwells, walls)
- Drainage
- Curtain wall glazing (Southern stairwell)
- Crash Barriers
- Entry / Exit layout / visibility (suitability for new POF system)
- Deck Surfaces
- Relocation of secure gate / installation of new gate for top deck
- Removal of existing shutters to each deck
- Hand rails within stairwells
- Lift motor room structure
- Aesthetic upgrade of external elevations

Excluded are:

- Electrics
- Toilets
- Topographic, surface & soffit levels survey

2.3 Requirements of the ICE Guidelines

The requirements detailed in the ICE Guidelines clearly sets out the responsibilities of the asset owner/operator in terms of maintaining their structure in a safe and serviceable condition.

The Guidelines set out how this can be achieved in a process called Life-care planning. One of the key aspects of this process is ensuring that the safety and serviceability of the structure is verifiable and that evidence of this action is contained in a specific file relating to that facility.

The Guidelines state that the development of a Life-care Plan is based upon a review of the existing records of previous maintenance and repair works, inspection reports and structural appraisals. It is stated that the plan should identify the need for immediate actions and plan for scheduled actions such as further surveillance, inspection or repair, as necessary to implement the overall plan. In this manner, the risks posed by aging structures can be properly managed and major disruption through un-planned emergency repair works is avoided.

The document also recommends that the Owner/Operator of the asset should appoint an experienced Chartered Engineer to advise on structural safety, inspection and maintenance of each existing structure.

The ICE Guidelines introduces specific terms and actions which are used in this report. These are as follows:

Initial Appraisal

The Initial Appraisal is centred upon checking existing records for completeness and detailing specific needs in terms of further inspection and maintenance by a desk study of records prior to the Condition Survey.

Condition Survey

The Condition Survey is a detailed visual examination of the structure to identify structural form, general material condition and to identify areas worthy of further examination.

Structural Investigation

The findings of the Condition Survey are used to plan the Structural Investigation, which is aimed at deriving the material condition at specific structurally vulnerable positions and/or to record parameters such as cover, carbonation depth, chloride contamination, material strength and reinforcement corrosion activity.

Structural Appraisal

A Structural Appraisal considers the integrity of the asset in terms of its residual load capacity, particularly at vulnerable positions which may exist as a result of inadequate design, inappropriate repair or material deterioration. This appraisal should address the main structure as well as the adequacy of edge barriers.

Maintenance and Repair

The need for Maintenance and Repair will stem from the previous surveys, inspections and appraisals and should be planned and executed in a timely manner, ensuring a solution that is both affordable to the client and correct for the extent of deterioration encountered.

Typical recommendations for the content of the LCP is detailed below although this may need amendment depending on the individual circumstances, and upon the recommendations of the Engineer,

- Daily Surveillance, usually by operations staff
- Routine Inspections, typically every 6 months
- Periodic Initial Appraisal and Condition Survey of key components, including cladding and edge protection, prompting Special Inspections as required at intervals of less than 8 years
- Structural Appraisal at intervals of not more than 16 years¹

Maintenance and repair works are carried out as circumstances dictate as and when instructed by the Owner/Operator, including routine and protective/preventive works and the recording thereof.

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¹ IICE, 2002 footnote 'd' given below Table 5.1 on Page 14 states that 'Shorter intervals than the maximum values given are likely to be appropriate. The Engineer should advise the Owner/Operator taking into account the condition of the car park structure and the defects known to be present'. Given the age and current condition of Temple Gate MSCP 5 years and 10 years are deemed appropriate for the condition surveys and structural appraisals respectively.

Description of the Structure

3.1 Orientation

Temple Gate MSCP lies with its long axis running in a North West to South East orientation. For the purposes of this report the elevations are distinguished as follows:

- Northeast elevation facing the Holiday Inn, and Temple Meads Station beyond.
- Southeast elevation facing the rear of the Peugeot garage (and parallel to the River Avon).
- Southwest elevation facing Chatterton Square, and Somerset Street beyond.
- Northwest elevation facing the Derelict petrol station, and Redcliffe Way beyond.

Plans and elevations are provided in Appendix A.

3.2 Components and arrangement

Temple Gate Multi Storey Car Park is a 7-storey car park believed to date from the late 1960's or early 1970's; the date of construction is not known. It currently has a secure entrance / exit gate at the southeast elevation, as, above ground level, it is used for contract parking only. The southwest 'half' of the ground floor is 'pay & display' public car park, with a ground-bearing, horizontal concrete floor. Above this level, Temple Gate is of in-situ integral reinforced concrete construction, with some infill cavity walling along the long elevations. The floor slabs are inclined and form the ramps between levels, with a split level arrangement, with a horizontal strip at the northwest and southeast ends forming the turning areas. Therefore the northeast half of the 'ground floor' is actually the ramp rising up to Level 1.

There are 2 stair towers and a lift shaft adjacent to the main stair tower. These comprise reinforced concrete frames with glazed and concrete facades. The stairwell doors were being re-furbished in early 2018.

For the most part, the soffits, columns and interior walls are painted and the decks are bare, with the exception of the exposed top deck. A vehicle and pedestrian restraint system is provided throughout the car park.

Security gratings have been installed to the open sections of the elevations at Ground and First floor levels.

Initial Appraisal

The Initial Appraisal comprises a desk study of the existing available records. All documents relating to the Temple Gate MSCP were collated by BCC and subsequently reviewed by CH2M HILL/Jacobs and are summarised in the following sections (in date order).

4.1 Drawings

The following drawings were supplied by BCC for information:

Hydrock Drawing C/232/015 TempleGate Car Park, Templemeads, Bristol: Elevations, 9/12/97 Hydrock Drawing C/232/007 TempleGate Multi storey, Temple Meads, Bristol: Ground Floor Plan, 9/12/97

Hydrock Drawing C/232/008 TempleGate Car Park, Templemeads, Bristol: Level One, 9/12/97
Hydrock Drawing C/232/009 TempleGate Car Park, Templemeads, Bristol: Level Two, 9/12/97
Hydrock Drawing C/232/010 TempleGate Car Park, Templemeads, Bristol: Level Three, 9/12/97
Hydrock Drawing C/232/011 TempleGate Car Park, Templemeads, Bristol: Level Four, 9/12/97
Hydrock Drawing C/232/012 TempleGate Car Park, Templemeads, Bristol: Level Five, Draft, 9/12/97
Hydrock Drawing C/232/013 TempleGate Car Park, Templemeads, Bristol: Level Six, Draft, 9/12/97
Hydrock Drawing C/232/014 TempleGate Car Park, Templemeads, Bristol: Level Seven, 9/12/97

The Hydrock drawings are not original design or as-built drawings.

4.2 Asbestos Report 2013 (8/2/2013)

A management survey was undertaken at the car park to identify asbestos containing materials (ACM) by MSS Consulting Ltd in February 2013. A Management Survey is defined in HSG 264 'Asbestos: The Survey Guide' as a 'Standard Survey' to locate and assess any suspect ACMs for the purpose of managing asbestos within the building.

The electrical switchgear and the fire hydrant box were not inspected along with the lift shaft.

Asbestos was identified in the survey. Debris on the floor and wall in the Temple Gate ground floor storage cage contained asbestos. A dry riser gasket on the ground floor stair well was also found to contain asbestos.

4.3 Asbestos Re-Inspection Survey Report (6/7/2017)

In July 2017 a further asbestos survey was undertaken by MSS Consulting Ltd. A re-inspection of all previously identified asbestos inclusions to assess the current condition and undertake a Material Risk and Priority Assessment in accordance with HSG264 and HSG 227.

The lift shaft was not inspected. Asbestos was identified in the survey. Debris on the floor and wall in the storage cage contained asbestos. Asbestos was found in the electrical distribution adjacent to the storage area in a cable race. A dry riser gasket on the ground floor stair well was also found to contain asbestos.

As most lift brakes produced up until about 2004 contained asbestos the asbestos survey / report for the car park shall be reviewed and an assessment made of whether there is the potential for asbestos or ACM (asbestos containing material) forming part of the lift motor room or equipment.

4.4 Gaps in the information

The original as built drawings and structural design calculations were not available for review. No information was available from construction of the car park until 2013 when an asbestos survey was undertaken. It is not clear what work and studies were undertaken during the period.

4.5 Information generated in this commission

4.5.1 Drawings

Plans and elevations of the car park have been developed by CH2M based on the 1997 Hydrock drawings. Locations of defects in the reinforced concrete components have been marked on these, are provided in Appendix A, and include the following:

673846-TG- 101 Temple Gate Ground Floor Staircase Defects

673846-TG- 102Temple Gate Ground Floor Defects

673846-TG- 103Temple Gate Level 1 Staircase Defects

673846-TG- 104Temple Gate Level 1 Defects

673846-TG- 105Temple Gate Level 2 Staircase Defects

673846-TG- 106Temple Gate Level 2 Defects

673846-TG- 107Temple Gate Level 3 Staircase Defects

673846-TG—108 Temple Gate Level 3 Defects

673846-TG- 109Temple Gate Level 4 Staircase Defects

673846-TG- 110Temple Gate Level 4 Defects

673846-TG- 111Temple Gate Level 5 Staircase Defects

673846-TG- 112Temple Gate Level 5 Defects

673846-TG- 113Temple Gate Level 6 Staircase Defects

673846-TG- 114Temple Gate Level 6 Defects

673846-TG- 115Temple Gate Level 7 Staircase Defects

673846-TG- 116Temple Gate Level 7 Defects

673846-TG- 117Temple Gate South and East Elevations

673846-TG-118 Temple Gate North (East & West) and West Elevations

4.5.2 Test data

Information from the site investigation includes chloride test data, reinforcement scans (using radar), carbonation depth and compressive strength measurements. These are included in Appendix B.

4.5.3 Digital images

There are also a series of digital images and digital video files which illustrate condition resulting from the inspections undertaken by CH2M. These are not included but are available to BCC on request.

5.1 Approach

The condition survey involved a visual inspection using the plans and elevations of the car park to assist in recording defects. All works were undertaken by a team of at least two inspectors. The following sections provide a summary of the features and conditions found in 2017/8, and are presented by structural component or part or by the functional activity required.

5.2 Structural frame

5.2.1 Columns and beams

There are four lines of columns in the northwest/southeast orientation, spaced at approximately 4.85m centres. These support a total of 12no. beams (spanning transversely, northeast/ southwest) at each level. The beam/column connection at the turning areas at the far ends of each level are slightly more complex due to the off-set levels and arrangement of the longitudinal and transverse beams.

The columns and beams are painted white (see Figure 5-1). The coating is typically in good condition. There are a small number of defect in the beams and columns that relate to, or appear to relate to corrosion of embedded reinforcement. However, there is no evidence of distortion or significant structural damage.



Figure 5-1. Structural arrangement
Typical slab, column, beam, soffit and wall arrangement

5.2.2 Walls

There are lightweight concrete blockwork infill walls to the northeast and southwest elevations. These are likely to have been intended to add to the structural rigidity (i.e. shear resistance) of the structure. The walls are full height (floor to ceiling), and span between the columns and the car park slabs. They are of cavity construction, and were probably intended to be held together with cavity ties.

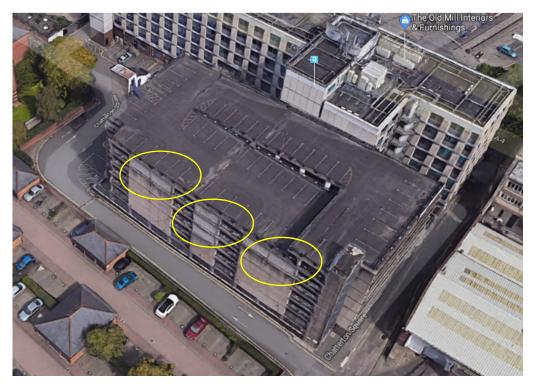


Figure 5-2 Infill wallsSouthwest Elevation Infill Walls (Missing Outer Leafs Ringed)

To several sections of the infill wall at the upper levels, parts of the outer leafs are missing (see Figure 5-2) and the inner leafs are clearly damp stained. We suspect that corrosion of the cavity ties (where present) may be taking place, which if correct, would likely continue to the remainder of the elevations and hence a risk that requires further investigation.

There is also concern that falling masonry might occur at any time. In light of this, we recommend urgent inspection, using a scaffolding tower, to properly examine the walls for defect and stability. It will also aid the preparation of the specification for remedial works required.

If the walls are found to require replacement, this could present an opportunity to re-clad the elevation with a maintenance-free cladding system such as those shown in Figure 5-3. These would of course incorporate suitable framework to provide the shear resistance required, but with an improved and relatively maintenance-free external appearance.



Figure 5-3 CladdingExamples of maintenance -free cladding systems on the market to replace the deteriorating infill walls to the South Elevation

Elsewhere at high level, heavy soiling and staining is evident, caused by the lack of a suitable drip detail, which is allowing surface water run-off, and to some extent atmospheric pollution, to run down the face of the walls.

The lower aprons of the elevations are clad with cavity masonry incorporating brickwork outer leafs. Local but minor damage to the brickwork is evident, in addition to deterioration of the pointing in areas.

5.2.3 Ground bearing slabs

Part of the ground floor split level is a ground bearing slab. Spalling to the concrete surface was found during the inspection, which appeared to result from corrosion of reinforcement bars. Whilst there is no significant risk of structurally significant deterioration, these defects pose a trip hazard which can be expected to become progressively worse and more abundant without treatment.

5.2.4 Suspended slabs

Most of the slabs in the car park are supported by the beams, and the slab depth (175mm) can be viewed from within the car park at each split-level. The short spans between beams are approximately 4.85m. There are two longer spans across the aisles and parking bays, each of over 11m span, and a short span at the southwest elevation spanning parking bays only) of under 5m.

The appearance of the top surfaces at each floor are as-expected for a multi-storey car park of this age, with a significant amount of texture remaining from the original concrete construction, plus abundant evidence of road grime, oil and tyre markings. The white lining (delineating turning circles and parking bays) are typically worn.

The condition of the concrete is generally good, but there is some cracking and spalling in the top surface, mostly at Ground level, Level 1 and to a lesser extent Level 2. Only 8% of the total surface area of defects to the deck upper surface occur above Level 2. These defects appear to relate to corrosion of embedded reinforcement.

There are also similar corrosion-related defects to the bottom surface of the slabs (i.e. the soffits). These are often associated with cold joints in the concrete, which appear to be a preferred pathway for moisture to penetrate the slabs.

5.3 Stairwells

5.3.1 Concrete stair units

The stairs are of pre-cast concrete design, resting on the car park framework at each floor level. They incorporate yellow non-slip nosings, screw fixed to the goings (steps).

Where the landings abut the staircase walls, they are sealed and the landings generally painted. Along the stringers (sides) of the staircases, they do not abut the perimeter walls, allowing cleaning surface water and the like to cascade over and onto the staircase glazing and walls, causing premature deterioration of the steel frames and beams that support the glazing systems. It would be prudent to review this design and perhaps allow for edge protection to the exposed stringers to limit future soiling and corrosion.

In addition to the above, it would be beneficial, from a cosmetic point of view, to paint the stairwells (walls and soffits).

Painted steel balustrades are bolted to the staircases. These appear to be in average condition and would benefit from cleaning as a minimum and re-coating in some locations. The handrailing is discontinuous on the 'outer' perimeter of the stairwell at the internal blockwork wall. Absent sections could to be readily added.

5.3.2 Facades

The two staircases to this car park are mostly clad with patent glazing. There are also what appear to be pre-cast concrete cladding units.

The patent glazing system is considered to be original and comprises of:

- Aluminium transoms and mullions
- Georgian wired glazing with rubber gaskets to the framework
- Steel supporting framework, partially embedded in the concrete framework

Overall, the glazing system is tired and damaged in part and at the end of their expected serviceable lives. Our review of each is noted below:

- A. Staircase A (Main entrance, incorporating the lift shaft). We noted approximately 22 nr. broken or cracked glazing panes, and two loose gaskets. Overall there is surface corrosion to most of the supporting steel framework and overall the cosmetic appearance is very poor.
- B. Staircase B (to the rear southwest corner). The lower (Ground Floor) entrance is hoarded with plywood and cordoned off from first floor level and so it is not in use for ground level access. We noted approximately 10 cracked or damaged glazing panes, most of which appear to be ballistic holes in the glazing. There are a few lose gaskets. The ground level aluminium doorset is damaged and missing ironmongery and therefore not fit for use. Once again, there is surface corrosion to most of the supporting steel framework and overall the cosmetic appearance is very poor.

In light of the above, the glazing systems are in need of substantial refurbishment and repair. Given the extent of the work required, and the general poor cosmetic appearance of the system installed, consideration should be given to replacing all of the façade glazing systems. New systems are likely to have a payback period of five to 10 years, given the life of the existing systems and the need to continually maintain.

The concrete elevations appear to be in reasonable condition. The condition of the cladding fixings should be investigated however, before determining the extent of any refurbishment. Local spalling of the exposed concrete surface (and associated corrosion of reinforcement bars) is evident in part, but we would expect the cladding to be repairable, prior to cosmetic improvement, perhaps including steam cleaning and subsequent application of an anti-carbonation coating.

5.3.3 Stair tower roofs

The main stairwell and lift are located on the northwest facing elevation. The stairwell roof consists of upper and lower horizontal roof sections linked by an inclined section, bounded on three sides by a low upstand, and is shown in Figure 5-4. The roof and low upstands are covered with what appears to be sheets of a dark grey mineral felt roofing product. The fourth (lift well) side is bounded by a higher wall with mineral felt sheet extending approximately a quarter the way up the wall. The remainder of the wall is bare concrete. There is some moss and mud accumulation on the roof surfaces, and approximately 80% of the lower roof area is obscured by detritus and standing water.

The roof covering appears to have degraded over time, with what appear to be splits, and blistering in the covering, which has also lost much of the original grit at the surface.

There is an outlet at the southeast corner of the lower flat roof section, providing drainage to a hopper and downpipe.

A metal strip lighting conductor "tape" is present at the perimeter upstand walls. It is detached in places. It may have been used to assist members of the public to climb onto the roof, resulting in this damage. There is also galvanised steel anti-climb strip attached to the upstand facing the car park deck. These elements would need to be removed and re-attached if the weatherproofing were to be replaced. All lightning protection systems should comply with BS 6651 and be designed, installed and tested by specialist lightning protection engineers.

The roof to the lift motor room is a simple flat roof (shown in Figure 5-5) with low (approximately 100mm) perimeter upstands, with a penetration at the southeast corner feeding a hopper and downpipe from the lift core roof which discharges onto the upper flat roof section of the adjacent stairwell roof.

The surfacing appeared to be a continuous mastic asphalt covering to the main roof and vertical and horizontal components of the perimeter upstands. The asphalt appeared to have been overcoated with a light grey liquid applied coating. Condition appeared good, with no obvious damage or delamination to the surface.

The roof is partly obscured with silt, had standing water over 80% of the area, and the upstands were heavily coated with algae.



Figure 5-4 Main stairwell roofDeterioration of roofing material, standing water and detachment of lightning strip from file GOPR0427



Figure 5-5 Lift motor room roofRoofing material in good condition, standing water and lightning strip from file GOPR0428

The stairwell at the south corner of the car park comprises an upper and lower flat roof sections with an intermediate inclined roof section (Figure 5-6). There are no perimeter upstands. There is a lighting tape attached to the perimeter, and a galvanised steel anti-climb strip at the top of the lowest section of wall facing the car park.

The roof was formed of concrete which was coated with what appears to be a thin (<5mm thick) bituminous system, possibly some form of bituminous felt. This surfacing has degraded heavily, has disintegrated or been removed, or is otherwise extensively damaged on the horizontal roof sections, and to a lesser degree the inclined surface. The whole roof needs to be re-surfaced, which requires removal and re-attaching the lighting protection tape and anti-climb strip.



Figure 5-6 Southwest corner stairwell roof *Roofing material in degraded condition, and lightning strip from file GOPR0429*

5.4 Foundations

The foundations are not visible without excavation, which is outside of the remit of the survey completed to date, and therefore have not been inspected. However, there is no evidence of settlement, movement or tilting of the structure.

5.5 Edge protection

The vehicle containment is provided by galvanised steel un-tensioned corrugated beam sections. These are variously attached (bolted) directly to the reinforced concrete or attached to steel "U" channel post sections, bolted to upstands in the floor slab. Pedestrian containment is provided by galvanised steel sections located above the corrugated beam. This includes a flat section at midheight and top "L" section, again bolted either directly to the columns (where present), or to the "U" channel post sections (where not).

There is no vehicle restraint on the ground floor short southeast elevation; this appears to be provided by a solid half-height brick wall.

The condition of the edge protection is generally good, with only localised corrosion of the main elements. The condition of the baseplates and holding-down bolts for the posts is more variable, as might be expected for a car park of this age. There is some evidence of corrosion on the plates and bolts. Neither the length of the bolts nor the engagement depth is known, nor the condition of the bolts below the baseplate.

The existing edge protection does not meet current standards for the following reasons:

- the rigid post supports (steel C-sections) are incapable of accommodating the current vehicle impact loadings,
- the barriers are easily climbable, and of insufficient height, and
- the spacing between the elements permit the passing of a 100mm diameter ball, and as such the barrier fails to prevent children from accidently endangering themselves.

The edge protection could be replaced with a new vehicle and pedestrian barrier either by removing the existing barriers and installing a new modern code-compliant edge protection along the same alignments, or by installing a new edge protection system in front of the existing system, fixing to the deck instead of the columns. Removing the existing and installing a new 'rigid' system would be more expensive than a new 'flexible' system due to the reduced post spacing and the need to remove the current barrier system.

Installation of new 'flexible' system in front of the existing will encroach on the bin depths (depth of parking spaces) and of the aisles, typically by 300mm per installation. Therefore the aisle widths could be reduced by up to 600mm, and the aisles are already below the recommended width for two-way circulation.

5.6 Drainage

The drainage in the car park relies on the sloping deck sections transporting surface water downslope to shallow cut-off channels formed in the deck surface. The deck has a local deepening to accommodate the surface indentation forming the channel. Each channel appears to effectively intercept water tracking down the full width of the ramps, and are sloped toward the external perimeter, allowing water to drain through a grating and into a series of metal down-pipes to ground level. The pipework is intact, but leaking slightly in some locations. The pipework is painted, but the coating has degraded and could be re-coated to improve the appearance.

5.7 Lift motor room

The lift motor room is accessible via a locked door from the top deck of the car park (Image 5-7). The room is weather tight and appeared in good condition, with no evidence of water ingress through the roof or walls. The floor covering appeared to be cracked but not delaminating.



Figure 5-7 Lift motor roomRoom in good condition with no obvious sources of water ingress

5.8 Entry / Exit layout / visibility for new POF system

The ground level access was inspected and a proposal prepared for re-modelling the layout for POF. This was included in the Draft Issue of this report. After review with BCC Parking Services in March 2018 this section has now been removed as POF is no longer a preferred option. Should 'pay and display' be implemented it is understood that BCC will consider removal of the existing gate and entry/exit system at ground level.

5.9 Retaining secure parking

The following sections were prepared in response to the requirement to relocate existing contract parking spaces to higher levels in the car park. This is equally relevant for POF and 'pay and display' should either option be adopted. Options that provide the same level of security as users currently enjoy have been considered. However, this clearly requires additional expenditure, and is not necessary if no physical barrier is required. It is noted that BCC plan to introduce additional CCTV as part of any new parking arrangements.

5.9.1 Vehicle gate

The current sliding gate which secures the contractor parking could be removed and re-installed at a new location. The preferred location would be part way along a ramped deck higher in the car park.

The gate would need to be placed at or beneath a beam to allow the fixings to be installed away from the deck slab which is only 175mm thick. Structural calculations should be undertaken to check the additional load cases on the frame; the relatively light loading is not expected to be a problem. The existing "Reserved Parking" on the beam at ground floor entrance may need to be painted over (dependent on the future location of 'Holiday Inn' parking allocation.

Moving the current system has the advantages of recycling the main parts of the gate and control/access system. There will be no major change in hardware for the current users of the system (and importantly the contract parkers). However, the gate will still be a pinch point in the car park due to its current design which restricts the width of the driving aisle to approximately 5m. This width is further reduced by the need for islands, on both sides of the barrier, for the keypad and card reader. The current layout forces exiting cars into the other lane preventing cars from comfortably entering and exiting at the same time.

It is possible that re-use of some or all of the equipment would be practical in a 10-year plan, if a suitable contractor was engaged and willing to take on the commitment to re-commission a previously operated gate access system. It is possible that after re-location the system would require a greater level of maintenance. Therefore it would be more prudent to install completely new equipment for a 20-year plan.

One option investigated was using bi-fold gates on the horizontal deck area around staircase A. This would create a pinch point with cars queuing to enter and exit, and we have excluded this as a realistic option.

Using a telescopic sliding gate could optimise access by increasing the available trafficable width (i.e. the full width of the aisle). Telescopic gates can slide on runners from the beam or tracks in the deck. Number plate recognition could also be added to the system allowing easier access and egress for users.

5.9.2 Pedestrian access

Consideration has been given to installing a secure entrance system for contract parking at higher levels in the car park. This requires both stair towers and the lift to be made secure, unless the secure perimeter is taken as being the fire door to a particular level, and the door is made secure. The simplest option would be to install electro-magnetic door locks to the relevant fire door sets, and new access controls either side of the doorway. This removes the need to install additional access restrictions on the stairs and lift, but permits all car park users access to the full height of each stair tower. It would be possible to re-locate the existing secure entrance door on the ground floor to a higher level, but it is not suitable as a fire door.

Consideration must be given to removing the barrier at the base of stairwell B so that this becomes a viable exit from Level 1 and above.

5.10 Removal of existing shutters to each deck

There are roller shutters on the north side of the car park at level 2 and level 4. Currently these roller shutters are welded in the open position. It is feasible to remove the roller shutters only or the concrete partition wall across the parking space as well (following structural calculations).

Removing only the roller shutters will require minimal works. Making good will require cutting back fixings and painting the soffit. Removing the partition wall will require more work to make good. such as planing the deck (to smooth out the surface) and painting the soffit. Some concrete repairs may be required.

5.11 Aesthetic upgrade of external elevations

Any upgrade to the elevations should be considered in conjunction with the agreed actions for the glazed facades, the concrete parts of the stair and lift towers, the missing perimeter blockwork and the actions to be taken at the perimeter parapets. As such, any external upgrade theme is likely to involve cleaning, coating and/or addition of cladding.

5.12 Limitations of current layout

We have reviewed the current layout of the carp park against the recommendations set out in "Design recommendations for multi-storey and underground car parks (Fourth Edition)" by The Institute of Structural Engineers. The driving aisle is approximately 6.6m wide where the recommendation for 2-way aisle is 6.95m. The narrowest points of circulation in the car park are between the main columns at the horizontal sections at the short ends of the car park, where vehicles turn 180 degrees between the two adjoining ramps where the width reduces to less than 6m. This is the recommended width for one way traffic, and observation of the current usage indicates that drivers do not pass each other at this point. The situation will only become more complicated with higher turnover of the car park i.e. when operating as POF.

At the moment there is some overhang of cars in to the driving aisle reducing the trafficable width of the driving aisle and the available space for maneuvering (parking and turning around). This is because the bay depths are not long enough for some modern cars particularly when not parked tight against the vehicle barrier. As noted in Section 5.5, any increase in the space occupied by the vehicle and pedestrian barrier will exacerbate the problem.

The current width of the bays is less than 2.3m which is the recommended width for a long stay car park. For a mixed use car park (which is anticipated in a POF), the recommended width of the bay is 2.4m. This is not possible on the south west side of the car park due to the column spacing, without halving the number of spaces. Elsewhere the reduction is spaces could be less.

There is the option that the layout of the car park can changed to be more accommodating to those using it as a POF facility. Changes to the layout of spaces and aisles could improve circulation and usability, but would reduce the number of parking spaces significantly. This could help make the car more attractive and potentially command a premium rate.

In the light of the above, further consideration is recommended prior to agreeing the recommended maintenance and improvement works.

Structural Investigation

6.1 Approach

We understand that there are no contemporary construction drawings, structural drawings, previous records of structural appraisal, or records of maintenance and repair activity for this structure. On this basis, a structural investigation was designed and undertaken, recording parameters such as chloride ion content, cover depth, carbonation depth and compressive strength.

The structural investigation was aimed at deriving the material condition and properties so that load assessments could be undertaken, at specific structurally vulnerable positions. It was also aimed at assessing the overall condition, type and extent of deterioration, and risk of future deterioration, which are important factors in assessing the potential demand for repair and maintenance.

Is was not possible to undertaken a full assessment of all elements of the car park at all levels; columns, beams and slabs have been sampled and tested at specific locations only.

This section of the report documents the findings of the site investigation and associated laboratory testing.

CH2M HILL/Jacobs appointed a specialist contractor, EDS to undertake the sampling and testing work. Intrusive sampling was carried out at 24 locations and included:

- measurement of minimum cover depth to reinforcement;
- carbonation depth,
- incremental dust drilling for laboratory testing for chloride content, and
- 'break outs' to locally remove concrete cover to expose a reinforcing bar for calibration of instruments and visual confirmation of corrosion condition.

In addition, three, 50mm diameter core samples were also cut and removed from beam soffit, column and deck positions. These samples were conveyed to a specialist laboratory to determine compressive strength and density.

These sample and test locations are shown in Table 6.1 below:

TABLE 6.1 **Sample and Test Locations**

Location reference	Level	Element	Testing undertaken
BO1	Ground	Column	Cover, Carbonation, Breakout
BO2	Ground	Column	Cover, Breakout
воз	Ground	Column	Cover, Breakout
BO4	3	Column	Cover, Breakout
BO5	3	Deck	Cover, Breakout
BO6	3	Beam	Cover, Breakout
BO7	3	Column	Cover, Breakout
BO8	3	Beam	Cover, Carbonation, Breakout
BO9	3	Column	Cover, Carbonation, Breakout
TA1	3	Deck	Chloride
TA2	3	Deck	Chloride

TABLE 6.1 Sample and Test Locations

Location reference	Level	Element	Testing undertaken
TA3	3	Deck	Chloride
TA4	2	Deck	Chloride
TA5	4	Deck	Chloride
TA6	4	Deck	Chloride
TA7	4	Deck	Chloride
TA8	2	Deck	Chloride
TA9	2	Deck	Chloride
TA10	Ground	Deck	Chloride
TA11	Ground	Deck	Chloride
TA12	Ground	Deck	Chloride
	Table Notes		

Cover = Covermeter depth; Breakout = Break out; Breakout = Depth of Carbonation; Chloride = Chloride drilling (3 depth increments)

All drilled sample holes, core holes and break-out areas were reinstated using a BS EN 1504-3 Class R4 repair material.

6.2 Record of defects

6.2.1 Visual and Hammer Tap Survey

All visible areas were checked for defects and accessible areas where defects were found were checked for debonding of the cover concrete from the reinforcing bars using a light chipping hammer and noting the audible response. A 'drummy' note indicated hollowness whilst a 'ringing' signified a sound bond to the bars.

A summary of concrete defects identified is presented in the Tables 6.2 and 6.3.

TABLE 6.2 Concrete delamination or spalling defects

6-2

Element	No of defects	Total estimated area (sqm)
Slab	117	15.32
Slab soffit	108	8.18
Upstands	37	1.01
Column	3	0.09
Elevations	60	2.14

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TABLE 6.3 **Concrete defects by level**

Element /			No of de	fects by level	by level				
Level	Ground	1	2	3	4	5	6		
Slab	23	47	19	6	2	12	5		
Slab soffit	29	9	17	25	28				
Upstands		3	15	6	5	1			
Column					3				
Elevation	7	6	24	2	19		3		
Total	59	65	75	39	57	13	8		

6.3 Reinforcement and cover

6.3.1 Cover Meter Survey

The depth of concrete cover to the steel reinforcement embedded in the structure was measured using an electromagnetic cover meter instrument, which operates in general accordance with the requirements given in British Standard BS 1881: Part 204.

A Hilti X Scan PS 1000 scanner was also used to locate and measure the cover to the steel reinforcement. The minimum recorded cover depth, irrespective of orientation, was recorded within each 600mm x 600mm grid area and at each break out. A summary of the cover depths detected is shown in Table 6.4.

6.3.2 Concrete Breakouts

Concrete breakouts were undertaken within test areas BO1-9, using an electrical- powered percussion drill and breaker with chisel points in order to visually confirm the bar type, actual cover depth and the corrosion condition.

The depth of cover was assessed at sixteen test areas: 8No. on the deck, 6No. on the columns and 2No. on beam soffits. The results are shown in Tables 6.5.

TABLE 6.4

Minimum Cover detected by covermeter survey

Test area reference/element	Minimum Cover detected by covermeter survey	
Scan 1/Deck (Level 3)	150	
Scan 2/Deck (Level 4)	55	
Scan 3/Deck (Level 4)	150	
Scan 4/Deck (Level 4)	25	
Scan 5/Deck (Level 5)	65	
Scan 6/Deck (Level 5)	35	
Scan 7/Deck (Level 5)	35	

TABLE 6.5
Results of break outs

Test area reference/element	Bar orientation	Actual cover at break- out (mm)	Bar type/diameter (mm)/condition
BO1/Column	Horizontal	40	Textured/10/ no corrosion
(Ground)	Vertical	50	Square twist/32/no corrosion
BO2/Column	Horizontal	45	Square twist/ 10/ no corrosion
(Ground)	Vertical	55	Square twist/ 32/ no corrosion
BO3/Column	Horizontal	55	Plain round/10/ no corrosion
(Ground)	Vertical	65	Square twist/ 32 / no corrosion
BO4/Column (Level	Horizontal	35	Plain round/10/no corrosion
3)	Vertical	??	Square twist/ 25 / no corrosion
BO5/Deck (Level 3)	Transverse??	60	Square twist/ 16 / no corrosion
	Longitudinal??	76	Square twist/ 16 / no corrosion
	Link	50	Plain round/10 minor surface
BO6/Beam (Level	Main span	60	corrosion
3)			Square twist/25 minor surface corrosion
BO7/Column (Level	Horizontal	50	Plain round/10/ no corrosion
3)	Vertical	60	Square twist/ 25 / no corrosion
BO8/Beam (Level	Link	55	Plain round/10/ no corrosion
3)	Main span	65	Square twist/ 25 / no corrosion
BO7/Column (Level 3)	Vertical??	45	Square twist/ 25 / no corrosion

6.4 Carbonation, chlorides and strength

6.4.1 Carbonation Depth

The alkalinity of concrete is reduced by atmospheric carbon dioxide and this is an ongoing process which penetrates from the surface of the concrete towards the embedded steel. Where this carbonated layer reaches the reinforcement, the risk of corrosion increases.

The reduction in alkalinity of the concrete is measured using a spray-applied phenolphthalein indicator solution to a freshly broken concrete surface in general accordance with Building Research Establishment Information Paper (BRE IP) 6/81 and Digest 405.

The depth of carbonation is indicated by a distinct colour change between clear (carbonated) and pink (un-carbonated) concrete. The depth of carbonation can then be measured from the concrete surface. The carbonation depth test results are recorded in Table 6.6.

TABLE 6.6 Results of Carbonation Depth Survey

Test area reference/element	Measured carbonation depth	Concrete cover depth at breakout	Cover depth >carbonation depth (Yes/No)
BO1/Column	5	40	Yes
BO8/Beam	15	55	Yes
BO9/Column	15	45	Yes

6.4.2 Chloride Ion content of the decks

At selected deck locations, drilled dust samples were collected using a rotary-percussive drill and large diameter masonry bit in accordance with recommendations detailed within BRE-IP 21/86.

The concrete dust was collected in approximate depth increments as follows: 5-20mm, 20-35mm and 35-50mm. The outermost 5mm was assumed to be weathered and therefore non-representative and discarded.

The dust samples were then submitted to a UKAS accredited laboratory, Quartz Scientific Ltd, for chemical analysis for determination of chloride ion content in accordance with the procedures detailed within BS 1881: Part 124. The cement content was not evaluated during this survey but an assumed cement content value of 14% was used.

The laboratory test certificates are presented in Appendix B. The data was assessed using the criteria given in BRE Digest 444: Part 2 for a 40 year old structure (assumed damp with pH>10), and against the threshold value above which the levels of chloride ion are considered to induce corrosion (i.e. 0.4% by weight of cement for chloride). Given its age it is feasible that cast-in chlorides are present, however, this not believed to be the case.

The data shows significant elevations over the expected chloride content in the outer 50mm of the deck slabs. Chlorides could have originated from the use of de-icing salts spread across the car park or tracked in by vehicles during winter periods.

There are high levels of chloride contamination in the outer 50mm of the ground level (including both the ground-bearing floor slab and the suspended deck from the existing entrance up to Level 1). Given the incidence of 23No defects in the Ground Floor and 47No on Level 1, it is highly likely that chloride-induced reinforcement corrosion is occurring in multiple areas.

Variable levels of chloride were found in Level 2, varying from Moderate to Extremely high. This was in combination with 19No. defects in the deck. At level 3 and 4, the chloride content in the deck increments are lower, and vary from Low to High, but are still at levels that are associated with chloride-induced reinforcement corrosion. However, only 6 defects were recorded in the deck of level 3, and only 2 on level 4.

6.4.3 Core Sampling

Three concrete core samples of 50mm nominal diameter were extracted using a wet, diamond-tipped coring rig, which incorporates a water flush for bit cooling and sediment removal. The core samples were extracted in general accordance with the methods described in BS EN 12504-1:2009.

The core samples were dispatched to a UKAS accredited laboratory, Sandberg LLP for determination of compressive strength and density. Each core sample was prepared, examined, measured and tested in accordance with the methods described in BS EN 12504-1:2009 and BS EN 12390-7:2009 to give the corrected in-situ strength and density (water displacement method).

The core compressive strengths ranged from 64.0 N/mm² to 68.2 N/mm², as shown in Table 6.7.

TABLE 6.7
Results of Compressive Strength Tests

Element	Mean Diameter	Saturated Density	Corrected in-situ Strength
	(mm)	(Kg/m³)	(N/mm²)
Beam	44	2450	64.0
Deck	44	2430	60.1
Column	44	2450	68.2

A copy of the test certificate is provided in Appendix C.

6.5 Discussion of main findings

6.5.1 Cover and protection to reinforcement

The columns and beams in the car park are characterised by dense, strong, well compacted concrete equating to significant amounts of high quality concrete cover. There is very little evidence of active corrosion of the reinforcement exposed in these elements. The depth of cover far exceeds the carbonation depth (5-15mm), suggesting there is little risk of carbonation-induced reinforcement corrosion to the main elements of the structural frame. However, there is some localised damage which may have resulted from particularly low cover, or from localised ingress of chlorides (see 6.5.2).

The minimum cover depths from slab ranged from 35mm to 150mm, with a mean value of 46mm (excluding two readings of 150mm).

6.5.2 Chlorides and deck reinforcement

Large areas of the Ground floor, Level 1, and Level 2, deck are expected to be actively corroding or likely to initiate macro-cell corrosion activity in the future. Repair of damaged areas is necessary to retain strength in the deck slabs, but concrete repair is unlikely to provide a long-term solution without additional corrosion-control techniques and repair in combination with a new water resistant surfacing.

The extent of corrosion activity is likely to be lower, and more restricted in area on levels 3 and 4, as demonstrated by the much smaller number of defects currently manifested in the deck. However, the chloride sample data indicates a significant ongoing risk of chloride-induced corrosion which is best mitigated by action in the short term, by introducing a new water resistant surfacing.

Sporadic and localised chloride contamination is expected on Level 5 and 6, where there are also a relatively small number of deck defects.

6-6

Structural Appraisal

7.1 Details of Appraisal

The purpose of the structural appraisal is to assess the current condition, safety, structural adequacy of the existing primary and secondary structural components against current requirements and to forecast future trends and needs for inspection and repair.

7.2 Basis of the Original Design

It is considered likely that based on the age of the car park the original design would have been to: CP 114: The Structural Use of Reinforced Concrete in Buildings, or possibly CP 110: Code of Practice for the Structural use of concrete, as shown in Table 7.1.

TABLE 7.1 **Development of design codes**

Table 1.1 Development of Codes of Practice since 1934

Code	Steel stress (working load)	Load factor	Deflection	Cracking	Comments
1965 CP116 CP114}	$0.55f_{\rm y}$ (230N/mm ²)	1.8	Warning+ expanded span/depth	Warning	Concrete —statistical control for quality
1972 CP110	0.58f _y (267N/mm ²)* (without redistribution)	1.6*-	1.8 Span/effective depth ratios	e Bar spacing rules	Ditto

Table 7.1 Development of codes

7.3 Investigation Work

Due to an absence of structural design or construction information it was necessary to undertake localised intrusive investigation work to ascertain as-built reinforcement arrangements. Key structural elements were identified and localised breakout work and GPR surveys undertaken. Table 7.2 summarises the reinforcement encountered in the locations investigated. These reinforcement arrangements were used as part of the structural appraisal.

TABLE 7.2 Summary of existing reinforcement content for key structural elements

Element Description	Size (mm)	Reinforcement Intent	
Typical Deck	175mm thick slab	25mm square	
Transverse Beams	392x325	Four 25mm square twist bars Links 10mm round bars	
Longitudinal Beams	696x487	Nine 25mm square twist bars	
		Links 10mm round bars	

TABLE 7.2

Summary of existing reinforcement content for key structural elements

Element Description	Size (mm)	Reinforcement Intent
Central Column	690x380	Eight 25mm square twist bars
		Links 10mm round bars
North Edge Columns	384x310	Four 25mm square twist bars
		Links 10mm round bars
Column	535x304	Four 25mm square twist bars
		Links 10mm round bars
South Edge Column	386x321	Four 25mm square twist bars
		Links 10mm round bars

7.4 Analysis

The car park was analysed as a plane frame with each member representing 16' (4.877m) width of floor. Assessment criteria are as follows:

- Concrete strength 60N/mm²
- Steel yield strength 425N/mm², main bars are all 25mm square twisted, equivalent to 28.2mm diameter
- Concrete density 25kN/m³
- Car park loading 2.5kN/m² assumed (BS EN 1991-1-1:2002 Table NA.6)
- Floor members modelled as T beams (inches): breadth 192 depth 22 t flange 7 t web 15 (floor 7" thick)
- Column member sizes variously 15" x 12", 21" x 12" or 15" x 27"

At the car park ends, the two semi decks are aligned vertically (Figure 7-1) while at mid length the decks are out of phase by half a storey height (Figure 7-2). The vertical height is 2.718m per storey.

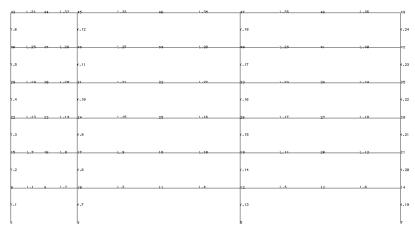


Figure 7-1

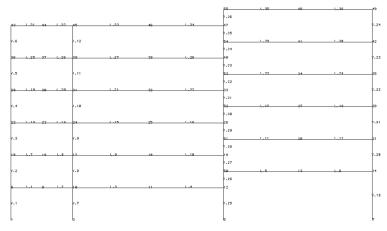


Figure 7-2

Permanent loads and live loads are applied to every part of structure, using two computer models in Leap5 classic. The individual member loads are obtained and factored by spreadsheet for ULS.

The worst case scenarios were obtained and applied to the elements.

7.4.1 Application of load to elements

In accordance with BS 8110 Figure 3.12 and Table 3.18, the slab is divided into columns strips and middle strips. Since the drop width 15" is less than one third of the transverse span (192"), the effects of drop are ignored.

7.4.2 Capacity of elements

The beams have four bars in the top and bottom faces all 25mm square (equivalent 28.2mm diameter).

The deck slabs have bars in the tensions faces also 25mm square at 9" or 10" pitch. In some peripheral areas where the span is less, the steel was found to be 16mm square (equivalent to 18mm diameter). Cover to main reinforcement is taken as 50mm. Links in the beams are 10mm round bars (fy=250N/mm²) at estimated 12" pitch.

The results of capacity and applied loads are shown in Table 7.3.

TABLE 7.3

Capacity and applied loads

	Capacity	Applied load	Utilisation factor
Sagging of column strip	376.6kNm	286.6	0.76
Sagging of middle strip	86kNm/m x 2.438 = 209.7kNm	234.5kNm	1.12
Hogging of column strip	-1157.7kNm	-543.4kNm	0.46
Hogging of middle strip	-209.7kNm	-181.1	0.86
Shear of column strip	211.8kN before enhancement	254.4kN	1.20 before enhancement*
Shear of column strip 3d from an end	211.8kN	196.2kN	0.93

Note: * analysis including enhancement has an acceptable utilisation factor

7.4.3 Longitudinal beams over end turning areas

The end turning bay is modelled separately where two transverse beams are supported within the span of a longitudinal beam. The latter has increased dimensions of 27" wide and 19½" downstand below the deck slab soffit compared to the beams in the remainder of the car park.

The plan area is modelled as a grillage plane as shown in the diagram below. The red lines represent the transverse beams. The green line shows the deeper beam. The model shows four bays at the west end of the car park, representing about 36% of the area of one floor. The entire surface area has a uniform live load of 2.5kN/m².

The beam results are as follows:

TABLE 7.4

Beam Utilisation

	Capacity	Applied load	Utilisation factor
ULS sagging bending moment	787kNm	624kNm	0.79
Coexisting ULS shear force applied	317kNm	338kN	1.07 before enhancement*

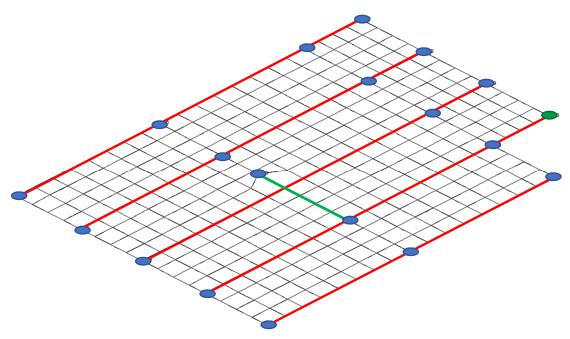


Figure 7-3

7.4.4 Columns between deck floors

The plane frame model was able to find the vertical loads and bending moments (in one plane) for three column sizes and maximum ULS stresses are as follows:

15" x 12" (grid A)	1723kN	stress 45.8N/mm ²
15" x 27" (grid B)	3974kN	stress 43.9N/mm ²
21" x 12" (grid C)	2831kN	stress 36.1N/mm ²
15" x 12" (grid D)	634kN	stress 8.8N/mm ²

7.5 Progressive Collapse

Current design standards and the Building Regulations require consideration of progressive collapse and design of key elements. Based on the age of the structure it may have been designed to CP114 and before the 1970 amendment to the Building Regulations brought in after the 1968 Ronan Point disaster, but prior to the issuing of CP110 in 1972 which contained the first detailed requirements for its prevention.

Collapse may occur as a result of a sustained fire beneath the slab, which exceeds the slab's fire resistance. Vehicle impact on a column could also result in collapse. The columns at the perimeter of the car park are of concern as are the internal columns in the turning areas at each end. Given the uncertainty as to the resistance of the structure to progressive collapse, consideration should be given to undertaking further structural analysis and if necessary protecting these columns.

7.6 Conclusion and Recommendations

From the above analysis, and based on the limited investigation undertaken to date, it is concluded that there are some areas where the capacity of the frame and decks are not proven to be as large as would be expected. The key consideration is therefore whether the structure is inadequate for the anticipated full design load, or whether we have simply not yet undertaken sufficient investigation to identify all the reinforcing bars in the beams, columns and slabs. Given that there is currently no evidence of structural distress in the structural components of the car park, and it has operated for at least 45-years, it is highly likely that the car park as currently operated is not overstressed. It is also likely that the limited investigation to date has not identified all reinforcing bars present. Changing the operation of the car park to POF does however result in a likely increase in loads, as there is likely to be a higher density of parking on some decks and overall, and a larger number of vehicle movements per day. This, in combination with gradual reduction in capacity associated with future reinforcement corrosion, means that the risk associated with the uncertainty in the load characteristics of the structure is likely to increase in the future. It would therefore be prudent to undertake a further phase of investigative works of the structural detailing at critical locations. These are:

- Centre spans of decks, and
- Columns vulnerable to vehicular impact, and
- Columns at different levels in the car park.

Life-care Recommendations

8.1 The Plan

The Initial Appraisal, Condition Survey, Structural Investigation and Structural Appraisal have been used as the baseline for the development of a LCP. In developing recommendations it has been assumed that the requirement is to upgrade the structure to near modern standards as far as is reasonably practicable and then maintain it in its current condition for the foreseeable future. The main elements of the recommendations for the content of the LCP, including the inspection and recommendations, are identified in Table 8.1.

8.2 Routine Inspections

Routine inspections should be undertaken on 6-monthly cycles and should include the following aspects: visual inspection of key elements (structural frame, masonry, drainage etc). These inspections should be based on a checklist including but not limited to the items given in Table 8.1 mentioned above.

8.3 Condition Surveys

Following the condition survey report herein, condition surveys should be carried out at a maximum interval of 5 years. The proposed dates for these are given in Table 8.1. Items to be considered in future condition surveys should be based on the findings of the intervening inspections and the survey works undertaken and described in this report. The results of each future condition survey should be used to re-calibrate the LCP.

8.4 Structural Appraisals

Based upon the findings of the limited structural appraisal herein, future structural appraisals should be undertaken at 10 year intervals. The proposed date for this activity is given in Table 8.1. Items to be considered at that time shall rely upon contemporary condition and special inspection information.

8.5 Record Keeping

All existing documents, such as those listed in Section 5 and all other relevant documents created in the future, should be recorded. These will form the basis of the historical records that need to be kept as part of the Life-care Plan. All other existing information, such as test reports, calculations, drawings and photographs, should also be added to this record.

To assist in the keeping and updating of the records, the following main categories should be listed:

- 1. Document title;
- 2. Document type;
- 3. Reference number;
- 4. Date produced;
- 5. Storage location;
- 6. Life care Plan action;
- 7. Other comments.

The record should be updated whenever work is carried on the car park. It is recommended that this responsibility for updating and keeping the records is given to a designated person.

SECTION 8

Table 8.1 Inspection and Investigations of Elements for Temple Gate MSCP (based on Table 5.1 of ICE 2002 Recommendations)

Action	Work by	Report to	Required	Scope
Daily surveillance	On-site staff	Property manager	Daily	Record and report any incidents, signs of damage/collisions or failures/breakdown of equipment.
				To include lighting, signage, security, drainage, columns, decks, walls, soffits, beam, etc.
Routine	Inspector and/or	Property	Every 6 months with an	Deck, soffits, Structural Elements:
inspection	Engineer	manager	Engineer conducting at least one inspection per annum	Check beams, columns and deck soffits for new calcite, rust staining, damage, cracking or spalling.
				Check and report any movement, damage or deterioration and loose material.
				Check for new sites of leakage to the soffit.
				Drainage
				Check for signs of damage or new seepage from connections, rodding eyes, etc.
				Handrails
				Check holding down bolts and report any missing and or any signs of deterioration. Check for evidence of impact.
Condition Survey	Engineer	ВСС	2023, 2028	Carry out future condition surveys based on findings from this report, plus any subsequent inspections.
Structural Appraisal	Engineer	ВСС	2028	Items to be considered in further Structural Appraisal should be based on the findings of the previous Structural Appraisal plus also all subsequent inspection and survey works.
Special Inspection	Engineer	ВСС	As required	As advised by Engineer e.g. safety inspections.
				Keep drains unblocked and clear of debris likely to restrict flow.
Maintenance &	On alta Chaff	Property	Na malala	Remove any loose concrete in and over public areas. Monitor or repair trip hazards.
Repair	On-site Staff	Managers	Monthly	Make good any minor damage and repair leaks to the drainage system.

8.6 Maintenance Schedule

The maintenance works recommended to be carried out over the next 5 year period (until the next condition survey), along with their priority and estimated cost, are summarised in Table 8.2. It should also be noted that additional maintenance actions may be required after this time, in particular additional concrete repairs. The high value repair and maintenance items are discussed in more detail below.

8.6.1 Reinforcement Corrosion

Chloride induced corrosion is the likely mechanism behind the corrosion and spalling noted on the deck tops and is consistent with de-icing salts being brought into the car park by vehicles, as well as possible historic operational use of de-icing salts in the winter.

Although there is currently only minor damage visible, it is certain that corrosion of reinforcement is ongoing and new locations of concrete spalling/ delaminations will continue to occur and this will need to be addressed to maintain the structural integrity, such as a rolling programme of concrete repairs, carried out every 5-10 years depending on the severity/extent and location of damage. A coating system to the deck would also give some benefit in preventing further chloride ingress and reducing the rate of ongoing corrosion. Repairs form a relatively minor proportion of the overall expenditure, at approximately £40,000.

However, given the potential vulnerability of the deck slabs, it is recommended that at a high quality trafficable water-resistant membrane be applied at Ground level, and Levels 1 and 2. Furthermore, consideration should be given to extending the same up to Level 5 inclusive. This represents significant investment of approximately £180,000 to £360,000.

8.6.2 Masonry

In general terms, the low level (apron) brickwork is in a reasonable condition but requires minor repairs and local repointing.

As described above, the missing sections of blockwork to the South elevation should be reinstated and consideration given to the installation of the protective cladding system as an alternative. For the present we have just allowed for the repair and treatment of the existing walls.

The cost of replacement cladding of the South elevation with a modern maintenance-free alternative, could be in the range of £95,000 - £115,000, subject to specification. This cost excludes VAT, scaffolding access, professional fees and any potential loss of car park income during the works.

8.6.3 Edge protection

The vehicle safety barriers do not comply with current regulations and standards and do not provide adequate protection from a vehicle impact. It is recommended that these barriers are replaced with a suitable system that meet current standards and regulation; this represents a significant proportion of overall costs identified, at approximately £230,000.

8.6.4 Stairwell facades

We have allowed for the overhaul of the existing cladding systems but you may find that the cost to replace, in terms of forward maintenance and whole life cycle costing may provide a payback period of up to 10 years if you replace the patent glazing systems.

We would expect the cost of replacement to the patent glazing to be approximately £90,000 for the entrance glazing and doorset and £45,000 for the rear staircase glazing and entrance door.

We have also allowed for local treatment of corroded steelwork and redecoration of all areas, including the stairs. Concrete cladding repairs are shown separately.

8.6.5 Summary of Actions

The following actions are compiled and ranked in terms of their priority:

TABLE 8.2 **Summary of Maintenance Actions**

Item	Priority	Maintenance action	Cost (£)
1	High	Investigations to determine the stability and condition of the South elevation infill blockwork masonry walls [no allowance for repairs]. Access cost included.	£7,000
2	High	Repair of the southwest elevation infill blockwork masonry walls. Access cost included.	£33,000
3	High	Install additional handrailing to stairwells	£5,000
4	High	Refurbishment of Staircase A glazing system (entrance elevation)	£19,000
5	High	Refurbishment of Staircase B glazing system (rear elevation)	£13,000
6	High	Perimeter barriers	£189,364
7	High	Internal Barriers	£67,574
8	High	Refurbishment of Staircase A concrete cladding (entrance elevation)	£12,000
9	High	Refurbishment of Staircase B concrete cladding (rear elevation)	£7,000
10	High	Deck concrete repairs	£13,392
11	High	Soffit & upstand concrete repairs	£9,730
12	High	Elevation concrete repairs	£2,575
13	Medium	Replacement of roofing material to staircases and lift core roofs	£4,000
14	ВСС	Remodelling of entrance for PoF	£50,000
15	всс	Removing existing shutters	£5,000
16	ВСС	Removing and installing new secure vehicle gate for Contract Parking	£25,000
17	ВСС	Installing new secure pedestrian gates in stairwells for Contract Parking	£10,000
18	Low	Internal redecoration of Staircase A	£6,500
19	Low	Internal redecoration of Staircase B	£5,000
20	Low	Cost of scaffolding access to Staircase A	£7,000
21	Low	Cost of scaffolding access to Staircase B	£5,000
22	Low	Cleaning of drainage channels	£500
23	Low	Re-painting of drainage pipes	£2,000
24	Low	Re-gasketing of drainage pipes	£1,000
25	ВСС	Aesthetic upgrade of external elevations	-
26	ВСС	Coating and white lining	£465,810
		Tota	£965,445

Notes: BCC denotes the action urgency is to be set by BCC. For 10-year operation, all High priority actions should be implemented, plus Items 11 and 16 to 19. For 20-year operation all items should be implemented.

8.7 Maintenance options

The maintenance actions in Table 8.2 were reviewed with BCC Parking Services in March 2018.

We understand that BCC have limited funds to undertake works and as such some prioritisation of the works in Table 8.2 is required going forward. The level of expenditure is also in some ways dependent on the future use and life of Temple Gate car park. Part of the uncertainty relates to the future use in relation to the proposed nearby Bristol Arena. Further clarity is expected later in 2018.

The options that BCC might apply are as follows:

Option A: undertaking essential maintenance only, with a view to managing deterioration and predicting end-of useful life within 10-years. This option includes substantial works to the vehicle and pedestrian barriers and the infill walls, and is based on Items 1 through 9 of Table 8.2.

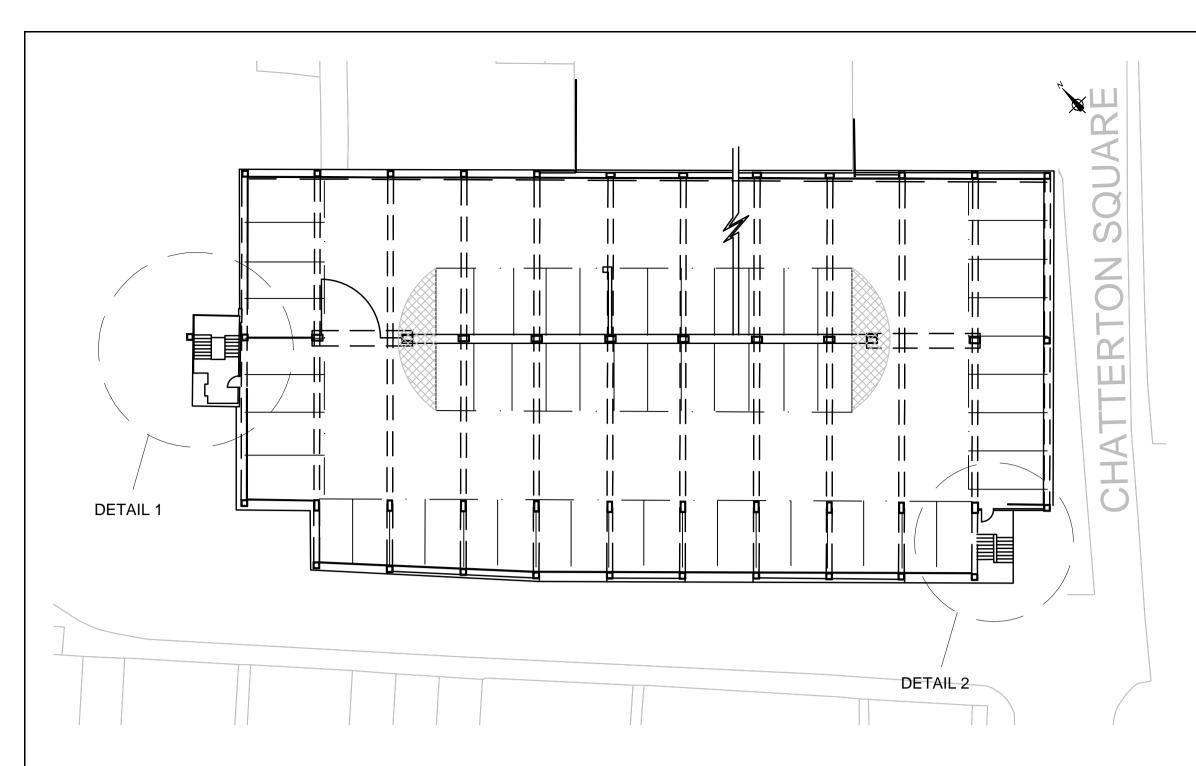
Option B: applying the activities in Option 'A' but also undertaking an elevated level of maintenance, such as patch repairs to decks and soffits, with a view to being able (with further works over time) to more confidently extend life beyond 10-years. The works include line items 1 through 13 of Table 8.2.

Option C: apply most or all actions in Table 8.2 with a view to establishing a further 20-year service life. The main additional actions associated with this option are the application of new water-resistant trafficable coatings to the decks.

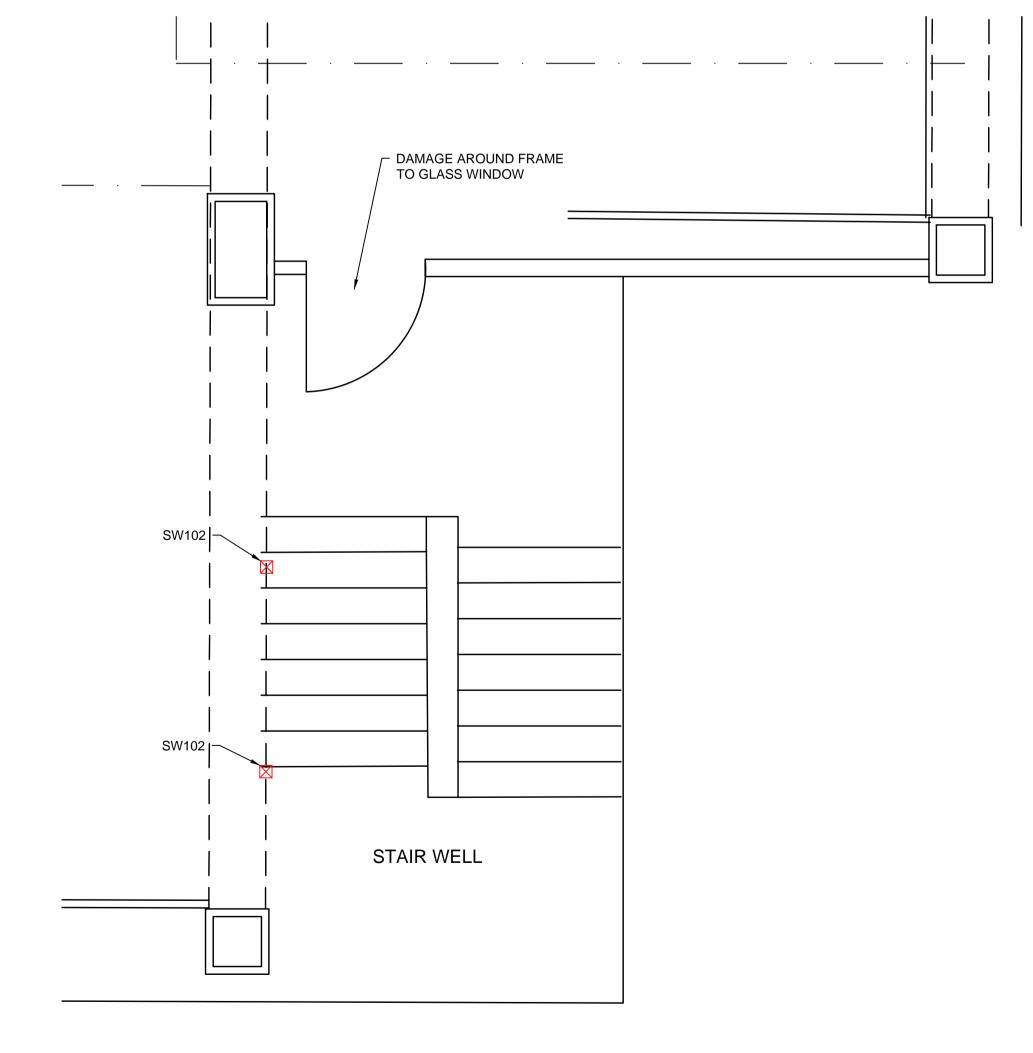
Clearly the maintenance activities and their related costs depend on the option selected. Option A is costed £353,000, whilst Option B is £383,000 where the activities are undertaken at all levels of the car park. We have prepared a spreadsheet 'Temple Gate LCP Optioneering' which calculates the cost of undertaking the different works for each level within the car park. As condition and usage vary with level, it is possible for BCC to apply a non-uniform approach e.g. not undertaking repair works at high levels, or closing off the highest levels so that expensive barrier works do not need to be undertaken there. In this way, some significant cost savings could be realised.

Appendix A - Drawings

Drawing Scale: NTS



LEVEL 1 FLOOR PLAN
NOT TO SCALE

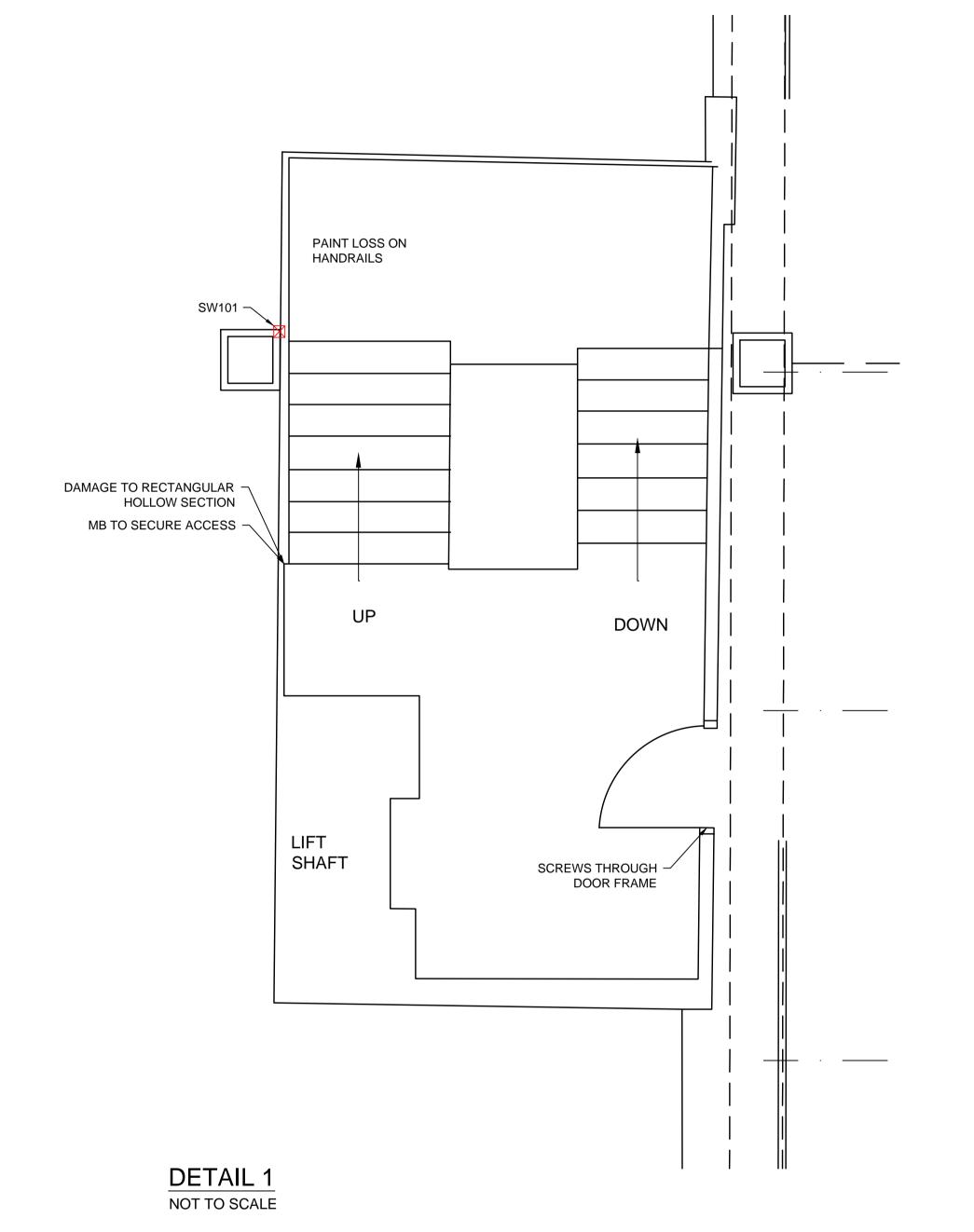


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	CONCRETE REPAIR SCHEDULE - STAIR WELLS			
REPAIR REFERENCE	LENGTH (mm)	WIDTH (mm)		
SW101	?	?		
SW102	100	150		
SW103	100	150		

KEY

MB: MISSING BOLT

 A
 FG
 AP
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CNZM

Α

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TEMPLE GATE MULTI STOREY CAR PARK STUDY

Drawing

TEMPLE GATE LEVEL 1 STAIRCASE DEFECTS

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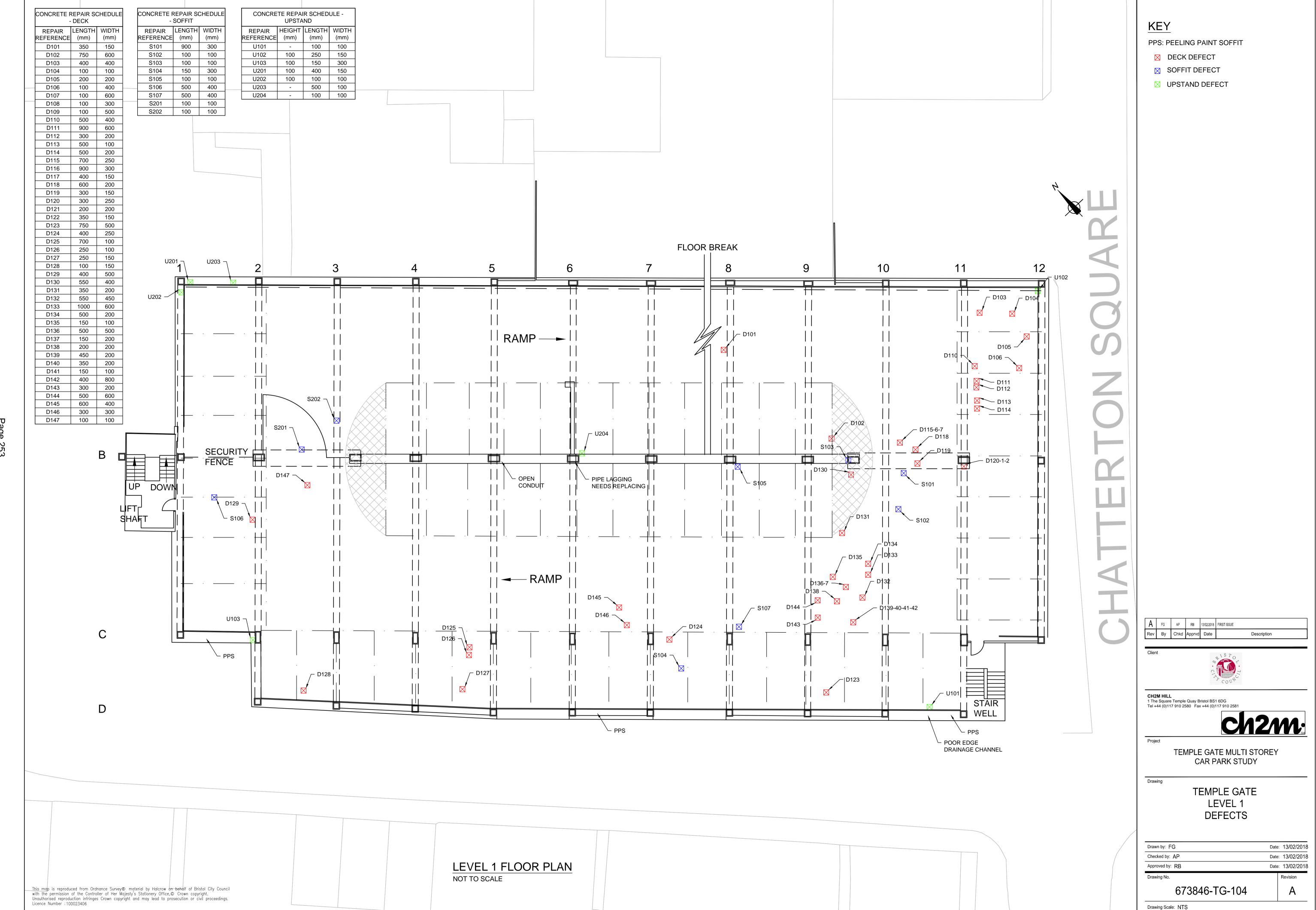
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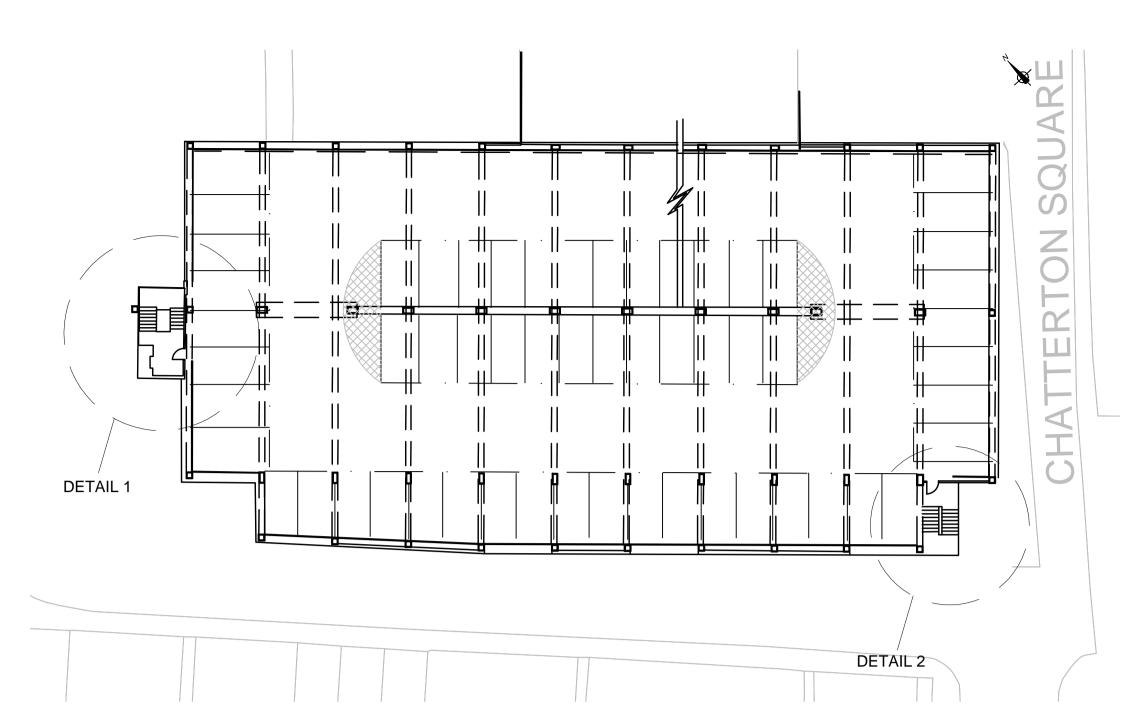
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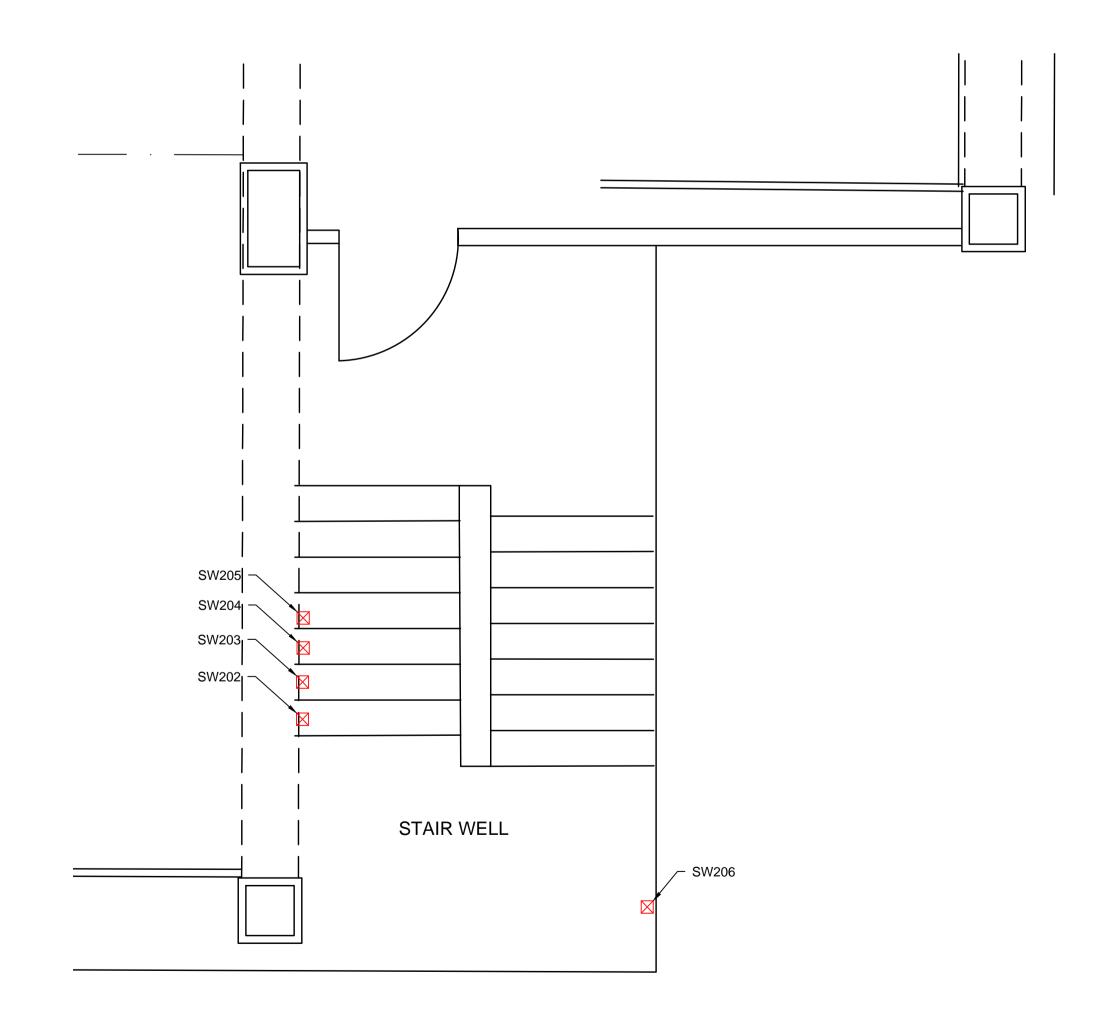
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LEVEL 2 FLOOR PLAN NOT TO SCALE

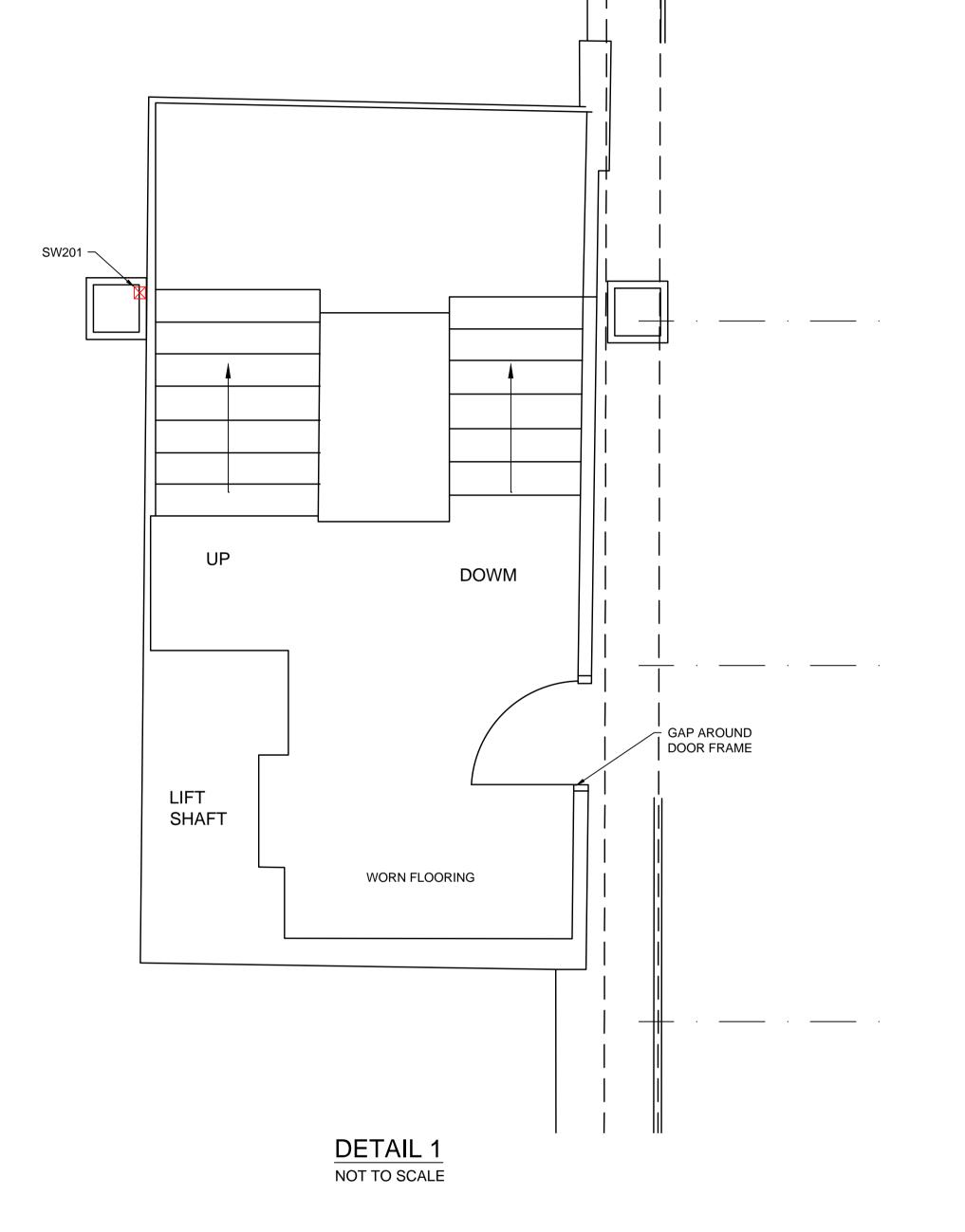


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CONCRETE REPAIR SCHEDULE - STAIR WELLS						
REPAIR HEIGHT LENGTH WIDTH REFERENCE (mm) (mm) (mm)						
SW201	-	200	100			
SW202	250	100	50			
SW203	250	100	50			
SW204	250	100	50			
SW205	250	100	50			
SW206	-	400	150			

KEY

STAIR WELL DEFECT

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TEMPLE GATE MULTI STOREY

CAR PARK STUDY

TEMPLE GATE LEVEL 2 STAIRCASE DEFECTS

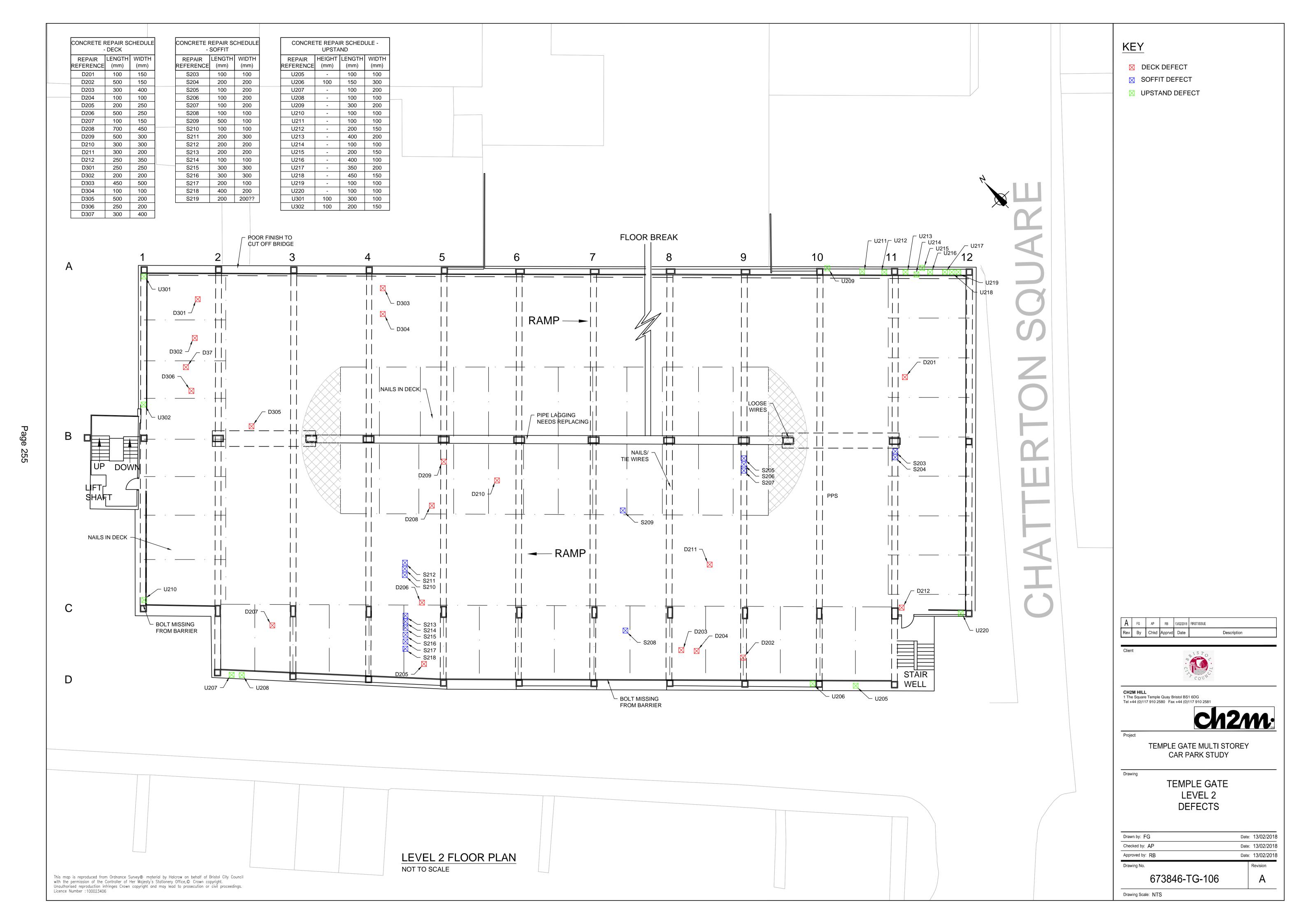
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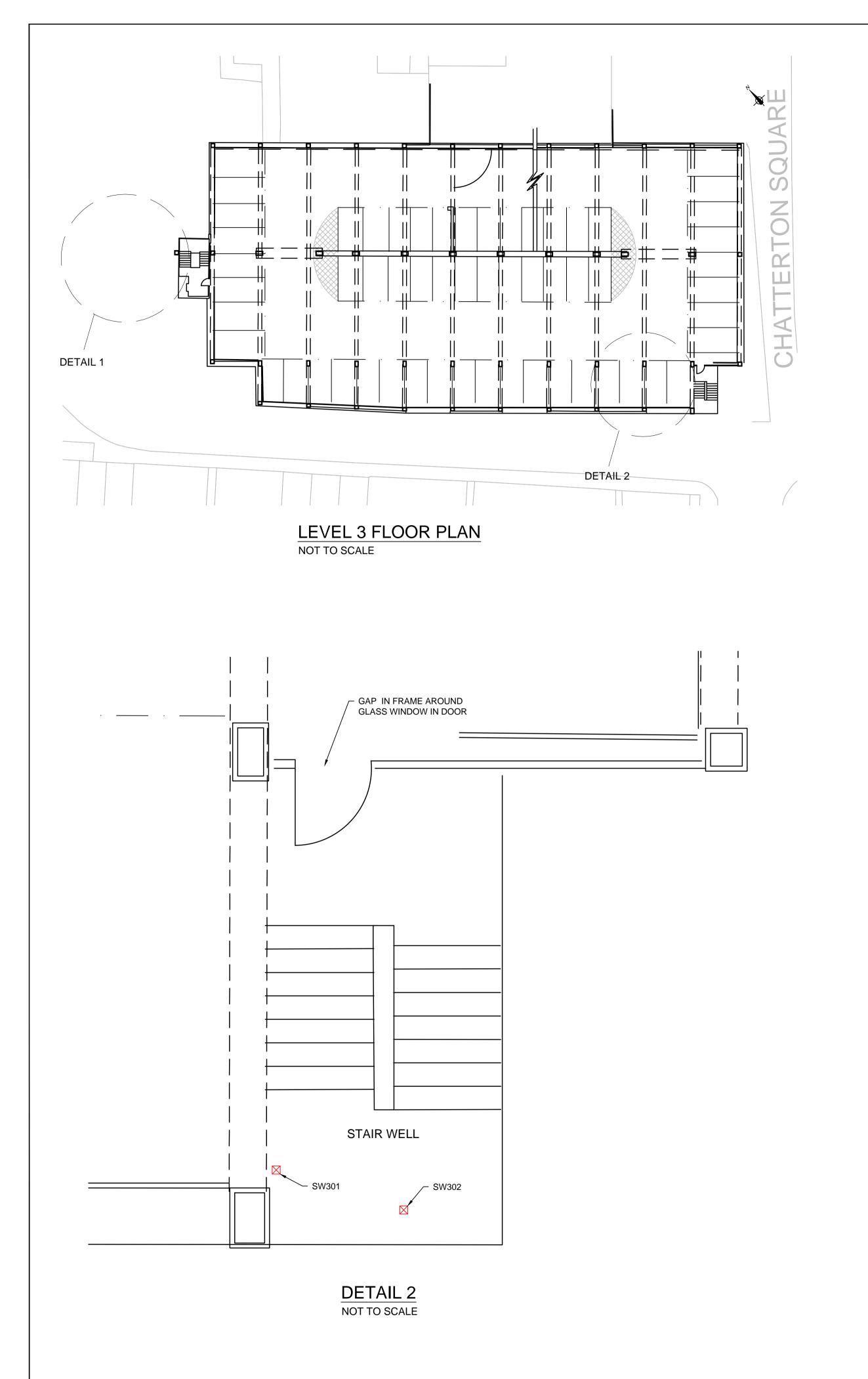
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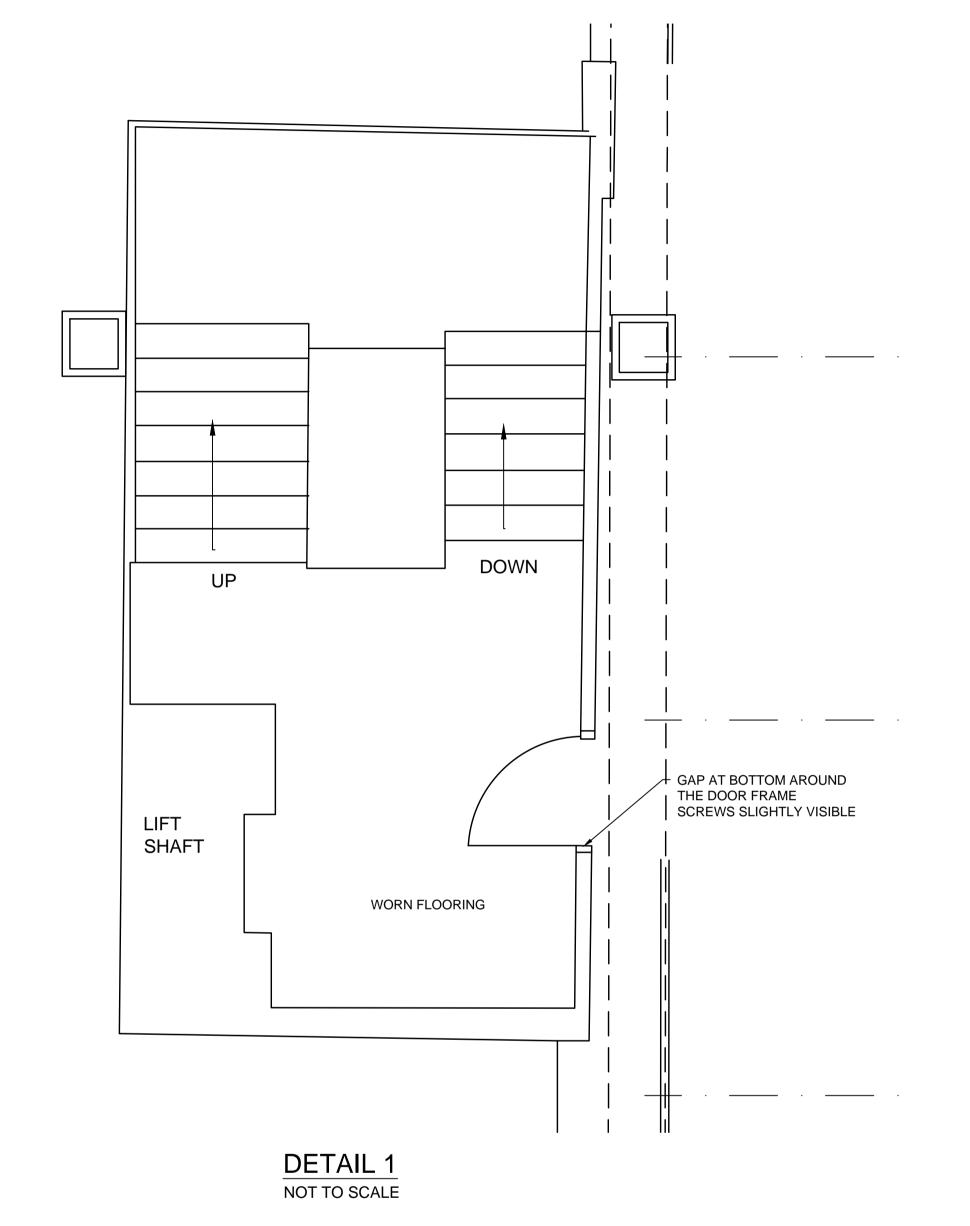
673846-TG-105

Drawing Scale: NTS

Drawing







CONCRETE REPAIR SCHEDULE - STAIR WELLS						
REPAIR LENGTH WIDTH REFERENCE (mm) (mm)						
SW301	300	250				

SW302 300 200

KEY

STAIR WELL DEFECT

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Project

TEMPLE GATE MULTI STOREY CAR PARK STUDY

Drawing

TEMPLE GATE LEVEL 3 STAIRCASE DEFECTS

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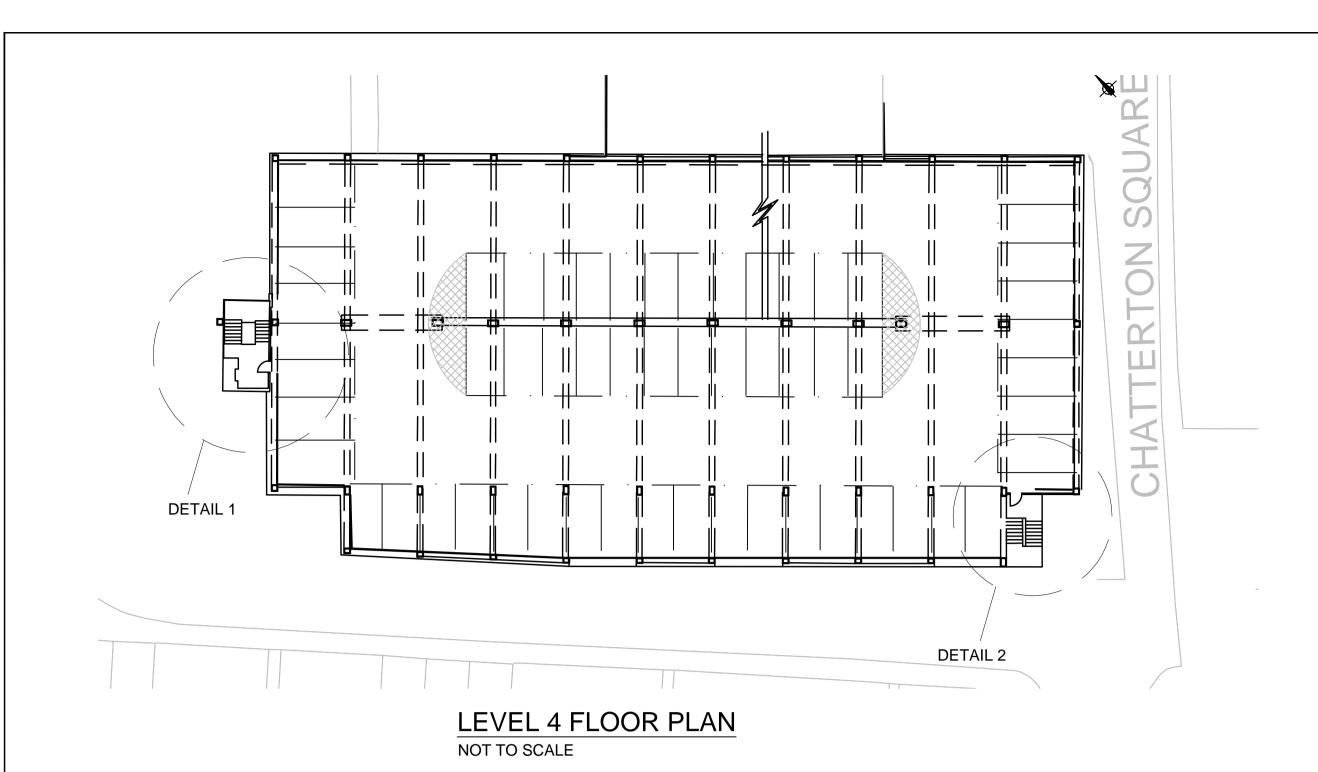
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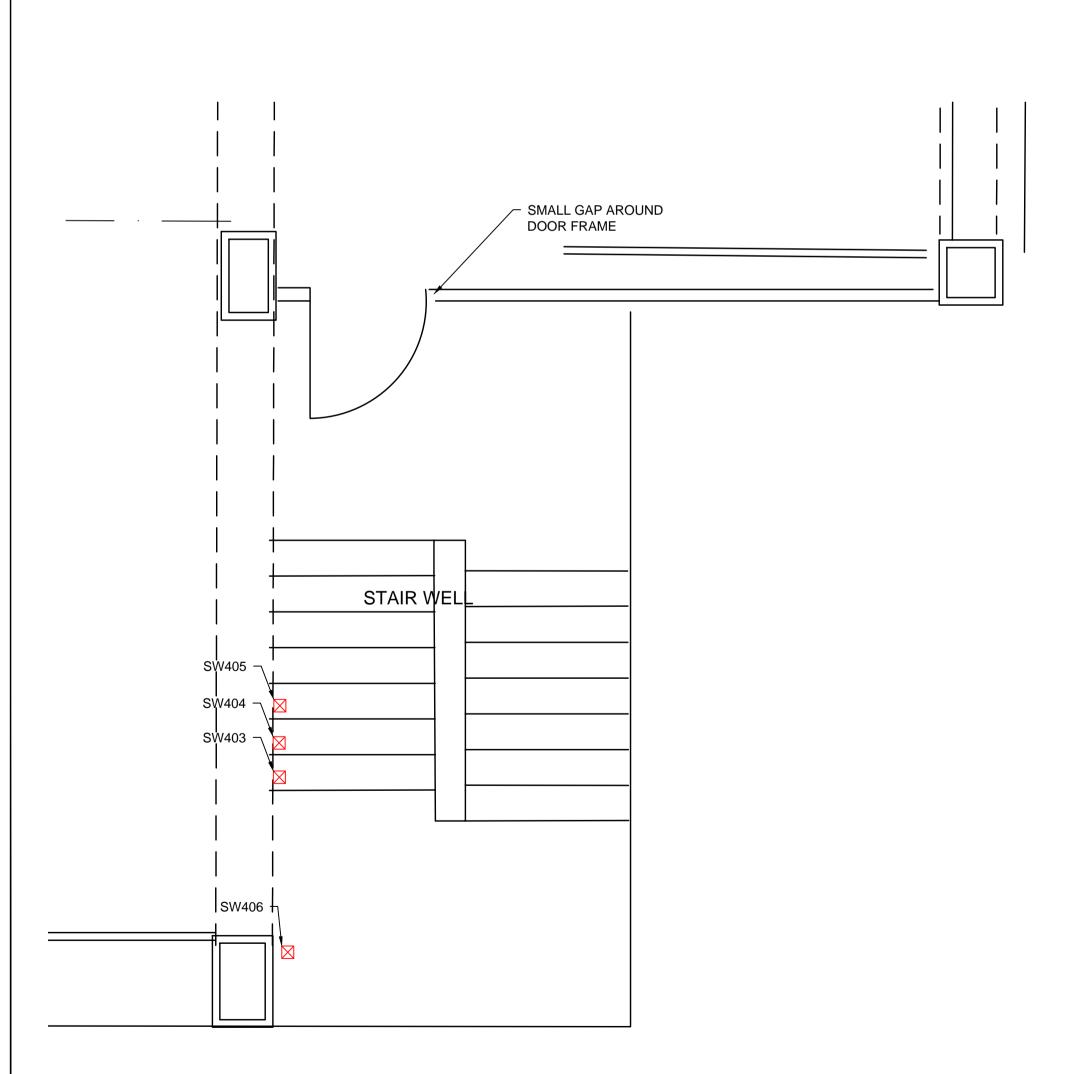
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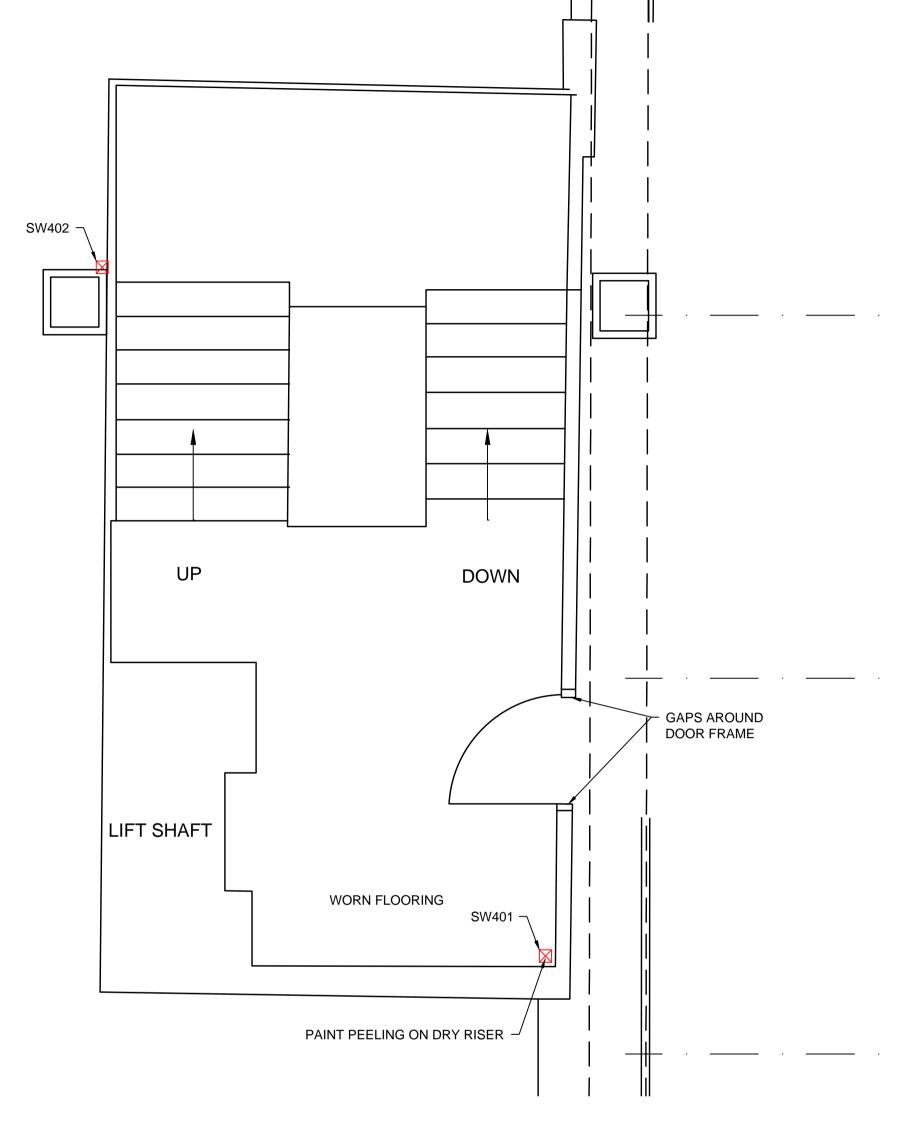


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CONCRETE REPAIR SCHEDULE - STAIR WELLS REPAIR HEIGHT LENGTH WIDTH REFERENCE (mm) (mm) (mm) SW301 - 500 300 SW302 500 150 100 SW303 250 150 50 SW304 250 150 50 SW305 250 150 50

SW306 - 150 150

KEY

STAIR WELL DEFECT

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Α

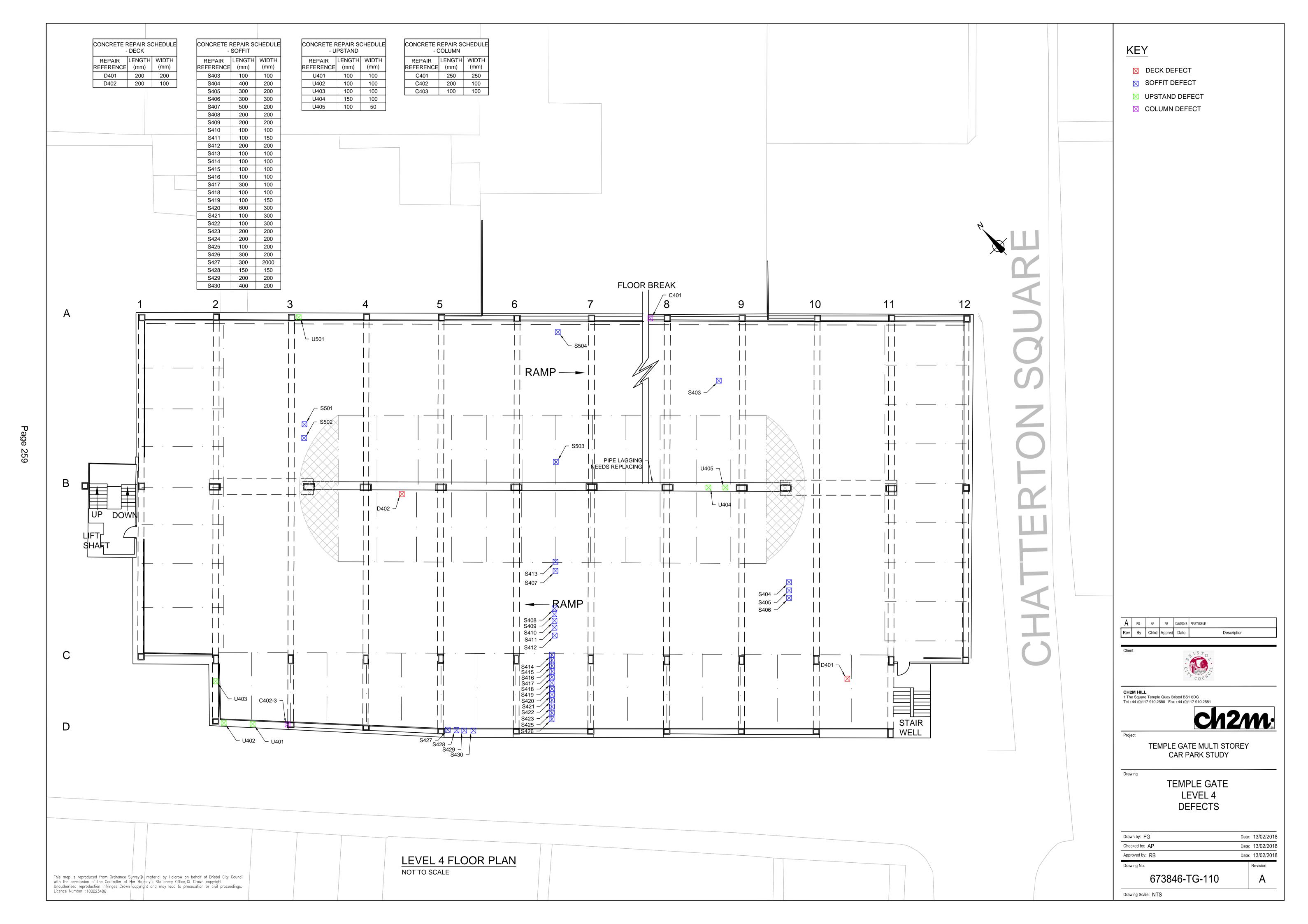
TEMPLE GATE MULTI STOREY CAR PARK STUDY

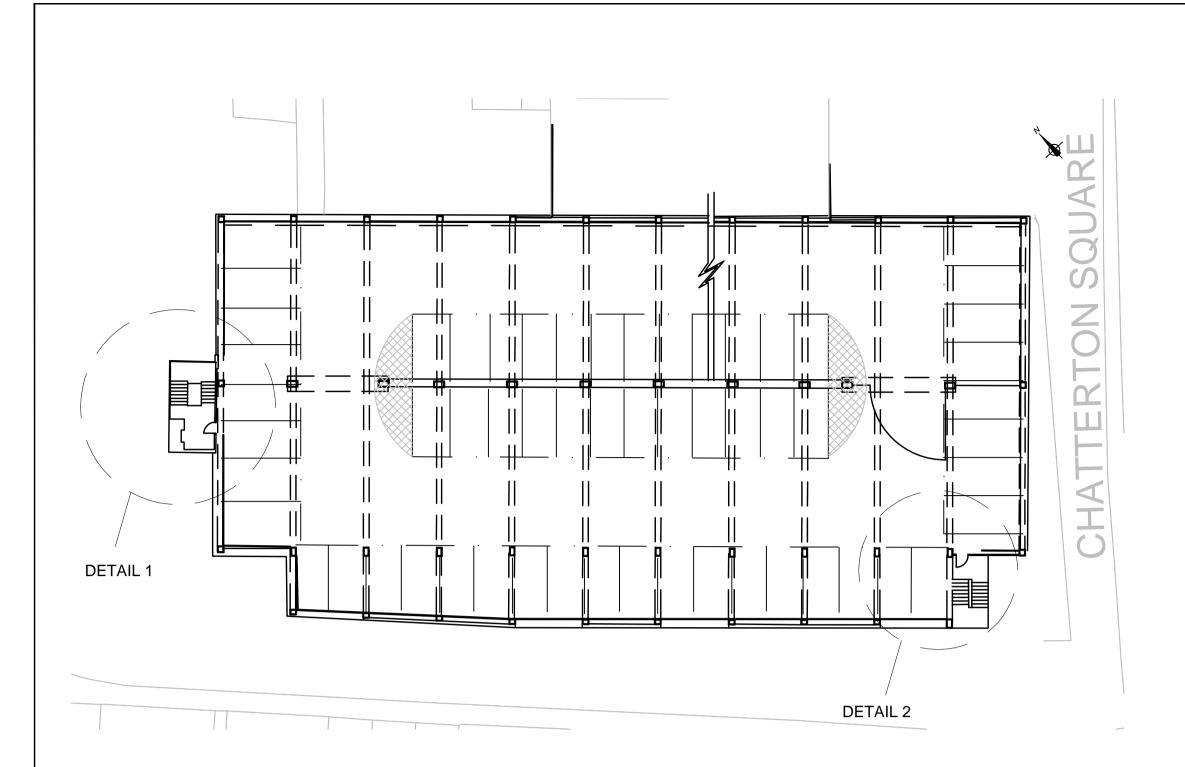
Drawing

TEMPLE GATE LEVEL 4 STAIRCASE DEFECTS

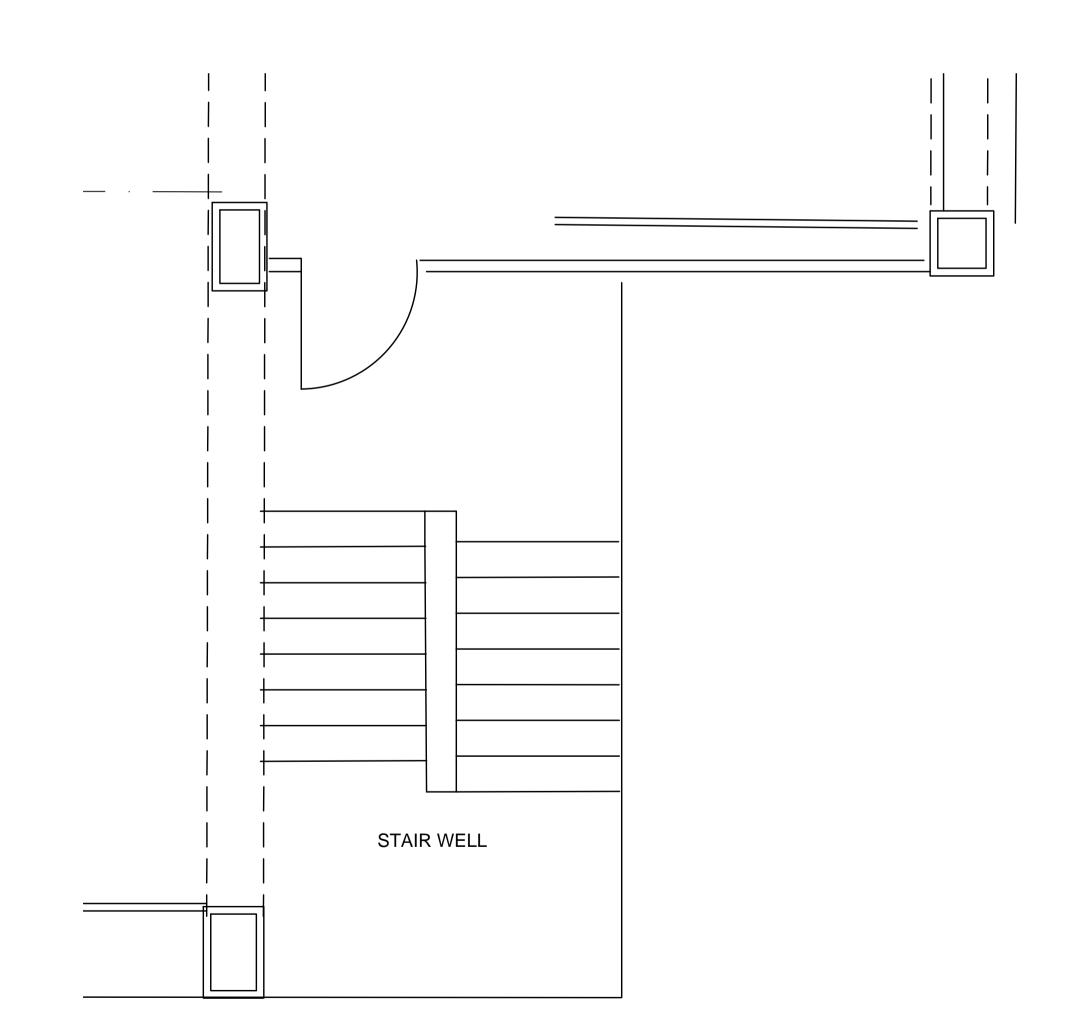
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673846-TG-109





LEVEL 5 FLOOR PLAN NOT TO SCALE



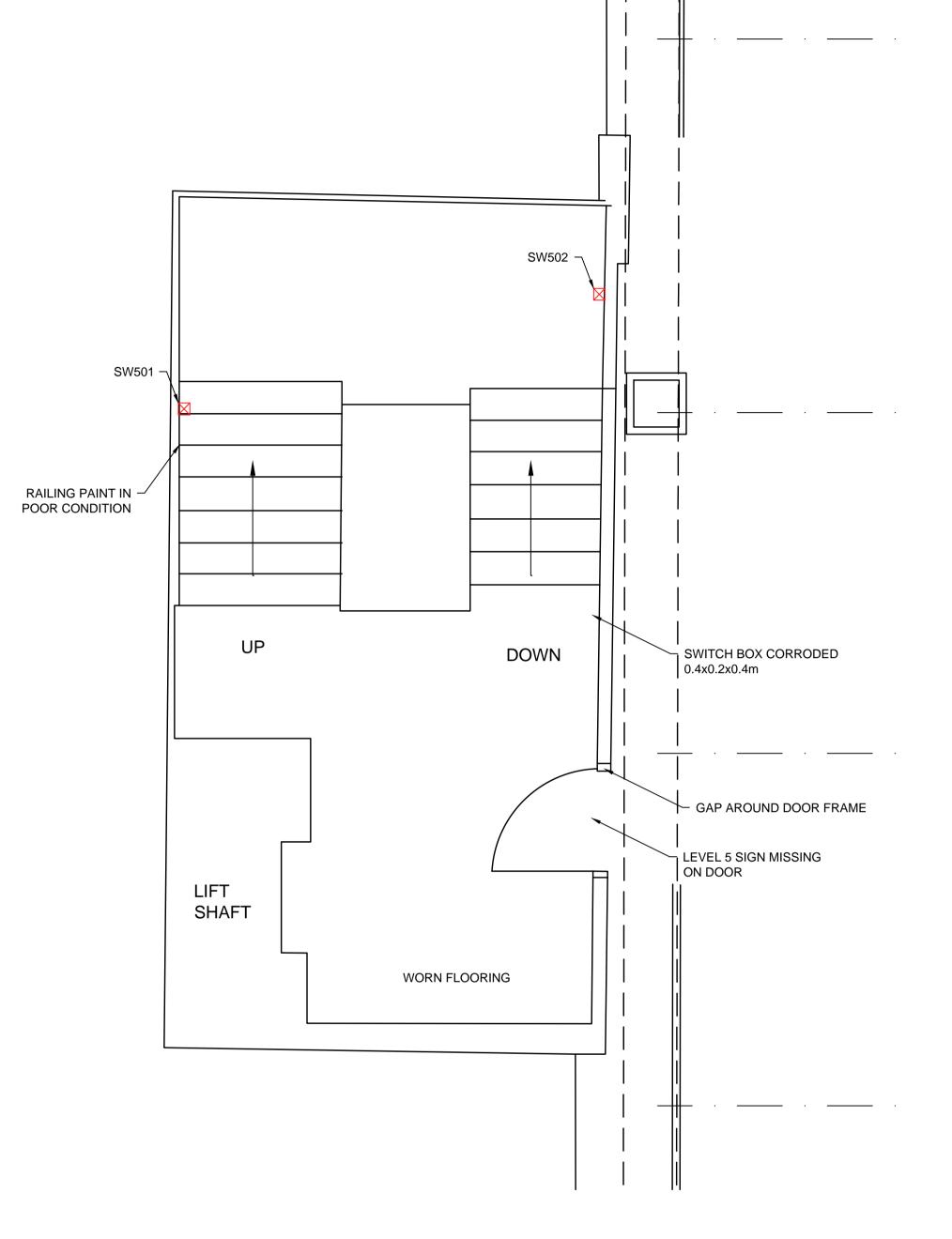
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DETAIL 1
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CONCRETE REPAIR SCHEDULE - STAIR WELLS

REPAIR HEIGHT LENGTH WIDTH (mm) (mm)

SW501 100 100 100

SW502 - 100 100

KEY

STAIR WELL DEFECT

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CNZM

TEMPLE GATE MULTI STOREY
CAR PARK STUDY

CAR PARK STUDY

TEMPLE GATE LEVEL 5

by: FG Date: 13/02/

Α

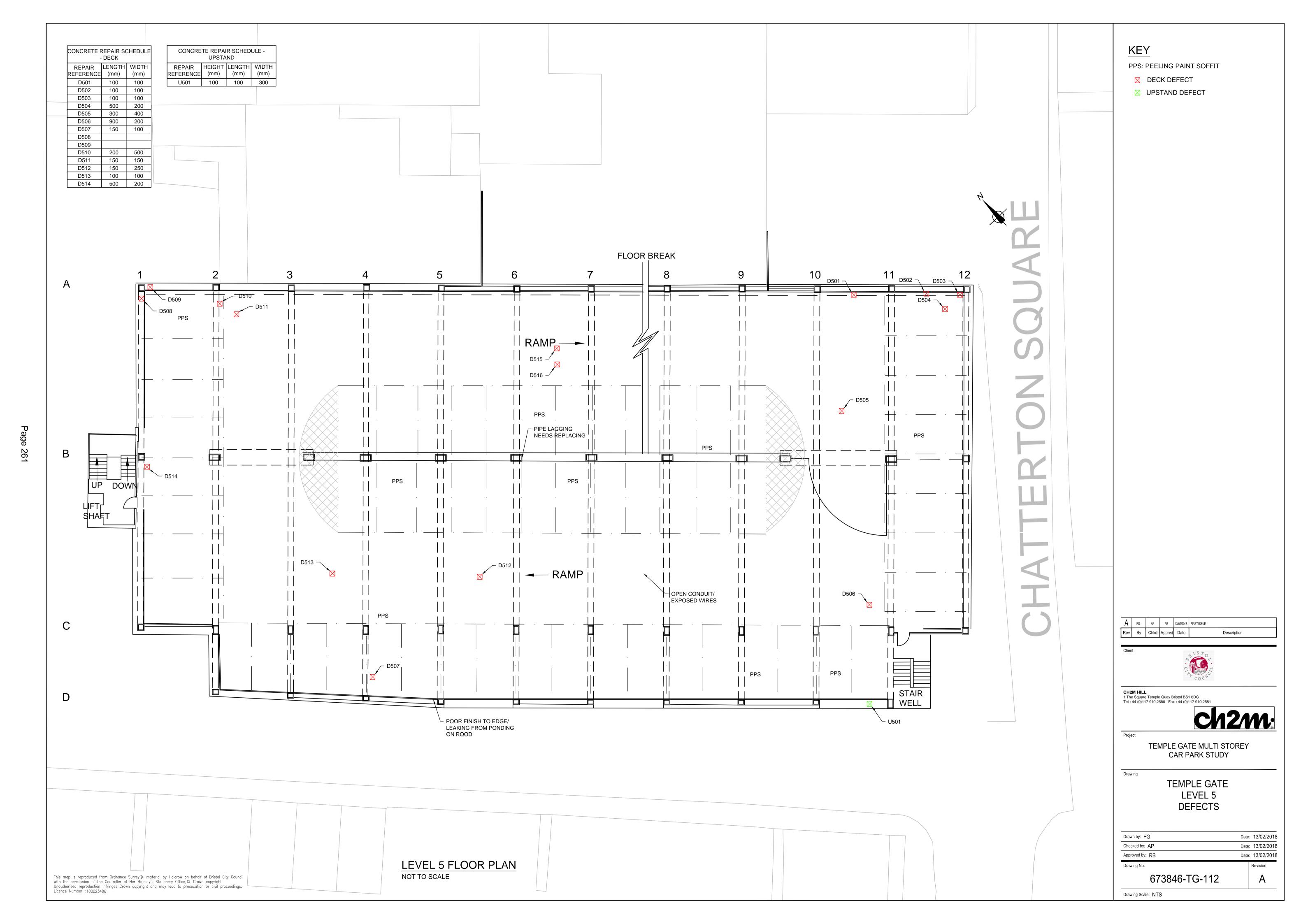
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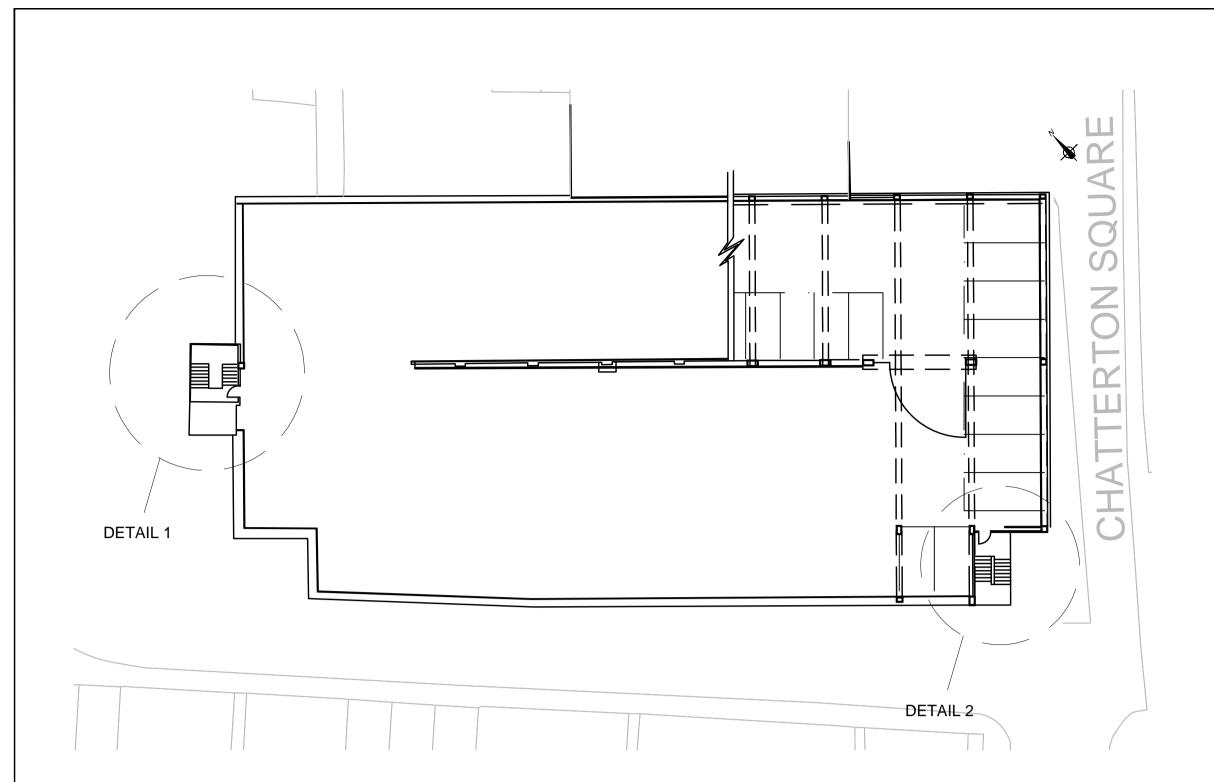
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 Approved by: RB
 Date: 13/02/2018

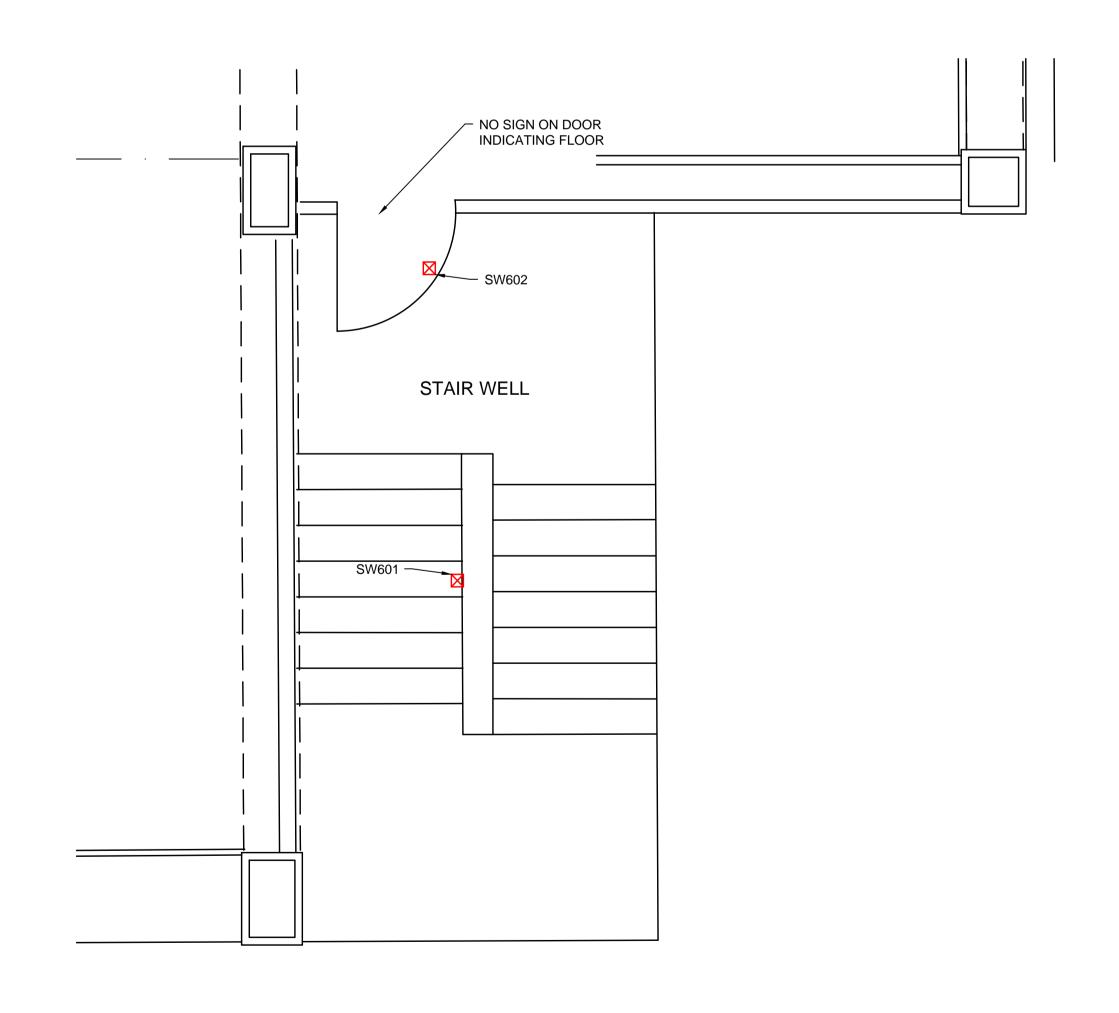
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 Revision

673846-TG-111





LEVEL 6 FLOOR PLAN
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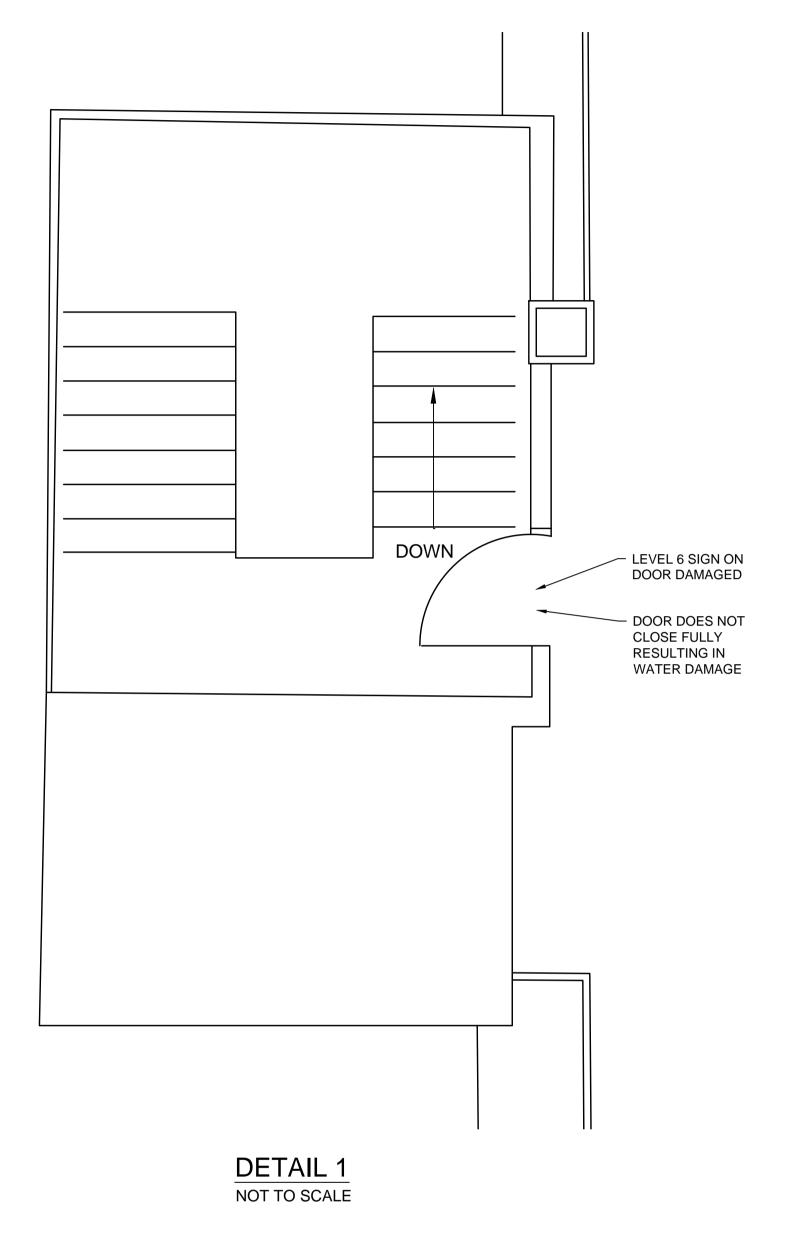
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CONCRETE F	REPAIR SO AIR WELLS	
REPAIR REFERENCE	LENGTH (mm)	WIDTH (mm)
SW601	100	250
SW602	100	250

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Ch2m

Description

TEMPLE GATE MULTI STOREY

CAR PARK STUDY

Drawing

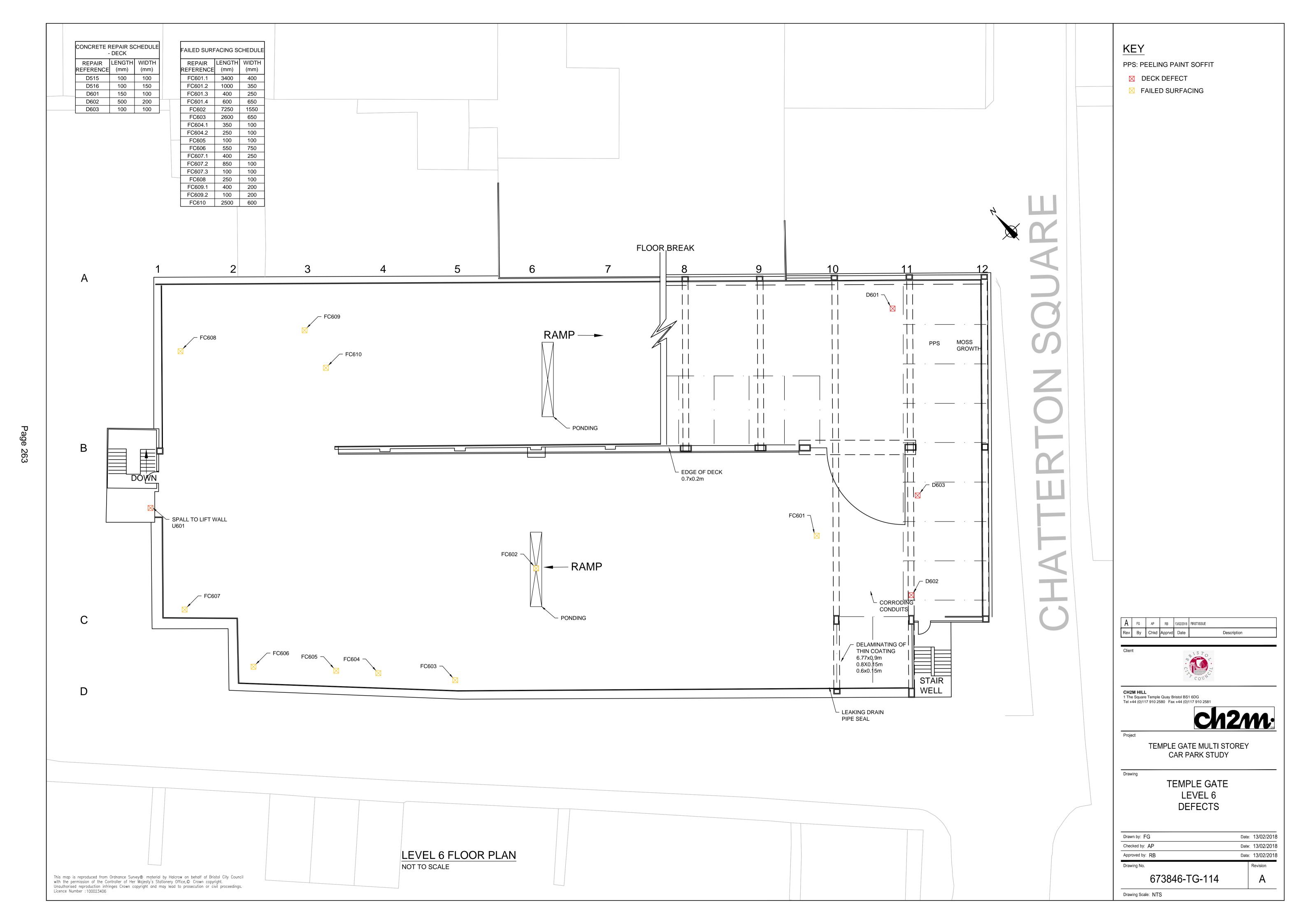
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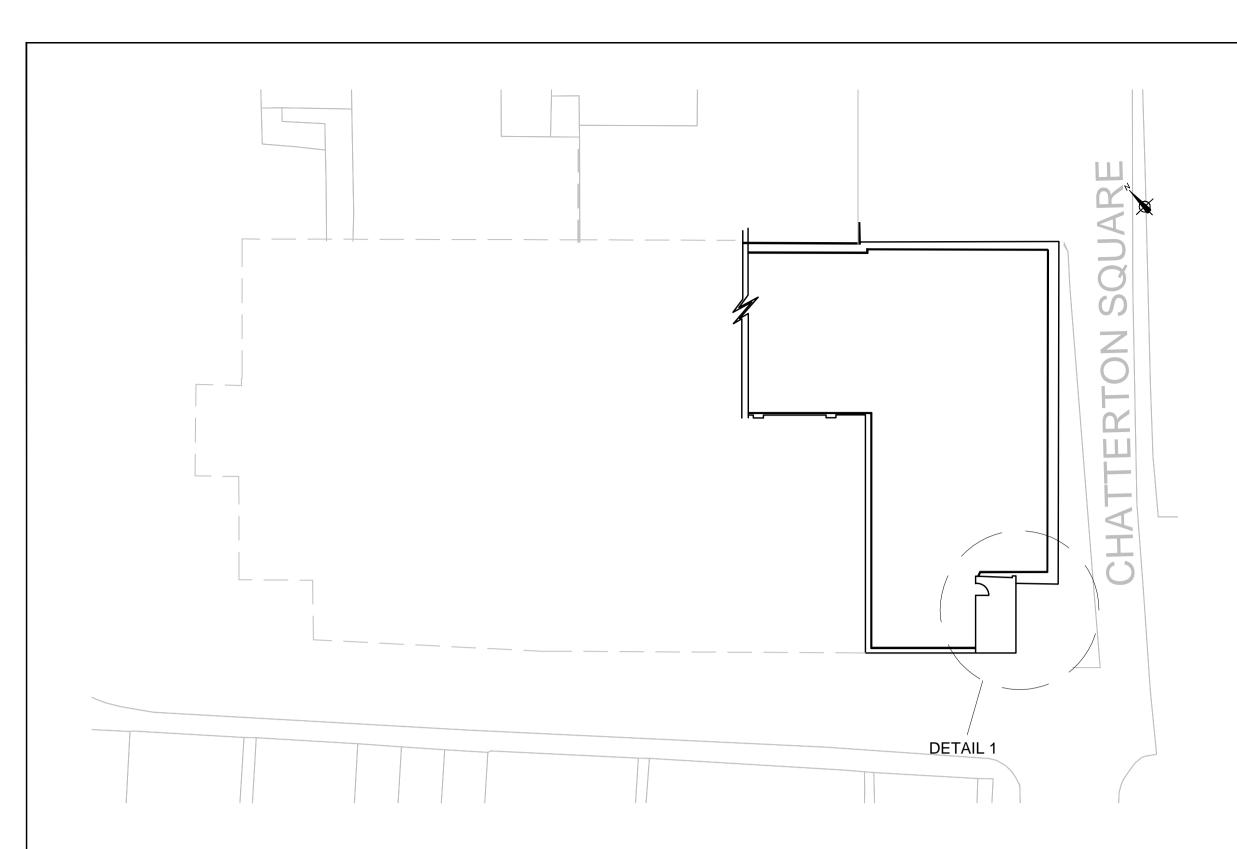
STAIR WELL DEFECT

TEMPLE GATE LEVEL 6 STAIRCASE DEFECTS

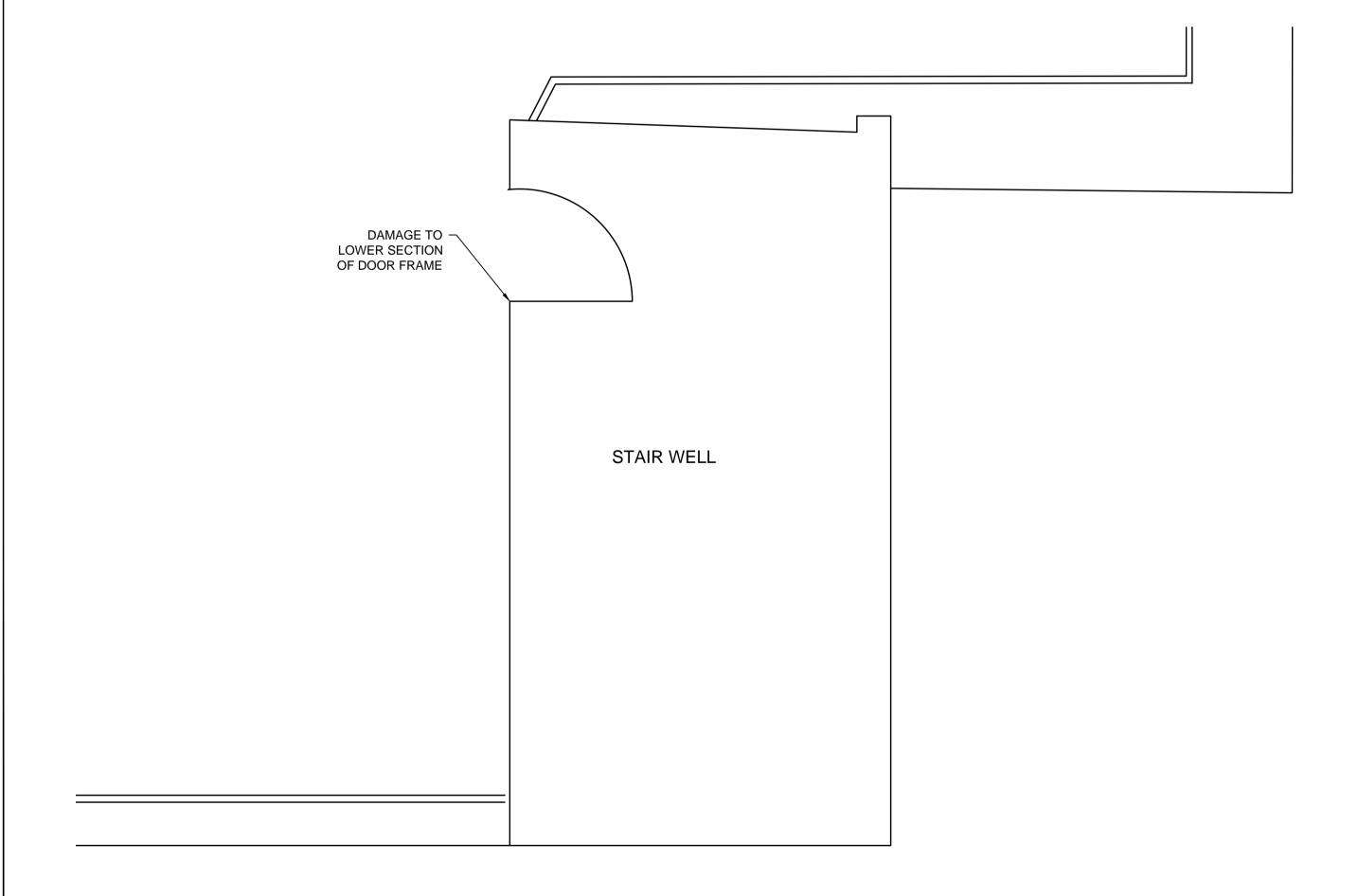
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LEVEL 7 FLOOR PLAN NOT TO SCALE



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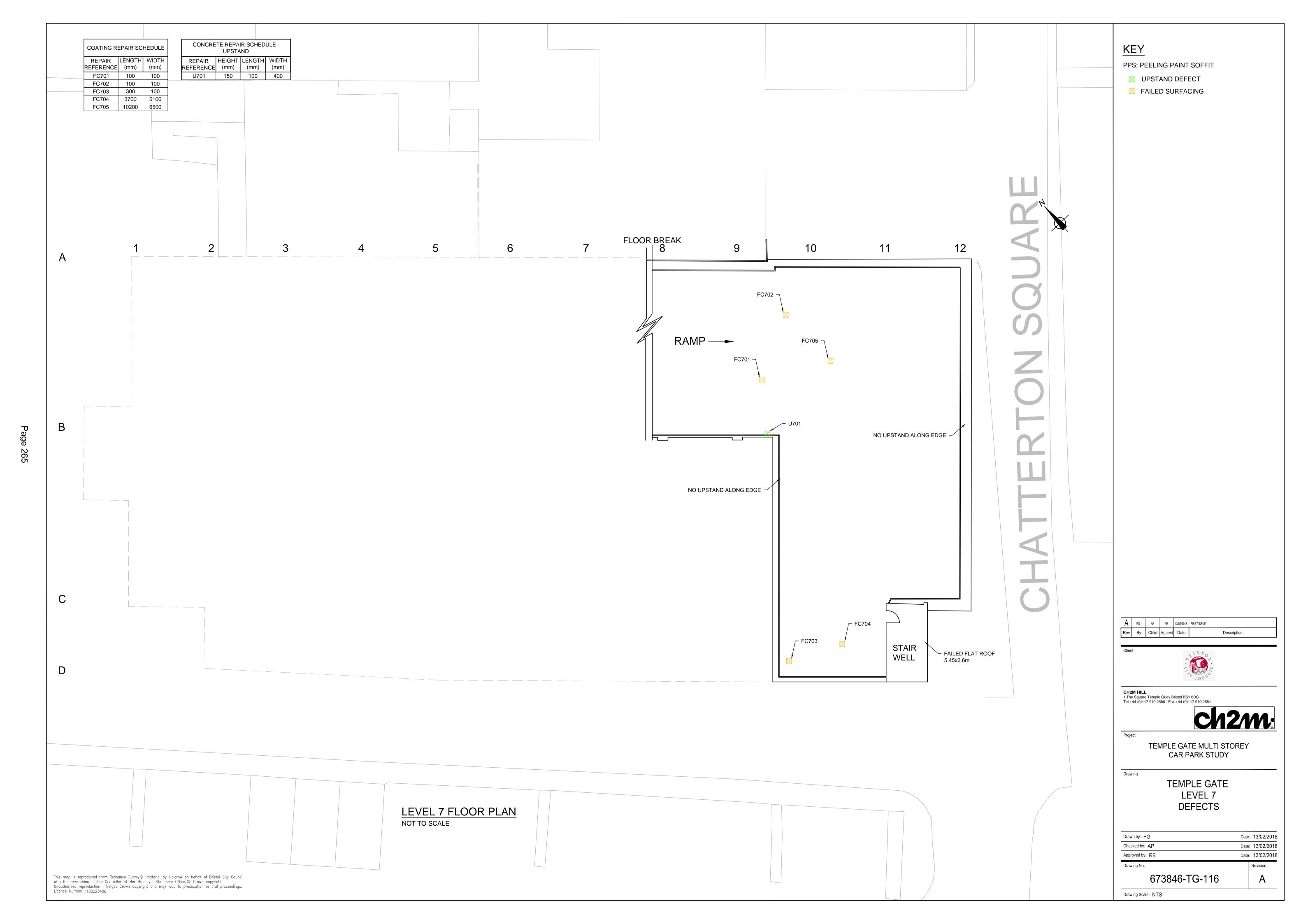
TEMPLE GATE MULTI STOREY CAR PARK STUDY

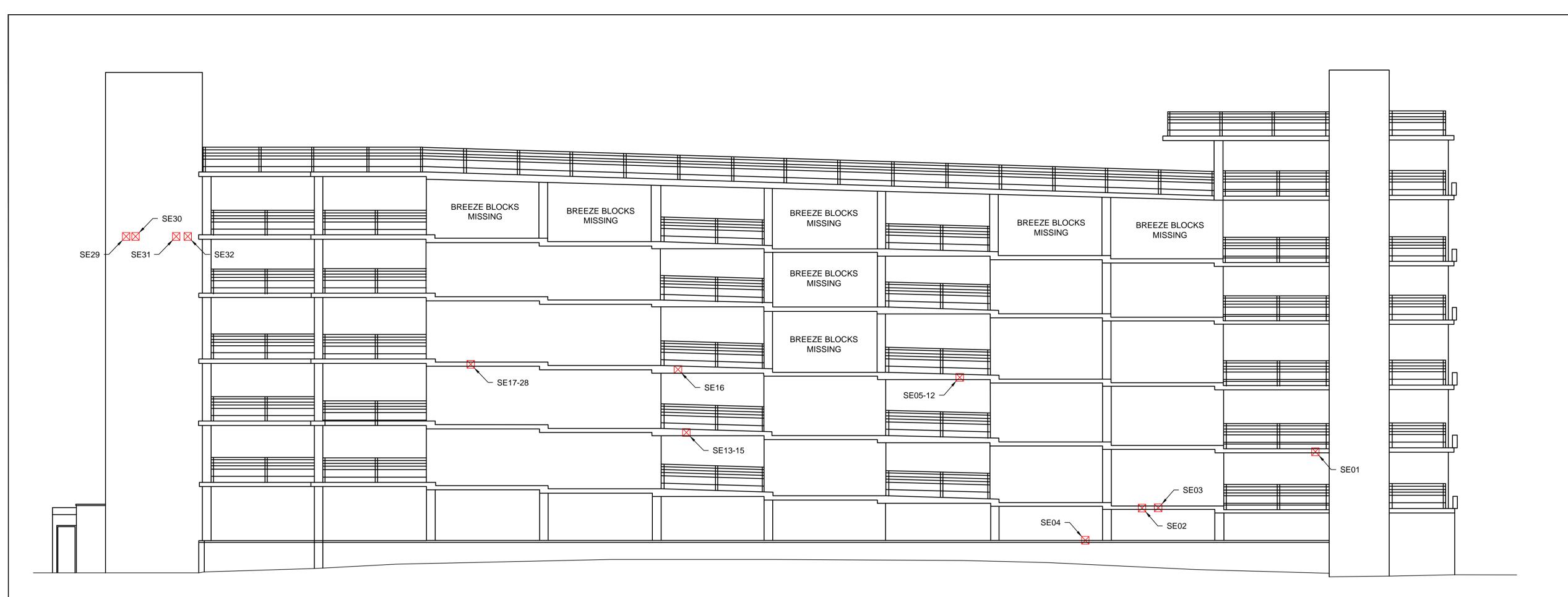
Drawing

TEMPLE GATE LEVEL 7 STAIRCASE DEFECTS

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Approved by: RB	Date: 13/02/2018
Drawing No.	Revision

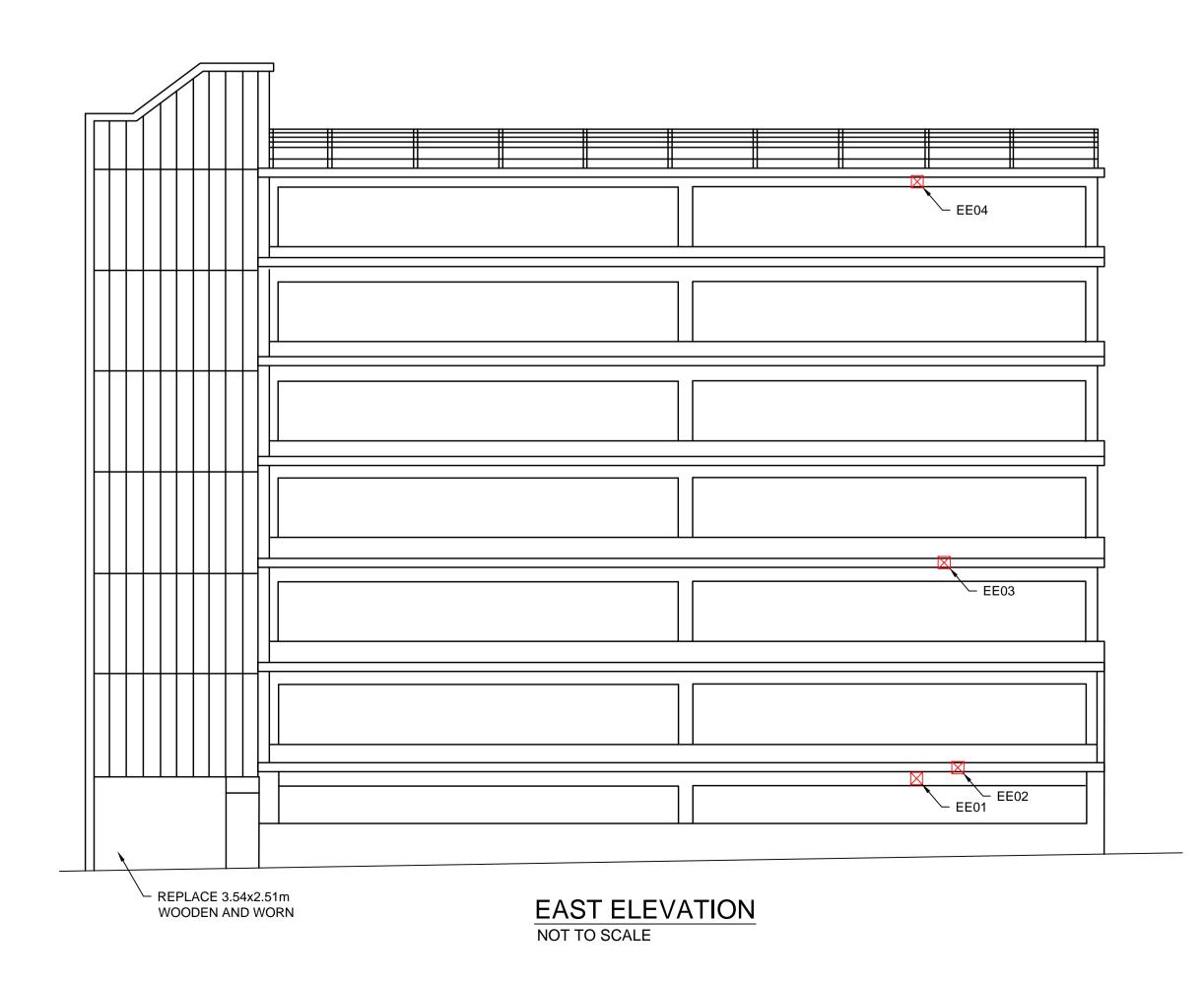
673846-TG-115





SOUTH ELEVATION

NOT TO SCALE



CONCRETE REPAIR SCHEDULE - SOUTH ELEVATION				
REPAIR	LENGTH	WIDTH		
REFERENCE	(mm)	(mm)		
SE01	100	100		
SE02	100	100		
SE03	100	100		
SE04	50	350		
SE05	100	100		
SE06	100	100		
SE07	100	100		
SE08	100	100		
SE09	100	100		
SE10	100	100		
SE11	100	100		
SE12	100	100		
SE13	100	100		
SE14	100	100		
SE15	100	100		
SE16	500	300		
SE17	100	100		
SE18	100	100		
SE19	100	100		
SE20	100	100		
SE21	100	100		
SE22	100	100		
SE23	100	100		
SE24	100	100		
SE25	100	100		
SE26	100	100		
SE27	100	100		
SE28	100	100		
SE29	100	100		
SE30	100	100		
SE31	100	100		
SE32	200	200		

CONCRETE REPAIR SCHEDULE - EAST ELEVATION					
REPAIR LENGTH WIDTH REFERENCE (mm) (mm)					
EE01 1200 400					
EE02	?	?			
EE03	200	200			
EE04	200	200			

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Client

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KEY

C/2/1/2

TEMPLE GATE MULTI STOREY

CAR PARK STUDY

TEMPLE GATE SOUTH AND EAST ELEVATIONS

 Drawn by: FG
 Date: 13/02/2018

 Checked by: AP
 Date: 13/02/2018

 Approved by: RB
 Date: 13/02/2018

 Drawing No.
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Α

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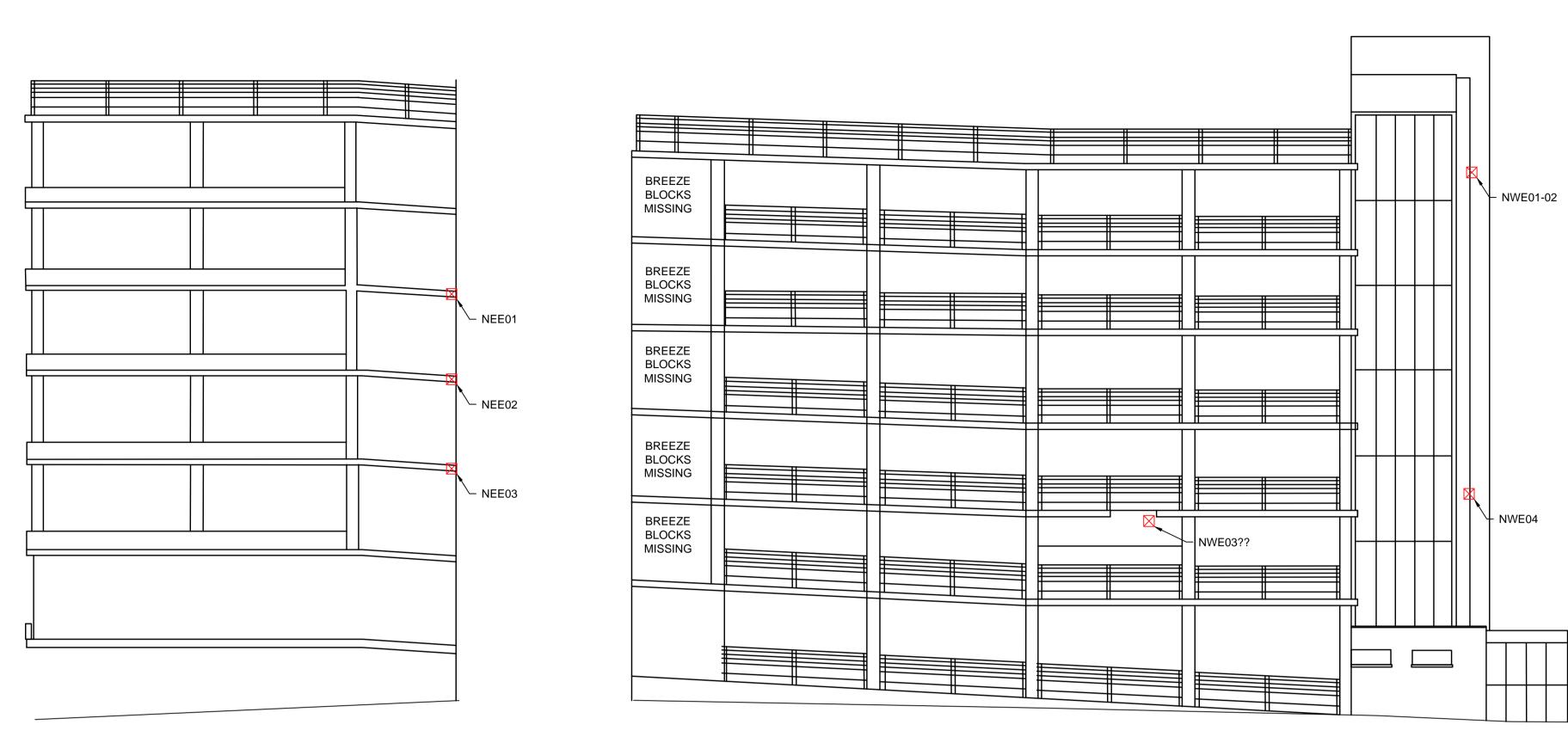
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NORTH EAST ELEVATION NOT TO SCALE

NORTH WEST ELEVATION NOT TO SCALE



CONCRETE REPAIR SCHEDULE - WEST ELEVATION						
REPAIR LENGTH WIDTH						
REFERENCE	(mm)	(mm)				
WE01	100	100				
WE02	100	100				
WE03	100	100				
WE04	100	100				
WE05	100	100				
WE06	100	100				
WE07	100	100				
WE08	100	100				
WE09	100	100				
WE10	100	100				
WE11	100	100				
WE12	100	100				
WE13	100	100				
WE14	100	100				
WE15	200	100				
WE16	300	200				
WE17	200	200				
WE18	450	200				

CONCRETE REPAIR SCHEDULE - NORTH WEST ELEVATION		CONCRETE REPAIR SCHEDUL NORTH EAST ELEVATION				
REPAIR REFERENCE	LENGTH (mm)	WIDTH (mm)	REPAIR REFERENCE	LENGTH (mm)	WIDTH (mm)	DEPTH (mm)
NWE01	500	400	NEE01	500	175	150
NWE02	200	200	NEE02	750	175	150
NWE03	100	100	NEE03	1000	175	150
NWE04	300	300				

KEY

☑ ELEVATION DEFECT

t S T O

A FG AP RB 13/02/2018 FIRST ISSUE
Rev By Chkd Apprvd Date

COUNT

CH2M HILL1 The Square Temple Quay Bristol BS1 6DG
Tel +44 (0)117 910 2580 Fax +44 (0)117 910 2581

CNZW

Description

TEMPLE GATE MULTI STOREY

CAR PARK STUDY

Drawing

TEMPLE GATE NORTH (EAST & WEST) AND WEST ELEVATIONS

Drawn by: FG	Date: 13/02/2018
Checked by: AP	Date: 13/02/2018
Approved by: RB	Date: 13/02/2018
Drawing No.	Revision

Α

673846-TG-118

Drawing Scale: NTS

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Appendix B – Test certificates



Quartz Scientific



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E.D.S Marine & Civil Engineering Contractors Dragon House, 17 Sir Alfred Owen Way Pontygwindy Industrial Estate Caerphilly CF83 3HU

27 November 2017 EDS/14314/isj Page 1 of 3

CERTIFICATE of ANALYSIS

A7125

Chloride content of concrete samples

Date received 22 November 2017

3 to 12 g Mass received Type of sample concrete dust

Date of analysis 24 and 27 November 2017 Method of testing B.S.1881:Part 124:2015.

Sample ref.	Client's ref.		Chloride content	
		mm	% by mass of	
			sample	cement
16900	TA1	5-20	0.10	0.68
16901		20-35	0.11	0.78
16902		35-50	0.05	0.33
16903	TA2	5-20	0.08	0.56
16904		20-35	0.10	0.75
16905		35-50	0.08	0.55
16906	TA3	5-20	0.06	0.42
16907		20-35	0.08	0.56
16908		35-50	0.05	0.35
16909	TA4	5-20	0.08	0.59
16910		20-35	0.16	1.14
16911		35-50	0.13	0.89
16912	TA5	5-20	0.06	0.45
16913		20-35	0.17	1.24
16914		35-50	0.11	0.78
16915	TA6	5-20	0.08	0.60
16916		20-35	0.13	0.92
16917		35-50	0.08	0.54
16918	TA7	5-20	0.05	0.39
16919		20-35	0.06	0.42
16920		35-50	0.04	0.30

Sample ref.	Client's ref.		Chloride content	
		mm	% by mass of	
			sample	cement
16921	TA8	5-20	0.11	0.76
16922		20-35	0.11	0.76
16923		35-50	0.30	2.15
16924	TA9	5-20	0.09	0.62
16925		20-35	0.16	1.13
16926		35-50	0.08	0.55
16927	TA10	5-20	0.30	2.13
16928		20-35	0.43	3.06
16929		35-50	0.30	2.16
16930	TA11	5-20	0.18	1.29
16931		20-35	0.16	1.13
16932		35-50	0.11	0.76
16933	TA12	5-20	0.08	0.58
16934		20-35	0.14	0.96
16935		35-50	0.14	1.02
16936	WE1	5-20	0.02	0.15
16937		20-35	0.01	0.11
16938		35-50	0.13	0.94
16939	WE2	5-20	0.10	0.68
16940		20-35	0.22	1.57
16941		35-50	0.18	1.29
16942	WE3	5-20	0.03	0.20
16943		20-35	0.06	0.43
16944		35-50	0.07	0.50
16945	WE4	5-20	0.04	0.31
16946		20-35	0.16	1.17
16947		35-50	0.16	1.15
16948	WE5	5-20	0.15	1.09
16949		20-35	0.10	0.68
16950		35-50	0.23	1.64
16951	WE6	5-20	0.03	0.19
16952		20-35	0.13	0.91
16953		35-50	0.11	0.78
16954	WE7	5-20	0.15	1.07
16955		20-35	0.19	1.38
16956		35-50	0.37	2.63
16957	WE8	5-20	0.17	1.22
16958		20-35	0.14	1.03
16959		35-50	0.34	2.42

Sample ref.	Client	's ref.	Chloride content	
		mm	% by mass of	
			sample	cement
16960	WE9	5-20	0.06	0.45
16961		20-35	0.27	1.95
16962		35-50	0.64	4.60
16963	WE10	5-20	0.01	0.09
16964		20-35	0.02	0.13
16965		35-50	0.06	0.46

Note: 14 % cement content was assumed for the calculations.

End of results

Iren S. Jasko MSc EurChem CSci CChem FRSC

Technical Manager

li Juli

SANDBERG



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61209/F

Certificate No 1

Date of Test 14/11/2017

CONCRETE TEST RESULTS COMPRESSIVE STRENGTH AND DENSITY OF CORES

BS EN 12504-1:2009, BS EN 12390-3:2009 and BS EN 12390-7:2009

Sandberg Reference		F91942	F91943	F91944
Site Mark/Client Reference		Beam	Deck	Column
Details: - Location - Date of coring		Beam NA	Deck NA	Column NA
Date Received		7/11/2017	7/11/2017	7/11/2017
Presence of abnormalities		None	None	None
Reinforcement, (diameter/distance)	mm	None	None	None
Aggregate, maximum nominal size	mm	16	12	14
Age at Test	days	NA	NA	NA
Method of end preparation		HAC	HAC	HAC
Surface Moisture Condition at test		Damp	Damp	Damp
Actual Core Lengths - Minimum length, as received - Maximum length, as received - Prepared length - Relation to length, as-received	mm mm mm mm	68 85 52 20-65	85 90 54 25-70	80 85 53 25-70
Mean Core Diameter (d)™	mm	44	44	44
Length/Diameter Ratio, λ		1.18	1.23	1.20
Density ² - Saturated condition	kg/m³	2450	2430	2450
Saturation before Test	days	7	7	7
Maximum Load at Failure	kN	91.5	84.4	96.7
Mode of Faiture ⁴		Normal	Normal	Normal
Compressive Strength³ (Measured Core Strength)	MPa (N/mm²)	60.2	55:5	63.6
Reinforcement Correction ⁵	*		-	-
Compressive Strength³ Corrected In-Situ Strength⁵	MPa (N/mm²)	64.0	60.1	68.2

the end after preparation).

Volume by water displacement, densities given to nearest 10kg/m3.

2

Compressive strength values given to nearest 0.1MPa (N/mm²).
'Normal' (symmetrical failure) or otherwise as described.
BS EN 12504-1, National Annex NA - equivalent in-situ cube (no adjustment for direction of drilling) 4 5

ND = Not determined. NA = Not applicable.

Client	Edwards Diving Services Ltd Dragon House Sir Alfred Owen Way Pontygwindy Industrial Estate Caerphilly CF83 3HU For the attention of Mr Steve Richings	Signed	For Sandberg LLP
	To the attention of Mr Steve Aldungs	Name	John Gallagher
		Position	Deputy Quality Manager
Reference	Order No. P8092/SR dated 2/11/2017	Date	16 November 2017

West End MSCP Life Care Plan

Prepared for

Bristol City Council

May 2018



Burderop Park Swindon, SN4 0QD GB +44 1793 812 479 +44 1793 812 089



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Appendix A - Drawings

Appendix B – Test certificates

Acronyms and Abbreviations

AAR Alkali Aggregate Reaction

ACM Asbestos Containing Materials

ASR Alkali Silica Reaction

ASTM American Society for Testing and Materials

BCC Bristol City Council

BRE Building Research Establishment

ICE The Institution of Civil Engineers

LCP Life Care Plan

MSCP Multi-Storey Car Park
RC Reinforced Concrete

UKAS United Kingdom Accreditation Service

Executive Summary

1.1 Scope

This report details the inspection and assessment of the structure and fabric of West End MSCP in Bristol, in accordance with the Institution of Civil Engineers report 'Recommendations for the inspection, maintenance and management of car park structures, 2002'. The elements of this work included the following:

- An Initial Appraisal involving a review of archive material to assess in-situ construction details and previous inspection reports;
- Condition Survey and Structural Investigation which included site and laboratory testing of the concrete elements characterise properties and condition;
- Structural Appraisal an evaluation of the structure via desk study and calculations;
- Recommendations for prioritised remedial actions and maintenance works; and
- Recommended inspections, assessments and maintenance regimes.

This report provides recommendations for the immediate actions (Table 1.1), and sets out further analysis that is required to optimise the future management of, and expenditure on this structure.

The regimes for daily surveillance, routine inspections, special inspections and appraisals, including maintenance and repair guidelines, are set out in Table 8.1 of this report.

1.2 Condition Survey and Structural Investigation

The main high and medium priority defects and actions noted were:

- Extensive spalling to the concrete deck (especially on lower level) and soffit, resulting primarily from chloride-induced reinforcement corrosion, and requiring repair and future enhanced protection.
- Stair tower glazing systems extensively deteriorated and in need of substantial refurbishment and repair.

1.3 Structural Appraisal

There is no evidence of any structural distress that could be caused by inadequate capacity of the members.

The deck members are broadly adequate given the uncertainties that arise in the method of construction (propped or unpropped), and rigidity of connections to the columns.

Despite absence of any structural distress, we are unable to prove conclusively that any of the columns are adequate and would suggest invasive investigations be carried out to establish concrete and steel strength.

Three historical drawings referred to in the Blue Sky report are to be found and others searched for, This will be immensely beneficial in reducing the cost and potentially harmful effect of invasive investigations.

1.4 List of Actions

The recommended maintenance works are given in Table 1.1 for Option C:

TABLE 1.1 Summary of Maintenance Actions for Option C

Item	Priority	Maintenance action	Cost (£)
1	High	Investigations to determine the condition of the spalling concrete framework to the staircase. Access cost included.	£5,500
2	High	Replacement of roof-level expansion joints	£32,000
3	High	Install additional handrailing to stairwells	£5,000
4	High	Thorough refurbishment of the Staircase patent glazing	£18,000
5	High	Thorough repair of the Staircase concrete element defects as seen	£9,500
6	High	Thorough refurbishment of the Staircase brickwork	£6,500
7	High	Application of anti-carbonation coating to the external concrete	£6,000
8	High	Cost of scaffolding access to Staircase externally (for above items)	£7,500
9	High	Replacement of below roof-level movement joints	£9,000
10	High	Replacement of roofing material to staircases and lift core roofs	£5,000
11	High	Concrete deck replacement Levels 1A, 2B and 2A, plus line marking	£600,000
12	High	Deck concrete repairs	£33,932
13	High	Soffit & upstand concrete repairs	£32,993
14	High	Lining	£14,746
15	High	Install new perimeter vehicle barriers (long elevations)	£179,511
16	High	Install new internal vehicle barriers	£112,199
17	High	Application of high quality deck coatings	£498,078
		Total	£1,575,459

Introduction

2.1 Background

CH2M HILL/Jacobs was appointed by Bristol City Council (BCC) to undertake a study to provide the necessary baseline information and determine the maintenance and inspection requirements of the structure and fabric for the West End MSCP, to allow the development of a Life Care Plan (LCP).

A survey of the current condition of the infrastructure was required to help preserve and enhance safety, functionality and future revenue, and identify and address any related health and safety concerns. Of particular concern to BCC is identification of failures of the structure, including spalling, pot holes and any other risks to customers / the general public, and managing the risk of closure due to structural defects.

BCC also wishes to introduce additional CCTV, paint the stairwells and have proprietary coatings for the decks, lift lobbies and stairs. The overall purpose of this commission is to assess current condition and identify, specify, and supervise works to be undertaken by others in order to meet BCC's aspirations.

2.2 Scope

The scope of the study was in accordance with the guidance detailed in the Institution of Civil Engineers (ICE) publication titled "Recommendations for the inspection, maintenance and management of car park structures", first published in 2002. This is summarised in Section 2.3.

Based on the Initial Appraisal, Condition Survey, Structural Investigation and Structural Appraisal, recommended actions in terms of remedial works, further inspection and assessment have been set out to enable the management of the structure in accordance within the ICE Guidelines.

These works were initiated with on-site visual inspection for the Condition Survey and intrusive sampling for the Structural Investigation.

This document presents the necessary information to form a LCP for West End MSCP.

The scope includes the inspection and proposals for the following items:

- Concrete Condition (Ceilings, ramps, decks, pillars, stairwells, walls, fascia panels to decks)
- Drainage
- Curtain wall glazing (Southern stairwell)
- Crash Barriers
- Entry / Exit layout from Jacobs Wells Rd
- Level 2 Entry / Exit bridge (provided in a separate Principle Inspection report)
- Deck Surfaces
- Hand rails within stairwells
- Lift motor room structure
- Aesthetic upgrade of external elevations

Excluded are:

- Electrics
- Toilets

- Topographic, surface & soffit levels survey
- Ground floor areas occupied / operated by BCC
- Creation of AutoCAD drawings

2.3 Requirements of the ICE Guidelines

The requirements detailed in the ICE Guidelines clearly sets out the responsibilities of the asset owner/operator in terms of maintaining their structure in a safe and serviceable condition.

The Guidelines set out how this can be achieved in a process called Life-care planning. One of the key aspects of this process is ensuring that the safety and serviceability of the structure is verifiable and that evidence of this action is contained in a specific file relating to that facility.

The Guidelines state that the development of a Life-care Plan is based upon a review of the existing records of previous maintenance and repair works, inspection reports and structural appraisals. It is stated that the plan should identify the need for immediate actions and plan for scheduled actions such as further surveillance, inspection or repair, as necessary to implement the overall plan. In this manner, the risks posed by aging structures can be properly managed and major disruption through un-planned emergency repair works is avoided.

The document also recommends that the Owner/Operator of the asset should appoint an experienced Chartered Engineer to advise on structural safety, inspection and maintenance of each existing structure.

The ICE Guidelines introduces specific terms and actions which are used in this report. These are as follows:

Initial Appraisal

The Initial Appraisal is centred upon checking existing records for completeness and detailing specific needs in terms of further inspection and maintenance by a desk study of records prior to the Condition Survey.

Condition Survey

The Condition Survey is a detailed visual examination of the structure to identify structural form, general material condition and to identify areas worthy of further examination.

Structural Investigation

The findings of the Condition Survey are used to plan the Structural Investigation, which is aimed at deriving the material condition at specific structurally vulnerable positions and/or to record parameters such as cover, carbonation depth, chloride contamination, material strength and reinforcement corrosion activity.

Structural Appraisal

A Structural Appraisal considers the integrity of the asset in terms of its residual load capacity, particularly at vulnerable positions which may exist as a result of inadequate design, inappropriate repair or material deterioration. This appraisal should address the main structure as well as the adequacy of edge barriers.

Maintenance and Repair

2-2

The need for Maintenance and Repair will stem from the previous surveys, inspections and appraisals and should be planned and executed in a timely manner, ensuring a solution that is both affordable to the client and correct for the extent of deterioration encountered.

Typical recommendations for the content of the LCP is detailed below although this may need amendment depending on the individual circumstances, and upon the recommendations of the Engineer,

- Daily Surveillance, usually by operations staff
- Routine Inspections, typically every 6 months
- Periodic Initial Appraisal and Condition Survey of key components, including cladding and edge protection, prompting Special Inspections as required at intervals of less than 8 years
- Structural Appraisal at intervals of not more than 16 years¹

Maintenance and repair works are carried out as circumstances dictate as and when instructed by the Owner/Operator, including routine and protective/preventive works and the recording thereof.

-

¹ IICE, 2002 footnote 'd' given below Table 5.1 on Page 14 states that 'Shorter intervals than the maximum values given are likely to be appropriate. The Engineer should advise the Owner/Operator taking into account the condition of the car park structure and the defects known to be present'. Given the age and current condition of West End MSCP 5 years and 10 years are deemed appropriate for the condition surveys and structural appraisals respectively.

Description of the Structure

3.1 Orientation

West End MSCP lies with its long axis running in a Northeast to Southwest orientation. For the purposes of this report, and consistency with previous reports, the elevations are distinguished as follows:

- North East elevation (approximately 35m length)

 facing the bridge access from Upper
 Berkeley Place, and the Triangle beyond.
- South East elevation (approximately 80m length) facing the B4466 Berkeley Place and QEH.
- South West elevation above the car rental facility and facing Burton Court.
- North West elevation facing the Liberty Park residence (converted historic cathedral).

Plans and elevations are provided in Appendix A.

3.2 Components and arrangement

West End Multi Storey Car Park dates from approximately 1966 and has approximately 525 spaces. It is a split-level structure with 14 different levels above Ground level, as follows: 0 (the lowest level, with 2-way access via Berkeley Place at ground level, and rising as a ramp at the rear north west elevation upwards), 1B (with a horizontal deck extending along the whole front, south east elevation), 1A (with a ramped deck extending along the northwest elevation), 2B (with a horizontal deck and two-way access to the bridge off Upper Berkeley Place), 2A (ramped deck), 3B (horizontal deck), 3A (ramped deck), 4B (horizontal deck), 4A (ramped deck), 5B (horizontal deck), 5A (ramped deck), 6B (horizontal deck), 6A (ramped deck at roof level), 7B (highest level, roof-level horizontal deck). Ground level sits below level 1B, and is occupied by Europcar (southern end), the Bath Store (northern end) and a number of plant rooms, attendant's office and toilets (central section).

The car park is composed of steel columns and beams encased in concrete. The decks are of reinforced concrete. Vehicle and pedestrian restraint to the exterior elevations is provided by precast concrete parapets that were stitched to the insitu-concrete deck. The interior restraint is provided by steel barriers. There is a transverse movement joint across the middle of the car park, separating each ramp and horizontal deck level into 2 sections.

There is a central stair and lift tower, and a stair tower at the southeast corner. Both towers serve all levels. Vehicle circulation is via two-way aisles with an aisle width of 6m.

The columns, soffits and interior walls are painted. There is a mastic asphalt coating to Level 1B. The remaining decks are bare concrete with the exception of the roof level decks (6A and 7B).

The south west end has been enclosed from Ground level to Level 6B by cavity walls. The south east, north west and north east elevations remain open to the elements between the top of the parapets and the soffit. There is a galvanised steel security mesh along the west elevation at Level 0.

Initial Appraisal

The Initial Appraisal comprises a desk study of the existing available records. The available documents relating to West End were collated by BCC and provided to CH2M HILL/Jacobs. A summary of the review is presented in the following sections. The information is dominated by the most recent Structural Appraisal Report by Blue Sky Consultants, February 2012.

4.1 Drawings

Blue Sky prepared basic floor layouts in CAD, but these drawings were 'not based on a dimensional survey and should not be relied upon for accuracy.'

Blue sky consultants Drawings:

```
11019/20 West End Car Park Bristol: Defect Location drawing level 0-1B, November 11
11019/21 West End Car Park Bristol: Defect Location drawing level 1A-2B, November 11
11019/22 West End Car Park Bristol: Defect Location drawing level 2A-3B, November 11
11019/23 West End Car Park Bristol: Defect Location drawing level 3A-4B, November 11
11019/24 West End Car Park Bristol: Defect Location drawing level 4A-5B, November 11
11019/25 West End Car Park Bristol: Defect Location drawing level 5A-6B, November 11
11019/26 West End Car Park Bristol: Defect Location drawing level 6A-7B, November 11
11019/DR01 West End Car Park Bristol: Drainage Survey Undertaken by PlumDrain
11019/EA1 West End Car Park Bristol: Existing Arrangement 1 (deck and parapet cross section)
11019/EA2 West End Car Park Bristol: Existing Arrangement 2 (deck and wall cross section)
11019/EA3 West End Car Park Bristol: Existing Arrangement 3 (vehicle restraint and handrail,
elevation)
11019/EA4 West End Car Park Bristol: Existing Arrangement 4 (bridge deck, section)
11019/EA5 West End Car Park Bristol: Existing Arrangement 5 (railings, elevation))
11019/T01 West End Car Park Bristol: Testing Locations Level 0-1B
11019/T02 West End Car Park Bristol: Testing Locations Level 1A-2B
11019/T03 West End Car Park Bristol: Testing Locations Level 2A-3B
11019/T04 West End Car Park Bristol: Testing Locations Level 3A-4B
11019/T05 West End Car Park Bristol: Testing Locations Level 4A-5B
11019/T06 West End Car Park Bristol: Testing Locations Level 5A-6B
11019/T07 West End Car Park Bristol: Testing Locations Level 6A-7B
```

Blue Sky consultants also reported 'Some existing drawings are known to be held by Bristol City Council', listing the following (which have not been made available in 2017/8):

• City and County of Bristol City Engineers Office – Sheet No 2 "Ground Floor Plan" dated June 1966 (A3 paper copy).

- City and County of Bristol City Engineers Office Sheet No 7B "1/16th Scale Elevations and Sections" dated February 1967 (A3 paper copy).
- City and County of Bristol City Engineers Office not numbered "Typical Floor Plan" dated 12 December 1968 (A3 paper copy).
- Hydrock Consultants C/232/002 "Bridge Elevations" dated 14 November 1997.

4.2 Structural and Testing Reports

Blue Sky reported they received paper copies of the following previous reports:

- Mouchel Parkman report "West End Multi-Storey Car Park Structural Survey Report 2004" dated February 2005.
- Mouchel Parkman report "West End Access Bridge Structural Survey Report 2004" dated February 2005.
- Martech Technical Services Limited report "Concrete Condition Testing on West End MSCP, Bristol" undated but referring to testing in March 2007 (part copy of report only).

The above documents were not provided to CH2M. We have reviewed the Structural Appraisal Report by Blue Sky Consultants, February 2012 (ref 11019/JC/LH/20.2.12 20). The relevant information in these reports is summarised below as *italicised* extracts:

4.2.1 Mouchel Parkman West End Car Park Structural Survey Report 2004/2005

'The report identifies itself to be the latest in a series of annual reports undertaken between 1998 and 2004 and, consequently, is able to identify any changes and deterioration in the various defects noted.

The report identifies several areas of hairline cracking, spalling concrete and occasional exposed reinforcement and recommends repairs to the latter. We would expect much of the cracking to be due to early age shrinkage of the concrete or long-term settlement/deflection of the concrete elements. This appears to be in agreement with the reports findings in 2005. Of greatest significance is that none of the defects is reported to show significant deterioration over the years inspected.

The report refers to concrete testing carried out in 1995 but the results are not included.'

4.2.2 Part copy of Martech Concrete Testing on West End MSCP, Bristol – March 2007

'Parts of the report provided to us indicate concrete testing results for carbonation, chloride ion content and half-cell results carried out in 2007. These are discussed below:

Carbonation

Carbonation results in the multi storey car park appear to have generally increased compared against test results under this Appraisal (reference 9.2.3). Mean carbonation in the decks has increased from 12mm to 36mm, in parapets from 7mm to 45mm and in the soffits from 12mm to 25mm. If these results are correct this represents a significant increase in carbonation over a four year period.

Chloride ion content

Chloride ion results are stated as being based on an assumed 14% cement content.

The results indicate high chloride percentage in the decks, with the highest readings being found at 25mm to 50mm depth. This broadly matches our testing undertaken as part of this Appraisal (reference 9.2.4). It is not possible to make a direct comparison between the 2007 results and our own recent testing as the chloride ion content fluctuates greatly with location. We note, however,

that the maximum recorded value in the deck has increased from 1.15 to 1.21, in the soffit increased from 0.24 to 0.49, and in the parapet decreased from 0.24 to 0.17. These results must also be considered in conjunction with the change in cement content.

Half-cell potential

The 2007 report includes the half-cell potential test results for 20 locations in the decks. Of these, 20 results showed voltages to be sufficiently negative to indicate a greater than 90% chance of active reinforcement corrosion. These results do not compare to our own tests undertaken as part of this Appraisal, all of which show less than 10% of active reinforcement corrosion (reference 9.2.6).'

4.2.3 Mouchel Parkman report "West End Access Bridge Structural Survey Report 2004" dated February 2005

This relates to the access bridge and is reported on separately in the CH2M/Jacobs Principal Inspection Report (2018).

4.2.4 Blue Sky Consultants, February 2012

In 2012, the condition was reported as follows:

'Frame: Concrete encased steel beams on concrete encased steel columns. Clear span frames at 4.8m centres. Condition generally good.

Columns: Concrete encased steel columns. Condition generally good although regular tension cracking in external face.

Beams: Concrete encased steel downstand beams cast with deck. Condition generally good.

Floors: Generally adequate. Insitu concrete decks 175mm thick. Many patch repairs and areas of spalling on lower decks. Spalling at edge of movement joint throughout. No significant delamination, other than those areas of spalling, etc, recorded on the Defects Drawings.

Soffits: Generally good with few areas of spalling requiring repair.

Cladding: Partial brickwork cladding in acceptable condition but requires improved restraint.

Expansion Joints: Failed through all decks except Level 1B (over occupied area).

Pedestrian restraint: Perimeter rails have no mesh infill. Split level barriers have no infill and are climbable.

Roof: Waterproofing nearing end of life. Movement joint leaking.

Brickwork: Generally acceptable. Unprotected masonry around both stair enclosures. Internal masonry adequate but unprotected. External masonry (south gable) generally acceptable but requires improved restraint and barrier protection

Barriers: Car Park – Precast concrete upstand parapets inadequate for vehicle impact at end of aisles. Access Bridge – Steel railings inadequate for vehicle impact. Access Bridge – Barrier fixing bolts corroded. Car Park – Precast parapet upstands generally adequate except at ends of aisles. Access Bridge – Edge barrier inadequate.

Medium level of spalling in decks. Low level of spalling concrete at height. Low risk of spalling/falling concrete.'

Defect schedules were also prepared, showing defects by level, as follows:

Deck Defect Schedule

- Level 6B: 12no. defects (one 1300mm x 250mm)
- Level 5A: 10no. defects (all <150mm x 400mm)

- Level 5B: 12no. defects (one 3000mm x 1200mm)
- Level 4A: 22no. defects (one 2500mm x 1300mm
- Level 4B: 8no. defects (one 1200mm x 7500mm)
- Level 3A: 13no. defects (three with dimensions >1000mm)
- Level 3B: 19no. defects (one 4300mm x 600mm)
- Level 2A: 30no. defects (five with dimensions ≥1000mm)
- Level 2B: 40no. defects (eight with dimensions ≥1000mm)
- Level 1A: 52no. defects (seventeen with dimensions ≥1000mm)
- Level 0 (access/egress ramp) 6no. defects

Soffit and Column Defect Schedule

- Level 6b/5a Soffit and Column Defect Schedule: 23no. defects
- Level 5b/4a Soffit, Beam and Column Defect Schedule: 22 no. defects
- Level 4b/3a Soffit and Column Defect Schedule: 16 no. defects
- Level 3b/2a Soffit, Column and Wall Defect Schedule: 34 no. defects
- Level 2b/1a Soffit and Column Defect Schedule: 20 no. defects
- Level 1b/0 Soffit Defect Schedule: 34 no. defects

Sketches of the breakouts were included, as follows:

- 11019/B01 Parapet Upstand Breakout, showing 10mm rebar, twisted, with 58mm cover
- 11019/B02 Deck Over Primary Beam (Parking Bay) Breakout, showing 12mm ribbed bar with 45mm cover, and 10mm ribbed bar behind
- 11019/B03 Perimeter Column Breakout, showing 90mm cover to the approximately 200x200 steel column
- 11019/B04 Beam Breakout on Primary Beam, showing 22mm bottom flange with 45mm cover
- 11019/B05 Cantilever Deck Breakout, showing 12mm ribbed rebar at 45mm cover
- 11019/B06 Deck Soffit at Mid Span Breakout, showing 12mm ribbed bar at 22mm cover and 10mm ribbed bar behind
- 11019/B07 South Elevation Upstand Wall Breakout, showing 12mm ribbed bars with cover
 62mm
- 11019/B08 North Elevation Upstand Parapet Breakout, showing 10mm twisted bars with 65mm cover
- 11019/B09 Access Bridge Soffit, showing 38mm plain bar at 42mm depth

The report also refers to the results of testing, 'Ian Farmer Associates dated January 2012 (report reference 19650) which includes all relevant test certificates. This report is held by Blue Sky Consultants and is available for inspection on request'; a H&H (Heath and Hardie Geosciences Ltd) Petrographic Examination of Concrete, which shows concrete taken from Level 5B was in a generally sound condition but carbonation to a depth of 30mm; and a Plum Drain Drainage Survey Report.

The report also included Appendix J - 'Life Cycle Costs', which recognises that some maintenance items and costs could be periodic and repeated.

We note from the image in this report that at September 2011 the columns within the car park were painted, but we are unable to confirm whether the beams and slab soffits were painted at that time (they were painted when observed by CH2M in 2017).

4.3 Asbestos Survey Report (October 2011)

A single asbestos survey was provided: 'Refurbishment survey report, assessment and register of asbestos containing materials at the lift shaft, West End car park, Jacob's Wells Road, Bristol, for BCC: 1473.213 October 2011', by Enquin Environmental Ltd

This report states that 'All reasonably accessible areas of the lift shaft were surveyed' and identified string as an asbestos containing material (ACM). The string was tied to cables within a conduit in Lift Shaft 1, and assumed to be present within conduits in the other lift shafts (2 and 3).

4.4 Gaps in the information

The original (1966) as-built drawings and structural design calculations were not available for review, nor were reports from between 1995 and 2008. No asbestos survey information has been provided other than that for the lift shaft. Known reports may have gone missing. Blue Sky consultants may still have access to some originals. Of particular significance is the absence of any Blue Sky structural appraisal calculations; whilst the 2012 report text is available, detailed appended information is missing.

4.5 Information generated in this commission

4.5.1 Drawings

Plans and elevations of the car park have been developed by CH2M based on the 2012 Blue Sky drawings (which were in turn based on earlier drawings). Locations of defects in the reinforced concrete components have been marked on these, and are provided in Appendix A, and include the following:

TABLE 4.1 **Drawing Register**

Drawing Number	Drawing Description		
673846-WE- 000	West End - Location Plan		
673846-WE- 001	West End - Location Plan - Site Plan		
673846-WE- 101	West End - Level 0, Staircase Defects Location		
673846-WE- 102	West End - Level 0 - Entrance/Exit, Defects Location		
673846-WE- 103	West End - Level 0 - 1B, Staircase Defects Location		
673846-WE- 104	West End - Level 0 - 1B, Defects Location		
673846-WE- 105	West End - Level 1A - 2B, Staircase Defects Location		
673846-WE- 106	West End - Level 1A - 2B, Deck Defects Location		
673846-WE- 107	West End - Level 1A - 2B, Soffit and Upstand Defects Location		

TABLE 4.1 **Drawing Register**

Drawing Number	Drawing Description
673846-WE-108	West End - Level 2A - 3B, Staircase Defects Location
673846-WE- 109	West End - Level 2A - 3B, Deck Defects Location
673846-WE- 110	West End - Level 2A - 3B, Soffit and Upstand Defects Location
673846-WE- 111	West End - Level 3A - 4B, Staircase Defects Location
673846-WE- 112	West End - Level 3A - 4B, Deck Defects Location
673846-WE- 113	West End - Level 3A - 4B, Soffit and Upstand Defects Location
673846-WE- 114	West End - Level 4A - 5B, Staircase Defects Location
673846-WE- 115	West End - Level 4A - 5B, Deck Defects Location
673846-WE- 116	West End - Level 4A - 5B, Soffit and Upstand Defects Location
673846-WE- 117	West End - Level 5A - 6B, Staircase Defects Location
673846-WE- 118	West End - Level 5A - 6B, Deck Defects Location
673846-WE- 119	West End - Level 5A - 6B, Soffit and Upstand Defects Location
673846-WE- 120	West End - Level 6A - 7B, Staircase and Lift Room Defects Location
673846-WE- 121	West End - Level 6A - 7B, Defects Location
673846-WE- 122	West End - North West Elevation, Defects Location
673846-WE-123	West End - South West and North East Elevation, Defects Location
673846-WE-124	West End - South East Elevation, Defects Location
673846-WE- 125	West End - Drainage Inspection
673846-WE- 125	West End - Drainage Inspection
673846-WE-XX1-Rev A	Entrance re-design preferred option for re-modelling access and egress

4.5.2 Test data

4-6

The chloride test data are included in Appendix B.

4.5.3 Digital images

There are a series of digital images and digital video files which illustrate condition resulting from the inspections undertaken by CH2M. These are not included but are available to BCC on request.

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5.1 Approach

The condition survey involved a visual inspection using the plans and elevations of the car park to assist in recording defects. All works were undertaken by a team of at least two inspectors. The following sections provide a summary of the features and conditions found in 2017/8, and are presented by structural component or part or by the functional activity required.

5.2 Structural frame

5.2.1 Columns and beams

The car park is composed of steel columns and beams encased in concrete. Columns are located every two parking bays (approximately 4.8m centres) and support downstand beams clear spanning each split level. Columns are typically 375mm by 375mm section size and the downstand beams 670mm deep by 375mm wide.

There are four lines of columns in the northwest/southeast orientation, spaced at approximately 4.85m centres. These support a total of 12no. beams (spanning transversely, northeast/ southwest) at each level. The beam/column connection at the turning areas at the far ends of each level are slightly more complex due to the off-set levels and arrangement of the longitudinal and transverse beams.

The columns and beams are painted white (see Figure 5-1). The coating is typically in good condition. There are a small number of defect in the beams and columns that relate to, or appear to relate to corrosion of embedded reinforcement. However, there is no evidence of distortion or significant structural damage, with the exception of one location affected by spalling at the southern stairwell (Figure 5-2). The damage here is historic and has been treated by installation of a square section steel prop. In 2017/18 the exposed reinforcement was covered over by a repair mortar.

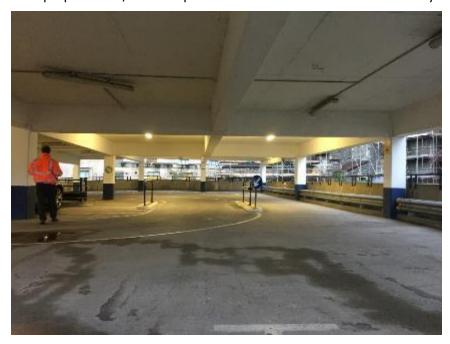


Figure 5-1. Structural arrangement
Typical slab, column, beam, and soffit arrangement (at northeast end of car park)



Figure 5-2. Column at south corner of car park, Level 6B

Open spalling to the column with reinforcement corrosion and existing steel prop in place.

5.2.2 Walls

Most elevations of the car park are bounded by pre-cast concrete units joined to the deck slabs. There are infill cavity walls to the southwest elevation. The walls are full height (floor to ceiling), and span between the columns and the car park slabs. They are of cavity construction, with blockwork inner leaf and brickwork outer facing.

There are also concrete block walls at the stairwells and lift core.

The arrangement means that there is no formal longitudinal or transverse bracing or shear panels and, as reported by Blue Sky, "stability appears to be provided by a combination of the central stair core and the beam to column connections and the insitu deck slab to beam connections".

The southwest elevation can be inspected from the car parking areas to the residential properties behind Burton Court (see Figure 5-3). The brickwork was placed directly on top of the perimeter of the reinforced concrete deck slabs and the external face is nominally flush with the deck. There is minor irregularity to some courses, apparently most commonly at the bottom and top of the lifts. For the main part, the external brickwork appears in acceptable condition. There is some vegetation (ivy) growth at the west corner of the face, which may in the long term contribute to deterioration.



Figure 5-3. Southwest elevation

External brickwork off reinforced concrete decks in acceptable condition



Figure 5-4. South corner elevation

Note repairs to brickwork close to the glazed stair tower

There are some defects visible in the external brickwork at the south corner by the south stair tower (see Figure 5-4). These appear to have been repaired by re-pointing, or re-building sections of the wall. The defects appear to have been related to movement of the structural frame at the stairwell, and may relate to thermal movement at the south corner of the building. The condition of the wall should be monitored and inspected at touching distance when the glazing and stairwell structural frame are next inspected using external access.

5.2.3 Ground bearing slabs

Part of the ground floor concrete slab is visible at the southwest end of the car park in the area occupied by Europear. No defects were recorded in this area. The ground level slabs to the northeast area occupied by the Bath Store are not visible; these are tiled over.

5.2.4 Suspended slabs

The beams support an insitu concrete deck of 175mm depth.

The appearance of the top surfaces at each floor are as-expected for a multi-storey car park of this age, with a significant amount of texture remaining from the original concrete construction, plus abundant evidence of road grime, oil and tyre markings. The white lining (delineating turning circles and parking bays) are typically worn.

The condition of the concrete is generally poor particularly on the lower levels. There is extensive spalling in the top surface, resulting in open spalls, unravelling of the surface, and some 'hollow' sounding incipient spalls, with the worst areas being on 1A, 2B and 2A. Some areas of deck contain multiple defects in the same vicinity and it is anticipated that it would be difficult to repair each in isolation (see Figure 5-5). The defects appear to relate to corrosion of embedded reinforcement; this is supported by the high chloride levels found in the decks.



Figure 5-5. Spalling to lower level deck Multiple phases of repair to the deck in the turning area over an extensive area

There are also cracks prevalent in the deck slab. These tend to radiate from columns, and are noted in the soffits as well as the top surfaces of the slabs. Commonly there are continuous cracks between columns along the sides of the car park decks, at the outermost (cantilevered) section (see Figure 5-6).

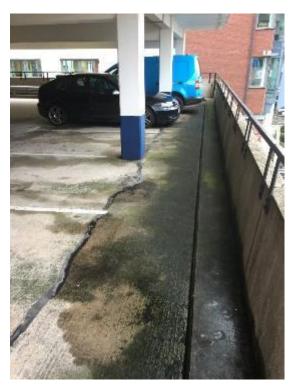


Figure 5-6. Southeast side of the car park looking toward the east corner of the car park Note continuous crack in deck spanning between columns, sealed with bituminous material

5.2.5 Waterproofing

The roof decks (Levels 6A and 7B) are coated with a bituminous material which appears worn but remains largely intact. This was previously reported by Blue Sky (2012) to appear generally water-resistant with only a few locations of water ingress, but approaching the end of its life. The roof-level waterproofing appears little different some five years on, and is apparently largely still functional (see Figure 5.7).



Figure 5-7. Northeast corner of the car park, Level 7B Worn area of bituminous surfacing material

The deck of Level 1B is situated above the occupied or utilised areas of the ground floor. The deck is coated with mastic asphalt. Whilst the mastic asphalt layer is generally intact there are some locations where it is blistered or worn to the point where bare concrete is visible. Some localised

patching of the mastic asphalt may be required in the coming years to maintain a high degree of water resistance.

The disabled parking bays on Level 1A have a deck coating in blue/white which is delaminating from the concrete substrate in places. We estimate that around 5% of the coating has failed.

5.2.6 Movement Joints

The car park contains a single transverse expansion joint located to the south of the main stair and lift core. This divides the structure in two, comprising 7-spans to the south of the joint and 9-spans to the north.

At roof level the joint has a raised profile and is covered with the bituminous surfacing (see Figure 5-8). However, there are crack-like partings parallel to the joint through which rainwater can penetrate, and the joint is not fully water-resistant.



Figure 5-8. Roof-level (7B) expansion joint

Note raised profile to the joint and multiple transverse cracks in the bituminous surfacing material

At the intermediate deck levels the joints are approximately 20mm wide and mastic-filled. There is clear evidence of water ingress through the joints, and it is suspected that the sealant has failed in numerous locations. Figure 5-9a shows evidence of seepage at the soffit, and Figure 5-9b shows that there is a rope-like material sagging from the joint. This is likely to have been part of the original joint filling media, and it is recommended this is inspected by a specialist company to assess its composition.



Figure 5-9a (left) and 9b (right). Expansion joint at columns and soffit, intermediate level Note mastic-like sealant between the columns and rope-like infill to the soffit joint.

5.3 Lift and stair enclosures

5.3.1 Arrangement of enclosures

The main stairs and the lifts are located in an enclosure in the centre of the car park. The enclosure serves each split level (secondary stairs provide access to the rear 'A' decks). The main stair tower is constructed of brickwork and 9" blockwork panels built within the steel and concrete frame.

A second stair-only enclosure is located at the southeast corner. The enclosure is formed with brickwork walls separating it from the parking decks and single glazing to the two external elevations.



Figure 5-10. Main stairs at Level 6A Note painted floor, anti-slip nosings to the treads and stalagmites forming below leaking concrete roof.

The stair flights and landings for both stairwells are of precast concrete (see Figure 5-10) with painted steel handrails. The walls, ceilings and landings are painted. The stair treads have high friction edgings /nosings.

5.3.2 Lift motor room and roof

The lift motor room is accessible via a locked door from the top deck of the car park, accessed from the painted metal stairs on Level 6A. The room is constructed from a reinforced concrete frame (beams, columns and roof slab) with walls of blockwork and brickwork. The room showed no evidence of water ingress although there is incipient and open spalling to the soffit slab that appears to relate to low cover reinforcement corrosion.

Externally the roof comprises a covered concrete flat roof with perimeter upstands in concrete, with an attached lightning strip (see Figure 5-11). The roof appears to be covered with overlapping rolls of a sheet membrane, with additional lapping at the upstands, with a partly degraded white or silver painted coating.



Figure 5-11 Lift motor room roof
Roofing material in good condition and standing water from file GOPR0424

5.3.3 Main stair roof

The main stairwell roof consists of is at a lower level to the lift motor room roof. It is a horizontal flat roof bounded at the perimeter by a low upstand, as shown in Figure 5-12. The roof and low upstands are covered with what appears to be sheets of a dark grey roofing product, which may have been finished or coated in the past with a silver or white layer (presumably a solar reflective treatment).

The roof covering appears to be generally in good condition, with a few circular and linear blister-like features. However, leaks from the soffit were found inside the stairwell (above the main landing and above the secondary stairs) indicating that there are defect in the roof waterproofing which were not apparent from the outside.

There is an outlet at the southeast corner of the lower flat roof section, providing drainage to a hopper and downpipe.



Figure 5-12 Main stairwell roof *Roofing material in good condition and standing water from file GOPR0423*

5.4 Stairs at south corner

5.4.1 Concrete stair units

The full-height staircase, to the southeast corner of the car park (Figure 5-13), comprises of pre-cast concrete stairs and integral landings (215mm thick), resting on the car park framework at each floor level. They incorporate yellow paint applied non-slip nosings.



Figure 5-13 Location of south stairwell (ringed)
Stairwell at southeast corner of West End MSCP

Where the landings abut the staircase walls, they are sealed and the landings generally painted. Along the stringers (sides) of the staircases, they do not abut the perimeter walls to all sides, allowing cleaning surface water and the like to cascade over and onto the staircase glazing and walls,

causing staining and premature deterioration of the brickwork and concrete elements enclosing the staircase. It would be prudent to review this design and perhaps allow for edge protection to the exposed stringers to limit future soiling and corrosion.

In addition to the above, it would be beneficial, from a cosmetic point of view, to paint all the stairs, if only to allow deeper cleaning when soiled. In addition to the above, it would be beneficial, from a cosmetic point of view, to paint the stairwells (walls and soffits).

Painted steel balustrades are bolted to the staircases. These appear to be in average condition and would benefit from cleaning as a minimum and re-coating in some locations.

The handrailing is discontinuous on the 'outer' perimeter of the stairwell at the internal brickwork wall. Absent sections could to be readily added.





Figure 5-14 Internal views of stairwell

Views toward the southwest, illustrating façade glazing, handrails, stair units, structural frame and brickwork

5.4.2 Facades

The south staircase to this car park is mostly clad with aluminium patent glazing, fixed to a reinforced concrete supporting framework. There are brick apron panels to the landings and to the entire ground floor.

The patent glazing system is considered to be original and comprises of:

- Aluminium transoms and mullions
- Single glazing with rubber gaskets to the framework
- Reinforced concrete supporting framework

Overall, the glazing system is tired and damaged in part, with local areas of water ingress evident. One panel is missing and replaced with plywood. We noted that the glazing and bead sealing compound is generally beginning to extrude and crack and in time further water ingress will occur. The surface coating of the exterior is generally heavily soiled and faded. The expected serviceable life therefore, before major refurbishment is required, is less than five years.

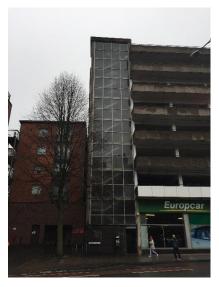




Figure 5-15 External views of stairwell Views illustrating façade glazing, stair units, structural frame and brickwork

In light of the above, the glazing system is in need of substantial refurbishment and repair within the next 12-24 months we suggest. Given the extent of the work required in terms of labour and storage, plus the general poor cosmetic appearance of the system installed, consideration should be given to replacing all of the façade glazing systems. New systems are likely to have a payback period of five to 10 years, given the life of the existing system and the need to continually maintain.





Figure 5-16 Internal views of façade

Views illustrating deterioration of glazing beads and seals and an example of spalling to concrete framework

The concrete supporting framework appears to be in fair to poor condition. Local cracking, expected to be the result of reinforcement corrosion, is evident in areas and repairs are now required. It may be that carbonation is occurring and the corrosion exacerbated by the use of cleaning agents to the staircase - further investigations are recommended for this year and consideration given to the use of anti-carbonation coatings applied as part of any remedial works, to reduce the deterioration of the reinforcement further.

Heavy efflorescence (salt staining) is evident at ground floor level and we suspect that cleaning agents may be the cause of this problem. Local cleaning of brickwork and repairs and repointing will be required.

5.4.3 Stair tower roof

At roof level (Level 7B) the stair tower is enclosed to the northeast and northwest by brick walls. There is a concrete beam atop the wall, which extends above roof level as an upstand. There is a lightning tape attached to the perimeter upstand. The tape is detached in the south corner.

The roof is a simple flat roof of concrete coated with what appears to be a multiple strips of a thin (<5mm thick), dark grey, bituminous system, possibly some form of bituminous felt. Only 20% to 30% of the surface is visible as the remainder is covered with moss-like vegetation and small stones (presumably loose felt-chippings). Where visible, the surfacing appears to be in reasonable condition, but there appear to be tears in at the perimeter where the flat section is lapped up the internal face of the upstand.

Drainage from the flat roof is provided via a lead-lined penetration through the upstand southwest corner, draining into a hopper then downpipe. Despite the vegetation apparently impeding the drainage, at the time of the survey drainage appeared to be effective, and there was no water leakage through the roof into the stairwell.



Figure 5-16 South corner stairwell roof
Vegetated roof in degraded condition, and loose lightning strip from file GOPR0426

5.5 Foundations

The foundations are not visible without excavation, which is outside of the remit of the survey completed to date, and therefore have not been inspected. However, there is no evidence of settlement, movement or tilting of the structure.

5.6 Edge protection

5.6.1 External perimeter

The exterior of the car park is enclosed with blockwork on the southwest side, with the remaining 3 sides part open to the elements. The perimeter to these three sides is formed from L-section precast concrete panels integral with the insitu concrete deck (see Figures 5-6 and 5-17). Despite being continuously attached to the deck, the panels are separated vertically by keyed joints. The panels provide a continuous vertical parapet of 835mm above kerb level with an additional height (to 1080mm) provided by a metal hand rail.

There are numerous cracks and spalls in the outer and soffit faces of the pre-cast panels, as illustrated in Figure 5-17. These may relate to reinforcement corrosion and/or restrained thermal movement. It is our professional opinion that the parapets will deteriorate over time, as both reinforcement corrosion continues to occur in the deck and in the external faces of the parapet

units. These processes might reduce the capacity of the parapet over time. As such it may not be prudent to rely on the parapet to provide vehicle restraint function in the long term.

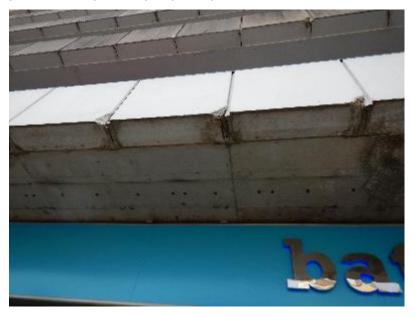


Figure 5-17 Southest (front) elevation from pavement level

Note junction between deck soffits and pre-cast panels, with spalling of concrete at some vertical joints

The northeast and southwest ends of the car park have new rigid post and rail barrier type which was installed after the Blue Sky report in 2012. The details of this should be checked to determine if the barrier installed was designed to resist the twice force loads required for ramp end barriers.

5.6.2 Internal perimeter

The internal barriers between the split levels are formed from steel C-section posts supporting Armco-type steel barrier rails at low level and a mid and top-level steel hand rail. The posts are bolted to the deck. The condition of the edge protection is generally good. There is localised corrosion of the posts, baseplates and holding-down bolts. Neither the length of the bolts nor the engagement depth is known, nor the condition of the bolts below the baseplate.

The existing edge protection does not meet current standards for the following reasons:

- the rigid post supports (steel C-sections) are incapable of accommodating the current vehicle impact loadings,
- the barriers are easily climbable, and of insufficient height, and
- the spacing between the elements permit the passing of a 100mm diameter ball, and as such the barrier fails to prevent children from accidently endangering themselves.

5.7 Drainage

The surface water drainage from the decks relies on cross-falls (and the gradient of the ramped section) to the internal edges (i.e. those between the split levels), to grates which feed down pipes. The cross-falls are not entirely continuous, and water ponds extensively during periods of rainfall, at various locations and levels, including at the internal perimeter of the B decks. There are a total of 6no. down pipes which each connect to grates at each half-deck. There are no downpipes located at the external perimeter.

The down-pipes are metallic and are coated with a black paint system in reasonable condition. At ground level they continue to a sub-surface drainage system. This was surveyed in 2011 and is shown in Blue Sky consultants drawing 11019/DR01, which shows all downpipes connected to either

a surface water or combined (foul and surface water) pipe, all eventually leading to manhole chamber close to the un-used exit ramp on Berkeley Place, and then discharging to the east. At the time of the 2011 survey, some of the manhole covers could not be lifted. In 2018, most of the visible covers could not be lifted, and one in the Bath Store appeared to have been covered by new flooring. The covers have corroded to the frames, and would need to be freed up using a combination of angle grinder, hand-tools and lifting gear.

5.8 Entry / Exit layout

The ground-level access from Jacob's Wells Road is constrained by the layout of the superstructure (i.e. the columns and beams supporting the decks above) and walls (see Figure 5-18).

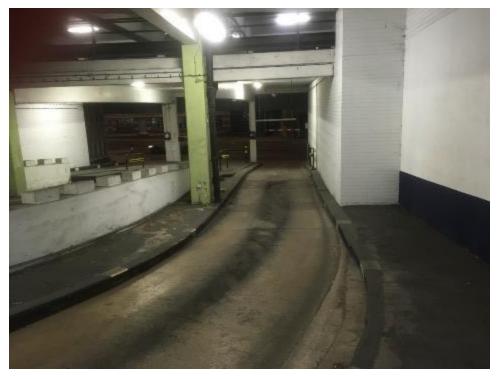


Figure 5-18 Entrance ramp
Illustrating the bottleneck formed by the retaining wall, column, down pipe, kerbs and masonry wall

CH2M have reviewed the ground floor entry/exit layout and determined that the only viable option is to move the existing kerb back. BCC have moved the kerb before and the benefits gained would be limited as the width of only one lane can be improved. The proposed arrangement is shown in CH2M Drawing 673846-WE-XX1-Rev A, an extract of which is included in Figure 5-19.

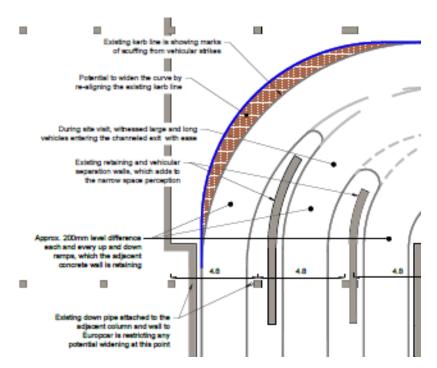


Figure 5-13 Entrance re-design *Preferred option for re-modelling access and egress*

5.9 Aesthetic upgrade of external elevations

Any upgrade to the elevations should be considered in conjunction with the agreed actions for other parts of the car park, particular those exposed to Jacob's Wells Road (notably the south stairwell glazing, its concrete support structure, the brickwork to the southwest elevation, and critically the perimeter pre-cast parapet units). Any external upgrade theme is likely to involve cleaning and potentially coating.

Structural Investigation

6.1 Approach

We understand that there are no contemporary construction drawings, structural drawings, previous records of structural appraisal, or records of maintenance and repair activity for this structure. On this basis, a structural investigation was designed and undertaken, recording parameters such as chloride ion content, cover depth, carbonation depth and compressive strength.

The structural investigation was aimed at deriving the material condition and properties so that load assessments could be undertaken, at specific structurally vulnerable positions. It was also aimed at assessing the overall condition, type and extent of deterioration, and risk of future deterioration, which are important factors in assessing the potential demand for repair and maintenance.

Is was not possible to undertaken a full assessment of all elements of the car park at all levels; columns, beams and slabs have been sampled and tested at specific locations only.

This section of the report documents the findings of the site investigation and associated laboratory testing.

CH2M HILL/Jacobs appointed a specialist contractor, EDS to undertake the sampling and testing work. Intrusive sampling was carried out at 24 locations and included:

- measurement of minimum cover depth to reinforcement;
- carbonation depth,
- incremental dust drilling for laboratory testing for chloride content, and
- 'break outs' to locally remove concrete cover to expose a reinforcing bar for calibration of instruments and visual confirmation of corrosion condition.

In addition, three, 50mm diameter core samples were also cut and removed from beam soffit, column and deck positions. These samples were conveyed to a specialist laboratory to determine compressive strength and density.

These sample and test locations are shown in Table 6.1 below:

TABLE 6.1 Chloride sample locations and results

Location reference	Level	Element	Chloride content %by weight of cement at 35-50mm depth	BRE Corrosion risk assessment
WE1	4B	Deck, bay	0.63	Moderate
WE2	4B	Deck, bay	0.87	High
WE3	4B	Deck, aisle	0.34	Low
WE4	3B	Deck, bay	0.78	High
WE5	3B	Deck, bay	1.12	Very high
WE6	3B	Deck, aisle	0.53	Moderate
WE7	2B	Deck, bay	1.80	Extremely high
WE8	2B	Deck, bay	1.65	Extremely high
WE9	2B	Deck, aisle	3.11	Extremely high
WE10	0	Entrance aisle	0.29	Low

All drilled sample holes, core holes and break-out areas were reinstated using a BS EN 1504-3 Class R4 repair material.

6.2 Record of defects

6.2.1 Visual and Hammer Tap Survey

All visible areas were checked for defects and accessible areas where defects were found were checked for debonding of the cover concrete from the reinforcing bars using a light chipping hammer and noting the audible response. A 'drummy' note indicated hollowness whilst a 'ringing' signified a sound bond to the bars.

A summary of concrete defects identified is presented in the Charts 6-1 and 6-2. Of note is the general pattern of reduction of the number of deck defects with increasing level in the car park, the large number of decst at Levels 1A, 2A and 2B, and the absence of these defects at Level 1B (coated with mastic asphalt).

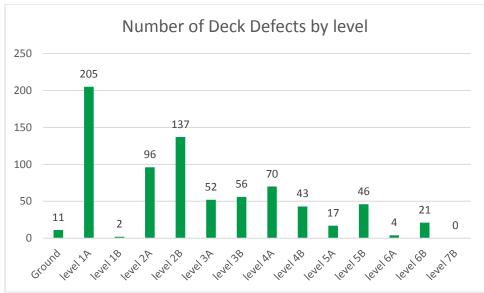


Chart 6-1 Number of defects on each deck

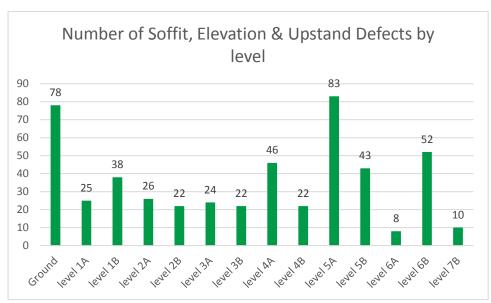


Chart 6-2 Number of soffit, elevation and upstand defects by level

6-2

6.2.2 Chloride Ion content of the decks

At deck locations (the parking bays and aisles of Levels 0, 2b, 3b, and 4b), drilled dust samples were collected using a rotary-percussive drill and large diameter masonry bit in accordance with recommendations detailed within BRE-IP 21/86.

The concrete dust was collected in approximate depth increments as follows: 5-20mm, 20-35mm and 35-50mm. The outermost 5mm was assumed to be weathered and therefore non-representative and discarded.

The dust samples were then submitted to a UKAS accredited laboratory, Quartz Scientific Ltd, for chemical analysis for determination of chloride ion content in accordance with the procedures detailed within BS 1881: Part 124. The laboratory test certificates are presented in Appendix B. The cement content is shown as 14% by weight of concrete but we have re-analysed using 20.6% as previously determined by Blue Sky (2012).

The data was assessed using the criteria given in BRE Digest 444: Part 2 for a 40 year old structure (assumed damp with pH>10), and against the threshold value above which the levels of chloride ion are considered to induce corrosion (i.e. 0.4% by weight of cement for chloride). Given its age it is feasible that cast-in chlorides are present, however, this not believed to be the case.

The data is summarised in Table 6.1 and shows significant elevations over the expected chloride content in the outer 50mm of the deck slabs. Chlorides could have originated from the use of deicing salts spread across the car park or tracked in by vehicles during winter periods.

We have also reviewed previous results for sampling and testing for chloride content. Measurements in 2012 in the deck were mostly lower that would be expected to initiate reinforcement corrosion in the 5-25mm and 25-50mm depth increments in the decks, soffits, parapets, beams and columns. Isolated high chloride values were reported in 2 deck locations on Level 2 A.

6.2.3 Compressive strength testing

No core sampling was undertaken in 2017/8. Blue Sky took samples of concrete in 2012. The data is summarised in Table 6.2.

TABLE 6.2 Compressive strength results, 2012

Location reference	Element	Density	Estimated insitu cube strength
Core – Level 2A	Deck	2410 kg/m ³	26.6N/mm ²
Core – Level 5B	Deck	2600 kg /m	27.6N/mm²
Core – Access Bridge	Column	2415 kg/m³	66.7N/mm ²

6.2.4 Cover depth

No cover work was undertaken in 2017/8. The Blue Sky data from 2012 is summarised in Table 6.3. There were 9 (out of 20) cover measurements reported at between 20mm and 30mm depth. The mean depth is therefore skewed by the deeper covers, and it is significant that many deck locations have limited (and what might be considered low) protection afforded by cover concrete.

TABLE 6.3 Cover results, 2012

20
4
20
12

6.2.5 Carbonation depth

No carbonation depth assessment was undertaken in 2017/8. The Blue Sky data from 2012 The data is summarised in Table 6.4. There is clearly some risk of carbonation-induced reinforcement corrosion for the deck slabs.

TABLE 6.4 Carbonation depth results, 2012

Element	Range, mm	Mean, mm	Number of readings
Suspended Deck	8-43	31	20
Column	5-31	52	4
Parapet/Wall	5-21	10	19
Soffit	8-41	23	12

Blue Sky reported that 'The individual test results show that the recorded carbonation depth exceeds the cover in some of the test locations...... The results indicate a Medium risk of reinforcement corrosion due to carbonation in the decks and soffits.'

Carbonation can be expected to have progressed in the deck since 2012, although not in the painted columns and soffits (assuming the coating is an anti-carbonation coating).

6.3 Discussion of main findings

6.3.1 Chlorides and deck reinforcement

In assessing likely future behaviour and maintenance demand it is important to consider the evidence of deterioration as well as the test results from past and current investigations. There is abundant evidence of low cover in the deck slabs and soffits in both. The current extent of deterioration in the decks, and apparent multiple phases of repair is concerning and indicative of historic and ongoing reinforcement corrosion. Whether this was originally carbonation-induced or chloride-induced corrosion is largely irrelevant as there are now sufficient failures in the lower deck

levels to permit ready ingress of de-icing salts and generate aggressive chloride-induced corrosion cells. As such, the decks of Level 1A, 2B and Level 2A are expected to be actively corroding, difficult to treat in isolation, and result in a greater number of spalls and potentially larger spalling areas. Corrosion may also become increasingly associated with weak points in the concrete, including the cracks visible radiating from columns or spanning between columns at the cantilever sections.

There is abundant evidence of cracking and spalling associated with the the pre-cast deck units. This may be in part related thermal movement. However, we cannot rule out the possibility of reinforcement corrosion caused by the drainage of chloride-contaminated run-off at each deck level. The abundance of cracking and spalling in these pre-cast units could increase and needs to be managed by regular inspection and removal of spalling material.

It is likely that the deck spalling seen at higher levels is also related to chloride-induced reinforcement corrosion. Isolated areas are easier to treat and maintain.

Structural Appraisal

7.1 Car Park Regular Grid Area

The car park has a predominantly regular grid pattern of columns and drop beams spanning transversely at a 15' 11" pitch (16' may have been intended). The car park was analysed as a plane frame with each member representing 15' 11" (4.851m) width of floor. The spans between the centres of the columns are $2 \times 50'$ (2×15.24 m). The weight of the cantilevers and edge walls that extend 1.8m beyond the perimeter columns are also taken into account.

7.2 Assessment criteria

The concrete cube strength is assessed as 24.8N/mm². This is based on two cores taken by Blue Sky (report para. 9.2.1) which yielded results of 26.6N/mm² and 27.6N/mm², reduced to the 95% confidence level by the method given in BS 6089. Note that in the assessment of composite construction, the minimum permitted concrete strength considered to be effective is 25N/mm² (BD 61/10 clause 8.1). However as the core value is close to the minimum, the concrete contribution will be allowed.

Structural steel yield strength 247N/mm², based on BS 15:1948 amended 1959 (BD 21/01 Table C2). Concrete density 25kN/m³ and steel density 77kN/m³.

Car park loading 2.5kN/m² assumed (BS EN 1991-1-1:2002 Table NA.6).

Floor members are modelled as T beams: breadth 120.62" depth 33" flange 7" web 15". The actual breadth of 191" is reduced by shear lag using the method in BS 5400 part 3 Table 4 with ψ = 0.6318.

Floor members contain a steel beam section 610 x 229 x 140 (Blue Sky 11.3).

Perimeter columns are 15" x 15" (381mm sq.) containing UC 203 x 203 x 86 (Blue Sky 11.8).

Internal columns are 18" x 18" (457mm sq.) but there is no mention of what size steel column is enclosed.

At the car park turning ends, the two semi decks are aligned vertically (Figure 7-1, left) while at mid length the decks are out of phase by up to half a storey height (Figure 7-1, right). The vertical storey height is 3.048m throughout above the first floor.

Permanent loads and live loads are applied to every part of structure, using two computer models in Leap5 classic. The individual member loads are obtained and factored by spreadsheet for ULS. The factor γ f3 = 1.1 is not added to the loads, but allowed for in the assessment of material strength.

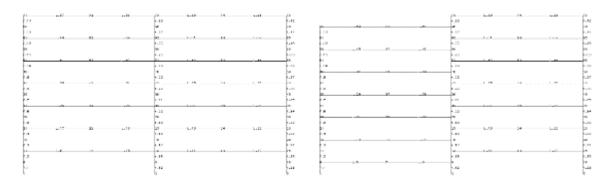


Figure 7-1. Structural arrangement

Typical arrangement by floors, section at turning ends (left) and mid length (right()

TABLE 7.1 **Summary of loads**

	Adverse load factor	Relieving load factor
Permanent loads	1.15	1.0
Live loads	1.50	0.0

7.3 Assessment results

7.3.1 Load cases

The following worst case scenarios are obtained that apply anywhere: Deck slab transverse results are obtained by using formulae in Steel Designers' Manual

TABLE 7.2

Worst case loads for deck and columns

ULS excluding γf3	Total	Permanent	Live
Deck member sagging	1404.8kNm	634.9kNm	769.9kNm
Deck member hogging	-1274.6kNm	-779.4kNm	-495.2kNm
Deck end shear force	548.6kN	265.9kN	282.7kN
Perimeter column axial load	3563.9kN	2421.7kN	1142.1kN
Interior column axial load	6216.7kN	4038.8kN	2177.9kN
Perimeter column coexisting moment	86.6kNm		
Interior column coexisting moment	30.1kNm		

Deck slab transverse results are obtained by using formulae in the Steel Designers' Manual.

TABLE 7.3

Deck slab loads

ULS excluding γf3	Total	Permanent	Live	
Deck slab sagging	15.3kNm/m	5.5kNm/m	9.8kNm/m	
Deck slab hogging	-22.8kNm/m	-11.0kNm/m	-11.75kNm/m	
Deck slab shear force	29.0kN/m	16.6kN/m	12.4kN/m	

7.3.2 Capacity of longitudinal deck beams

The longitudinal beams are analysed using the staged construction approach. Initially it is assumed that the beams were not propped during construction, since to do so would greatly increase the temporary works input and time duration. The car park comprises a steel frame clad in concrete which provides fire protection and composite action. The presumption that composite action must exist is based on the realisation that beams in isolation fall far short of the required bending capacity. However the presence and adequacy of shear studs required for transmission of longitudinal shear at the material interface is unknown. Steel reinforcement provided in the

direction aligned with the steel beams comprises 6mm bars at 100mm centres (wrapping) and 10mm bars at 300mm centres in the slab. Both are ignored.

Stage 1: For un-propped construction, the steel beams alone would be required to carry self weight, formwork, weight of wet concrete and construction live loads. The maximum bending moment from the table above is 779.4kNm (hogging). The elastic section modulus for UB 610x229x140 is 3622cm³, resulting in an extreme fibre stress of 215.2N/mm². This stress would be increased further by the weight of formwork and construction live load.

It is implausible that stage 1 loads would induce stresses so close to 247N/mm² yield, which suggests that either a higher grade of steel was used or the formwork was propped. The above calculation does not take into account any reduction that might be needed to prevent lateral torsional buckling.

Stage 2: The composite section carries live load in addition to the locked in stage 1 steel stresses. The section capacity is derived using the plastic modulus of the steel with concrete in tension ignored.

The comparison of capacities and applied loads are tabulated below:

TABLE 7.4

Slab capacity vs applied loads

Deck	Capacity	Applied load	Utilisation factor
Sagging	1620.1kNm	1404.8kNm	0.87
Hogging (as per Figure 7-1 left)	-1026.7kNm	-1274.6kNm	1.24
Hogging (as per Figure 7-2, right)	-1026.7kNm	-816.5kNm	0.80

Maximum hogging moment occurs where the deck beam ends are connected to the internal columns in the same plane as indicated in Figure 7-1. This assumes a fully rigid connection as opposed to being simply supported. The articulation cannot be fully evaluated without knowing the connection details. As a minimum, partial rigidity would be expected for stage 1 loads and full rigidity would be expected for stage 2 live loads. In the latter case the steel beam encapsulation contributes to capacity where it is in compression below the neutral axis.

The end bays that accommodate the turning areas have a different column arrangement such that the span dimensions are 35' + 30' + 35' instead of the 50' + 50' as represented by Figure 7-1. This reduces the hogging moment to 40%. However this is offset by greater spacing in the orthogonal direction which potentially doubles the moment.

7.3.3 Capacity of deck transversely

The shorter spanning direction comprises the 7" thick deck slab only spanning 16' nominal distance between longitudinal members. The investigations conducted by Blue Sky show that the tension reinforcement in both hogging and sagging zones comprises 12mm ribbed bars at 300mm and 150mm centres respectively. Assuming use of imperial units, it is more probable that the spacing of bars would be 12" (304.8mm) and 6" (152.4mm) so on that basis the area of steel is 371mm²/m and 742mm²/m. The latter figures have been used.

The comparison of capacities and applied loads as tabulated below show adequacy:

TABLE 7.5

Slab capacity vs applied loads

Deck transverse to main beams	Capacity	Applied load	Utilisation factor
Sagging bending moment	18.8kNm/m	15.3kNm/m	0.81
Hogging bending moment	-30.1kNm/m	-22.8kNm/m	0.76
End shear force	94.1kN/m	29.0kN/m	0.31

7.3.4 Capacity of columns

Blue Sky did not take any core samples from the columns, therefore by default the same strength concrete is assumed as for the deck. Likewise steel strength is taken as 247N/mm2. On this basis the utilisation factor for the perimeter columns is 1.41.

To test sensitivity to changes in the material properties, it is found that by increasing steel and concrete strength to 355N/mm2 and 30N/mm2 respectively, a near satisfactory utilisation factor of 1.04 can be obtained.

The internal columns measure 18" sq. (457mm), so are able to accommodate larger steel column sections of either the UC 254x254 or UC 305x305 series while still retaining sufficient cover for fire resistance. Different sizes that have been tested are shown in *italics* below. The use of UC 254x254 is most probable.

TABLE 7.6 **Column capacity and applied loads**

Column	Capacity	Applied load	Utilisation factor
Perimeter column	2533.3kN	3563.9kN	1.41
Perimeter column (fs=355, fcu= 30)	3430.3kN	3563.9kN	1.04
Internal column (UC 203x203x86)	3789.1kN	6216.7kN	1.64
Internal column (UC 254x254x167)	5658.6kN	6216.7kN	1.10
Internal column (UC 305x305x283)	8321.5kN	6216.7kN	0.75

It should be noted that the applied load figures occur at ground level only. The column weights would be expected to reduce with vertical height upwards. At the uppermost floor, axial loads reduce to 479.6kN and 925.7kN for the perimeter and internal columns respectively i.e. about 15% of what they are at ground level. Any reduction in the steel column section size or weight must in any case remain commensurate with the requirement to make a satisfactory bolted connection to the deck beams, which are all uniformly the same size.

7.3.5 Implications of the effect of deck repairs upon column strength

In the assessment of column buckling strength, an effective height of 3.048m has been used, which is the vertical distance between the centres of the floor slabs. In the event of floor slabs being

removed for the replacement of chloride afflicted concrete, there is a risk that the lateral restraint to columns will be reduced resulting in an increase in effective height and reduction of buckling capacity.

Weakness in the columns may be further exacerbated since removal of deck panels one at a time will inevitably create out of balance moments due to differences in deck weights either side of a column.

The deck demolition operation will need to be managed to ensure that:

- (a) Loading imposed by construction plant does not exceed 2.5kN/m2 generally, with a limitation on magnitude of individual wheel loads
- (b) Arisings from deck demolition shall not be allowed to accumulate on the decks below, and dynamic affects shall be kept to a minimum
- (c) Construction sequence shall be limited to single bays or parts of bays to minimise any out of balance moments and torsions propagating through the car park frame that may have a harmful effect
- (d) Propping of adjoining bays or parts of bays be needed
- (e) Locked in stresses must be predicted and designed for.

7.4 Progressive Collapse

Current design standards and the Building Regulations require consideration of progressive collapse in the design of key elements. It is possible given the age of the structure that progressive collapse was not considered in detail (or at least not to a recognised standard) in the design.

We have identified that under current loading and material assumptions, the columns have high utilisation factors and could be susceptible to vehicle impact on a column. If a column or columns were to buckle, progressive collapse (laterally and vertically) would be a possible outcome. Collapse could occur as a result of a sustained fire beneath the slab or beams exceeding the fire resistance of these elements. Given the uncertainty as to the resistance of the structure to progressive collapse, consideration should be given to undertaking further structural analysis and if necessary increasing protection to these columns.

7.5 Conclusion and Recommendations

This structural study is based on the outcome of invasive investigations undertaken by Blue Sky in 2012, supplemented by our own site inspections. The assessment results that we have obtained are necessarily limited in their scope by the availability of that information and assumptions made. There is no evidence of any structural distress that could be caused by inadequate capacity of the members.

The deck members are broadly adequate given the uncertainties that arise in the method of construction (propped or unpropped), and rigidity of connections to the columns.

Despite absence of any structural distress, we are unable to prove conclusively that any of the columns are adequate and would suggest invasive investigations be carried out to establish concrete and steel strength. Furthermore, the steel section size for the central columns needs to be known.

Before any deck demolition (other than minor deck repairs) can take place, it is necessary to accumulate further information to enable 3-d modelling of the sequence of deck removable and replacement.

Three historical drawings referred to in the Blue Sky report are to be found and others searched for. This will be immensely beneficial in reducing the cost and potentially harmful effects of invasive investigations.

Life-care Recommendations

8.1 The Plan –

The Initial Appraisal, Condition Survey, Structural Investigation and Structural Appraisal have been used as the baseline for the development of a LCP. In developing recommendations it has been assumed that the requirement is to upgrade the structure to near modern standards as far as is reasonably practicable and then maintain it in its current condition for 20 years. The main elements of the recommendations for the content of the LCP, including the inspection and recommendations, are identified in Table 8.1.

8.2 Routine Inspections

Routine inspections should be undertaken on 6-monthly cycles and should include the following aspects: visual inspection of key elements (structural frame, masonry, drainage etc). These inspections should be based on a checklist including but not limited to the items given in Table 8.1.

8.3 Condition Surveys

Following the condition survey report herein, condition surveys should be carried out at a maximum interval of 5 years. The proposed dates for these are given in Table 8.1. Items to be considered in future condition surveys should be based on the findings of the intervening inspections and the survey works undertaken and described in this report. The results of each future condition survey should be used to re-calibrate the LCP.

8.4 Structural Appraisals

Based upon the findings of the limited structural appraisal herein, future structural appraisals should be undertaken at 10-year intervals. The proposed date for this activity is given in Table 8.1. Items to be considered at that time shall rely upon contemporary condition and special inspection information.

8.5 Record Keeping

All existing documents, such as those listed in Section 5 and all other relevant documents created in the future, should be recorded. These will form the basis of the historical records that need to be kept as part of the Life-care Plan. All other existing information, such as test reports, calculations, drawings and photographs, should also be added to this record.

To assist in the keeping and updating of the records, the following main categories should be listed:

- 1. Document title;
- 2. Document type;
- 3. Reference number;
- 4. Date produced;
- 5. Storage location;
- 6. Life care Plan action;
- 7. Other comments.

The record should be updated whenever work is carried on the car park. It is recommended that this responsibility for updating and keeping the records is given to a designated person.

SECTION 8

Table 8.1 Inspection and Investigations of Elements for West End MSCP (based on Table 5.1 of ICE 2002 Recommendations)

Action	Work by	Report to	Required	Scope
Daily surveillance	On-site staff	Property manager	Daily	Record and report any incidents, signs of damage/collisions or failures/breakdown of equipment.
				To include lighting, signage, security, drainage, columns, decks, walls, soffits, beam, etc.
Routine	Inspector and/or	Property	Every 6 months with an	Deck, soffits, Structural Elements:
inspection	Engineer	manager	Engineer conducting at least one inspection per annum	Check beams, columns and deck soffits for new calcite, rust staining, damage, cracking or spalling.
				Check and report any movement, damage or deterioration and loose material.
				Check for new sites of leakage to the soffit.
				Drainage
				Check for signs of damage or new seepage from connections, rodding eyes, etc.
				Handrails
				Check holding down bolts and report any missing and or any signs of deterioration. Check for evidence of impact.
Condition Survey	Engineer	ВСС	2023, 2028	Carry out future condition surveys based on findings from this report, plus any subsequent inspections.
Structural Appraisal	Engineer	ВСС	2028	Items to be considered in further Structural Appraisal should be based on the findings of the previous Structural Appraisal plus also all subsequent inspection and survey works.
Special Inspection	Engineer	ВСС	As required	As advised by Engineer e.g. safety inspections.
				Keep drains unblocked and clear of debris likely to restrict flow.
Maintenance &		Property		Remove any loose concrete in and over public areas. Monitor or repair trip hazards.
Repair	On-site Staff	Managers	Monthly	Make good any minor damage and repair leaks to the drainage system.

8.6 Maintenance Requirements

The maintenance works recommended to be carried out over the next 5 year period (until the next condition survey), along with their priority and estimated cost, are summarised in Table 8.2. It should also be noted that additional maintenance actions may be required after this time, in particular additional concrete repairs. The high value repair and maintenance items are discussed in more detail below.

8.6.1 Reinforcement Corrosion

Chloride induced corrosion is the main mechanism behind the corrosion and spalling noted on the deck tops and is consistent with de-icing salts being brought into the car park by vehicles, as well as possible historic operational use of de-icing salts in the winter. Damage is extensive, and has been visible for many years, necessitating various rounds of reactive repair. It is clear that corrosion of reinforcement is ongoing and new locations of concrete spalling/ delaminations will continue to occur and this will need to be addressed to maintain the structural integrity. In the higher levels, this could be achieved by a rolling programme of concrete repairs, carried out every 5-10 years depending on the severity/extent and location of damage. A coating system to the deck would also give some benefit in preventing further chloride ingress and reducing the rate of ongoing corrosion.

We are of the opinion that the existing deck surface damage and chloride contamination in Levels 1A, 2B and 2A is so extensive that some degree of propping will be required during any surface patch repairs. Furthermore, during those repairs, the lateral extent of deteriorated concrete and reinforcement is likely to require even larger and potentially full depth repairs. Such repairs are unlikely to be durable for 10-years unless significant additional corrosion protection is applied in the form of either embedded galvanic anodes or an impressed current cathodic protection system, in combination with a high quality surface wearing course. The complexity and cost of such repairs (and their interfaces) are such that full depth reconstruction of the slabs has been considered to provide a more reliable long-term durability solution (i.e. durable for 50-years). The cost is significant, but better value in the medium and long term.

Replacement of those levels, in part or in full, will also necessitate removal of the existing pedestrian and vehicle restraint systems, with largely new systems being installed to the new decks (i.e. the existing parapets would be removed and replaced with new, requiring some architectural input).

It is important to maintain the waterproofing above the retail/commercial units below Level 1B, where the existing mastic asphalt or bituminous layer needs repair. It is not clear how much deterioration may be found in the underlying concrete if this material is taken up; we have costed for full replacement of the coating only.

Further up the car park, the decks should respond satisfactorily to patch repairs with galvanic anodes; we have allowed for a high quality surface coating over decks up to Level 4A to provide reasonable confidence in long-term durability.

8.6.2 Edge protection

The vehicle safety barriers do not comply with current regulations and standards and do not provide adequate protection from a vehicle impact. It is recommended that these barriers are replaced with a suitable system that meets current standards and regulation; this represents a significant cost.

8.6.3 South stairwell

We have allowed for thorough overhaul of the existing glazing cladding system and concrete and brickwork repairs, but BCC may consider, in terms of forward maintenance and longevity, full replacement of the patent glazing system as an alternative to overhaul.

We would expect the cost of replacement to the patent glazing to be approximately £80,000.

8.6.4 Options for short medium and long term

We have prepared a spreadsheet West End Cost Optioneering.xls which identifies the costs associated with maintenance and repair actions. The possible actions are considered in three different scenarios, based on the potential longevity and performance of West End, as follows:

Option A – undertaking works to address existing health and safety risks (e.g. barriers), durability risks (e.g. glazing, deck expansion joints) and executing a comprehensive insitu repair strategy for deteriorating reinforced concrete decks. The concrete repair strategy is likely to be the minimum required to extend functionality for 10-years. It does not fundamentally prevent further deterioration of the deck and future cyclic concrete repairs (at 3 to 6 year intervals, for example) could be reasonably expected. It should be noted that the extent of defects on Levels 1A, 2B and 2A will require an assessment to be undertaken to determine the method and size of repairs and it is anticipated that staged or staggered repairs and some temporary propping of badly affected decks could be necessary.

Option B – as for option A but with an enhanced repair strategy including a high performance deck coating to help minimise future deck deterioration, and alleviate the need for widespread concrete repairs in the next 5-10 years. Some localised concrete repairs (with reinstatement of coating) would still be anticipated. This option has the potential to extend the functionality of the decks beyond the 10-year horizon, but due to wear and tear on the new coating and it's underlying repairs, and the known issues relating to high chloride contamination of the existing decks, it should be anticipated that a further cycle of repair and coating could be required after 10-15 years.

Option C - as for Option B but for Levels 1A, 2B and 2A extensive replacement of the existing deck is carried out, rather than repairs and coatings. This is because these decks are the most highly contaminated with chlorides and have an extensive number and extent of defects, resulting in a future life well beyond 20-years and with no or very low maintenance demand in the next 20-years for those replaced deck areas. Deck replacement (or sections thereof) represents major works which would require further detailed assessment and design. This might be difficult to achieve given the absence of as-built drawings for the structure.

The costs associated with Option C (£1,575,000) are presented in Table 8.2. Option A is £592,000 and Option B is £1,062,000.

8.6.5 Summary of Actions

The following actions for Option C are compiled below in Table 8.2:

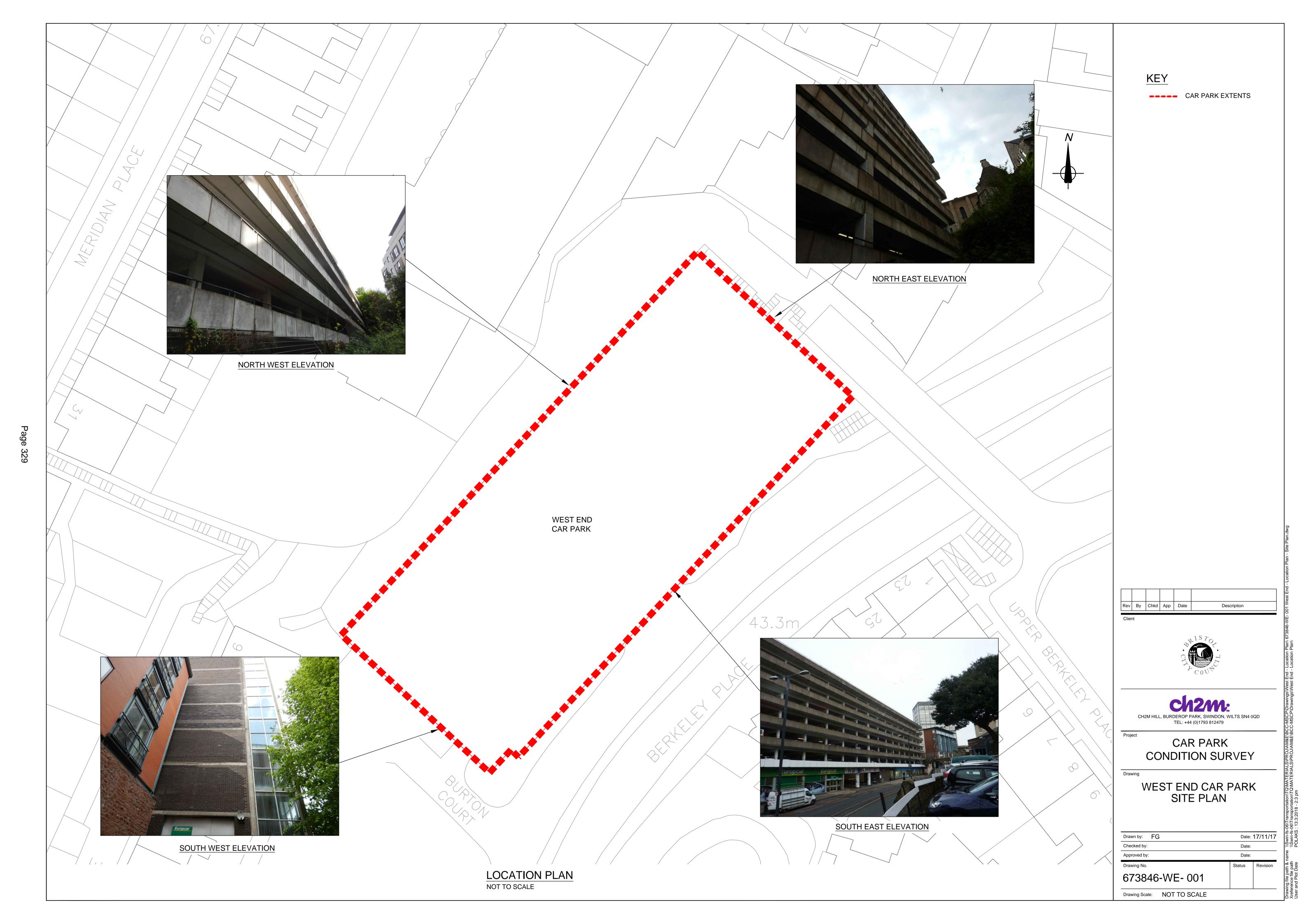
TABLE 8.2 Summary of Maintenance Actions

Item	Priority	Maintenance action	Cost (£)
Item	Priority	Maintenance action	Cost (£)
1	High	Investigations to determine the condition of the spalling concrete framework to the staircase. Access cost included.	£5,500
2	High	Replacement of roof-level expansion joints	£32,000
3	High	Install additional handrailing to stairwells	£5,000
4	High	Thorough refurbishment of the Staircase patent glazing	£18,000
5	High	Thorough repair of the Staircase concrete element defects as seen	£9,500
6	High	Thorough refurbishment of the Staircase brickwork	£6,500
7	High	Application of anti-carbonation coating to the external concrete	£6,000
8	High	Cost of scaffolding access to Staircase externally (for above items)	£7,500

TABLE 8.2 **Summary of Maintenance Actions**

Item	Priority	Maintenance action		Cost (£)
Item	Priority	Maintenance action		Cost (£)
9	High	Replacement of below roof-level movement joints		£9,000
10	High	Replacement of roofing material to staircases and lift core roofs		£5,000
11	High	Concrete deck replacement Levels 1A, 2B and 2A, plus line marking		£600,000
12	High	Deck concrete repairs		£33,932
13	High	Soffit & upstand concrete repairs		£32,993
14	High	Lining		£14,746
15	High	Install new perimeter vehicle barriers (long elevations)		£179,511
16	High	Install new internal vehicle barriers		£112,199
17	High	Application of high quality deck coatings		£498,078
			Total	£1,575,459

Appendix A - Drawings



Rev By Chkd App Date Description

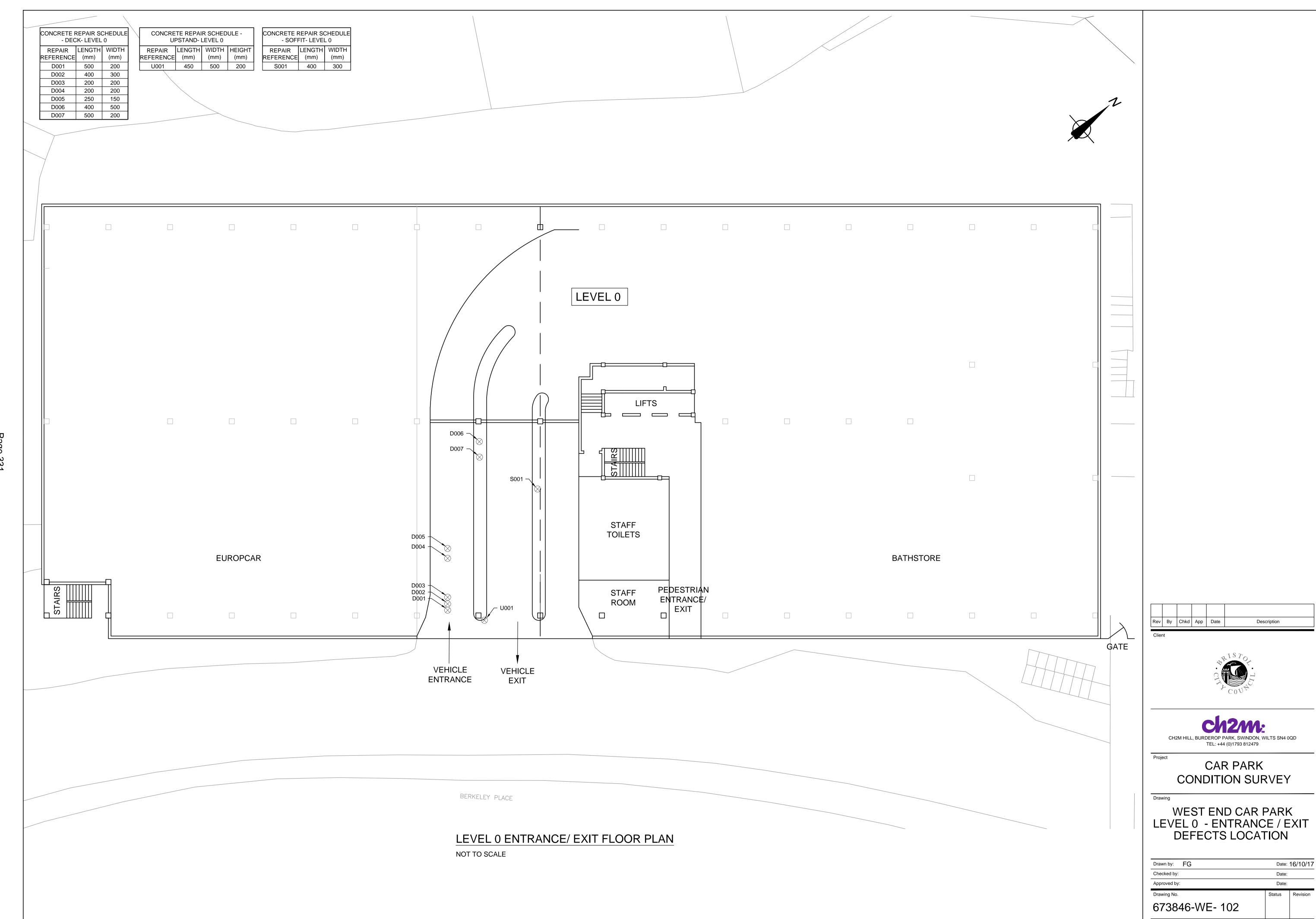




CAR PARK CONDITION SURVEY

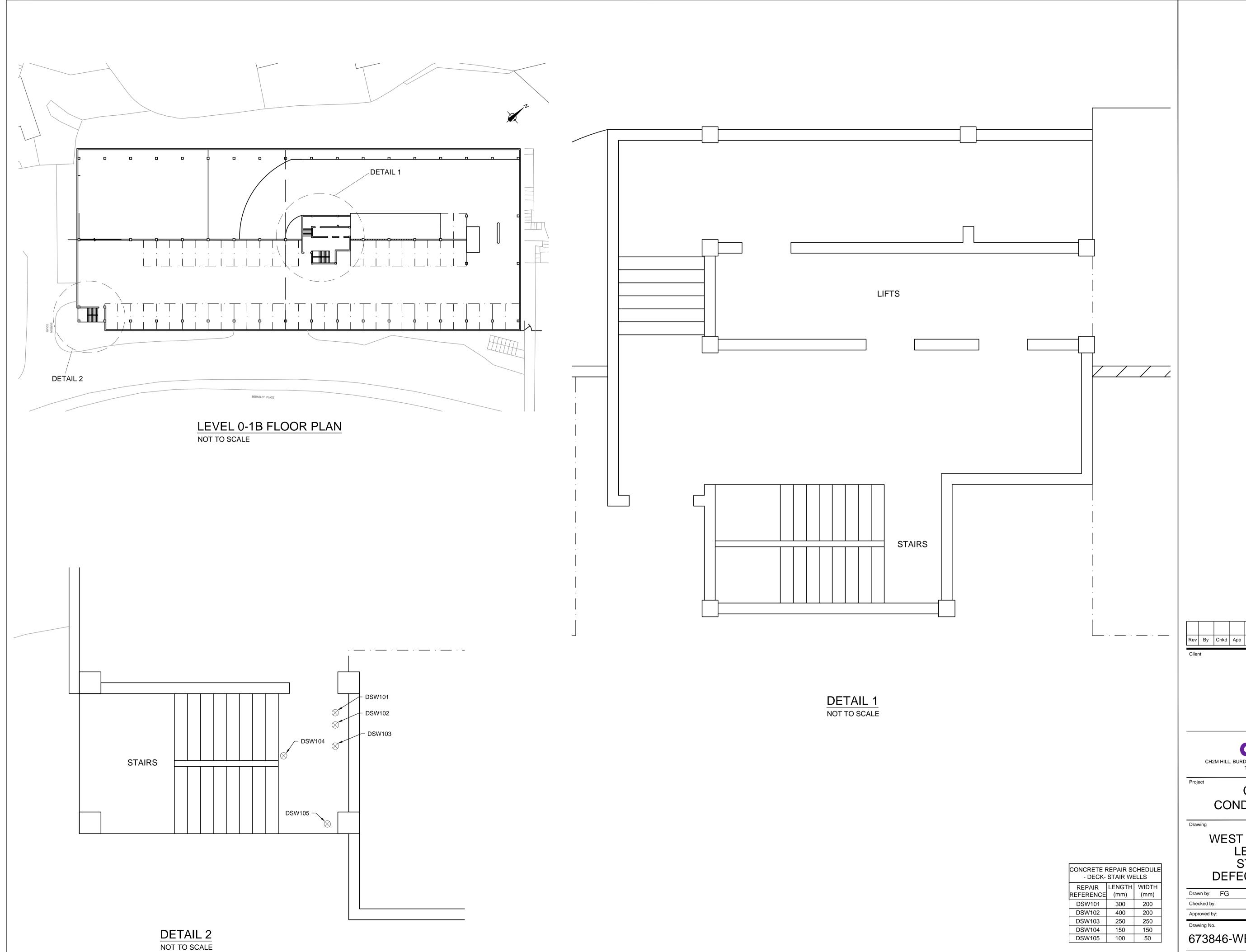
WEST END CAR PARK LEVEL 0 STAIRCASE DEFECTS LOCATION

Drawn by: SP	Date:	13/03/18	
Checked by:	Date:		
Approved by:	Date:		
Drawing No.	Status	Revision	
673846-WE- 101			



Drawing Scale: NOT TO SCALE

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By Chkd App Date Description

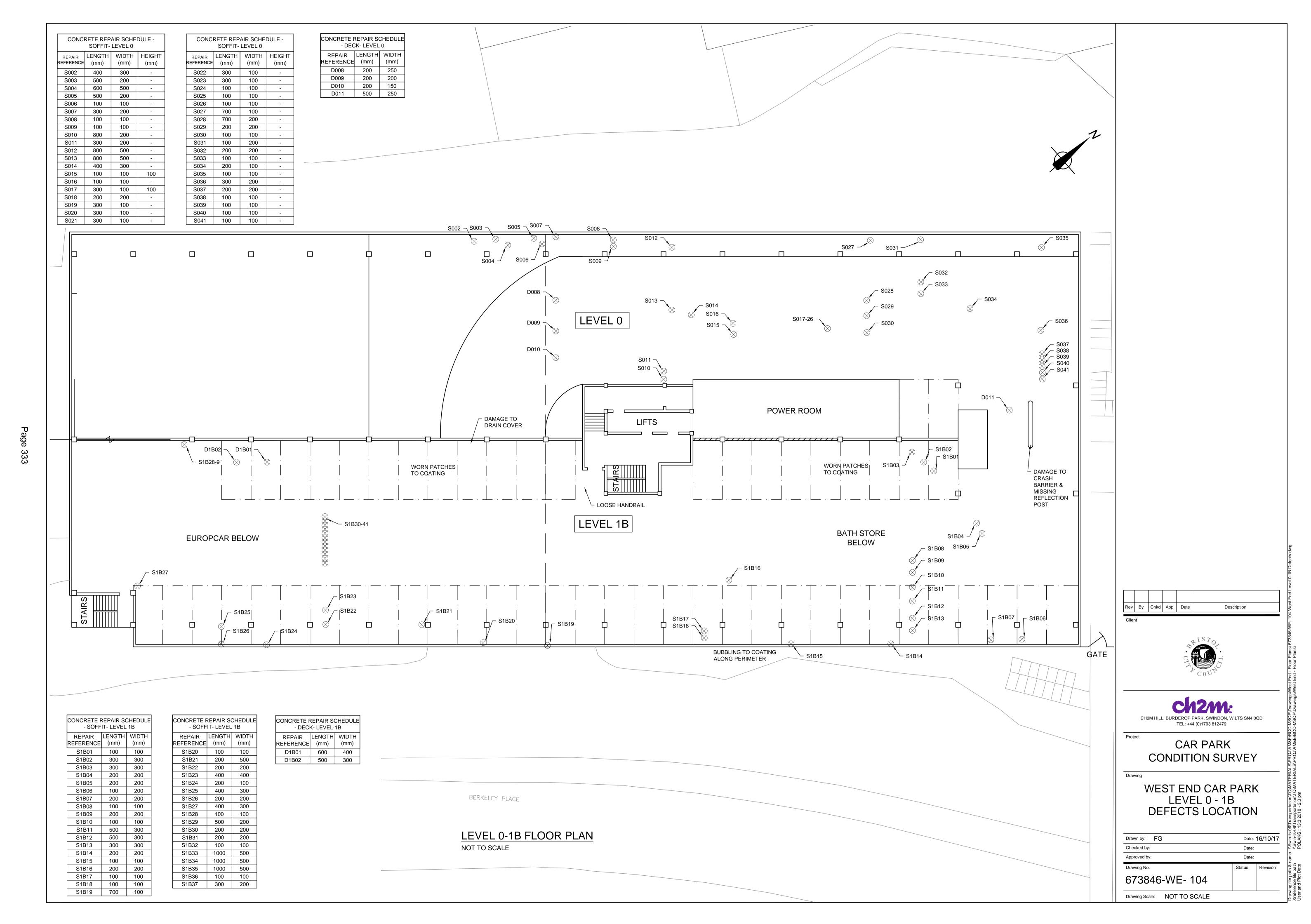


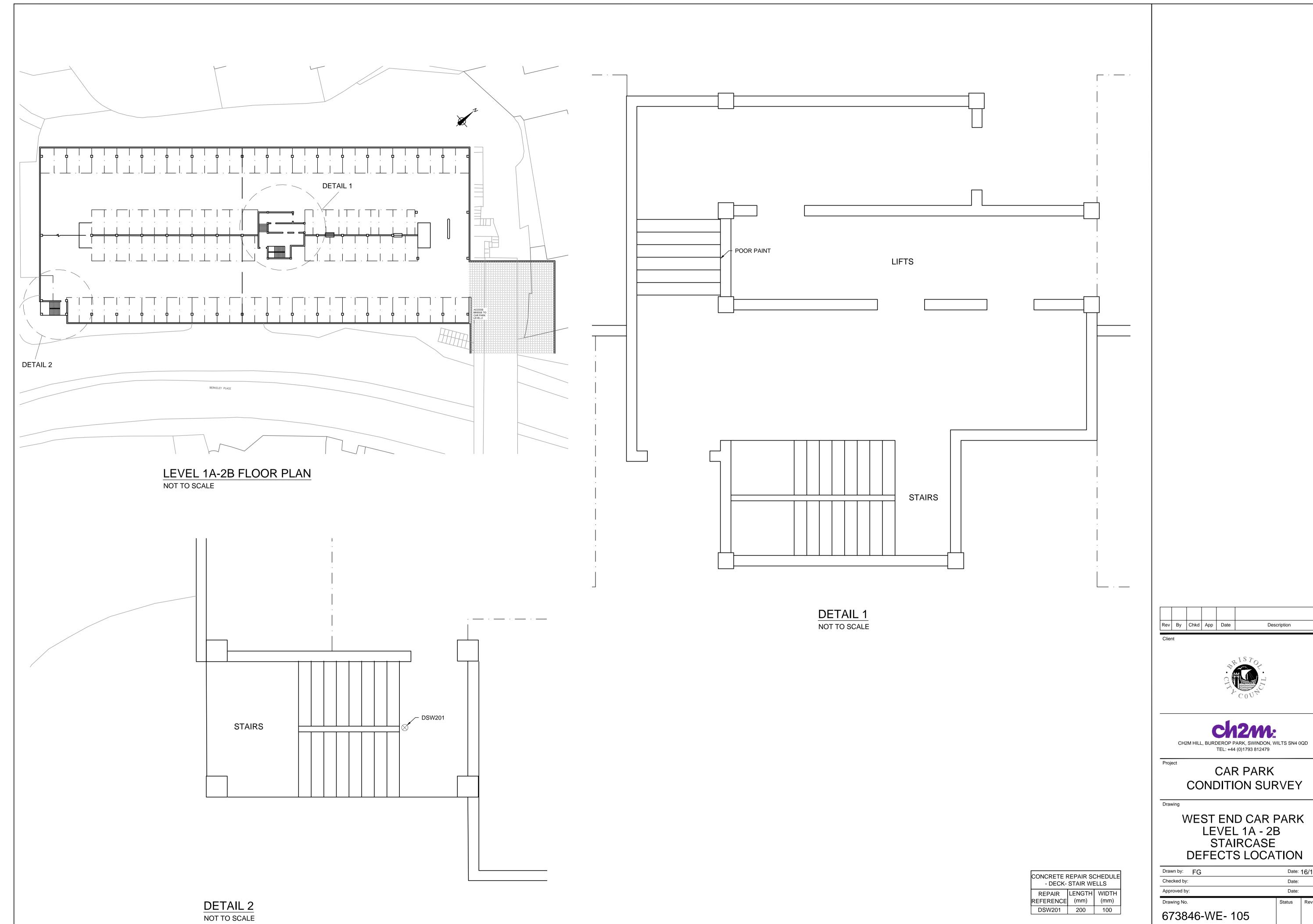
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CAR PARK
CONDITION SURVEY

WEST END CAR PARK LEVEL 0 - 1B STAIRCASE DEFECTS LOCATION

Drawn by: FG	Date: 16/10/17		
Checked by:	Date:		
Approved by:	Date:		
Drawing No.	Status	Revision	
673846-WE- 103			







Drawn by: FG	Date: 16/1	0/17
Checked by:	Date:	
Approved by:	Date:	
Drawing No.	Status Rev	ision
673846-WE- 105		

200 300

D2B30

D2B60

2900

D2B90 300 300

D2B120

300 300



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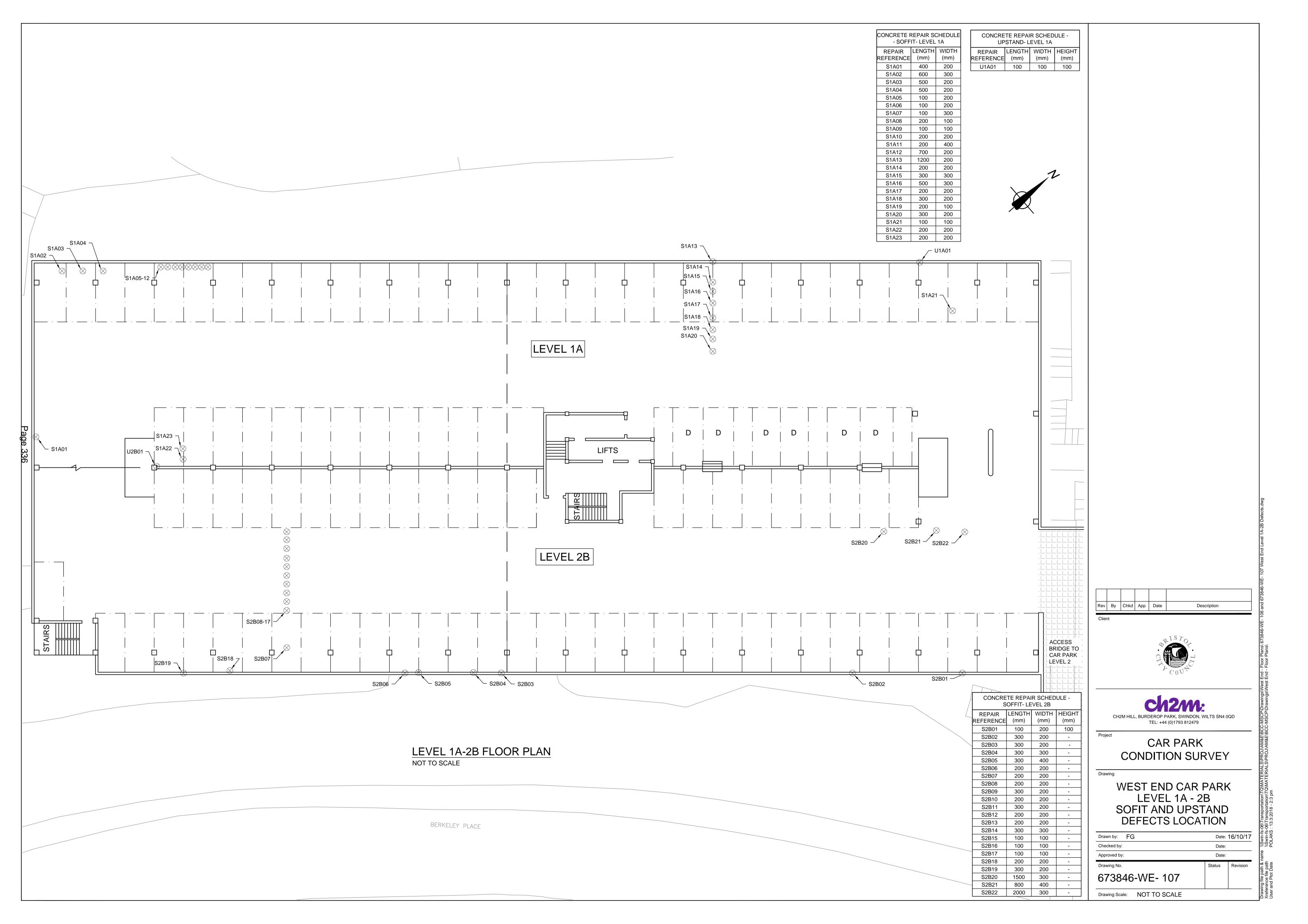
CONDITION SURVEY

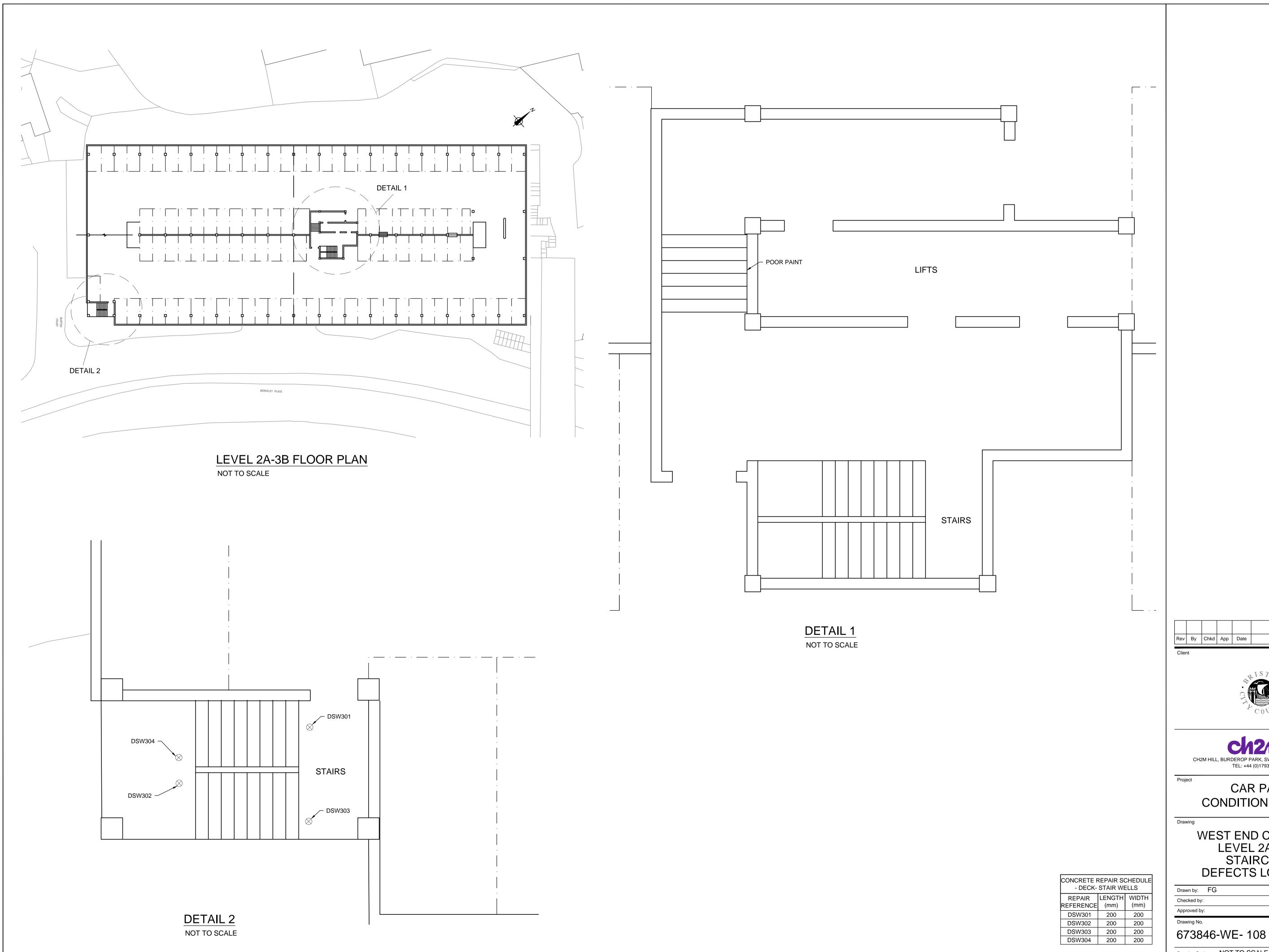
WEST END CAR PARK LEVEL 1A - 2B **DECK DEFECTS LOCATION**

Drawn by: FG	Date: 16/10/17		
Checked by:	Date:		
Approved by:	Date:		
Drawing No.	Status	Revision	
673846-WE- 106			

Drawing Scale: NOT TO SCALE

D2B138 3300 400





Rev By Chkd App Date





CAR PARK CONDITION SURVEY

WEST END CAR PARK LEVEL 2A - 3B STAIRCASE DEFECTS LOCATION

Drawn by: FG Date: 16/10/17 Date: Drawing No.

Rev By Chkd App Date Description





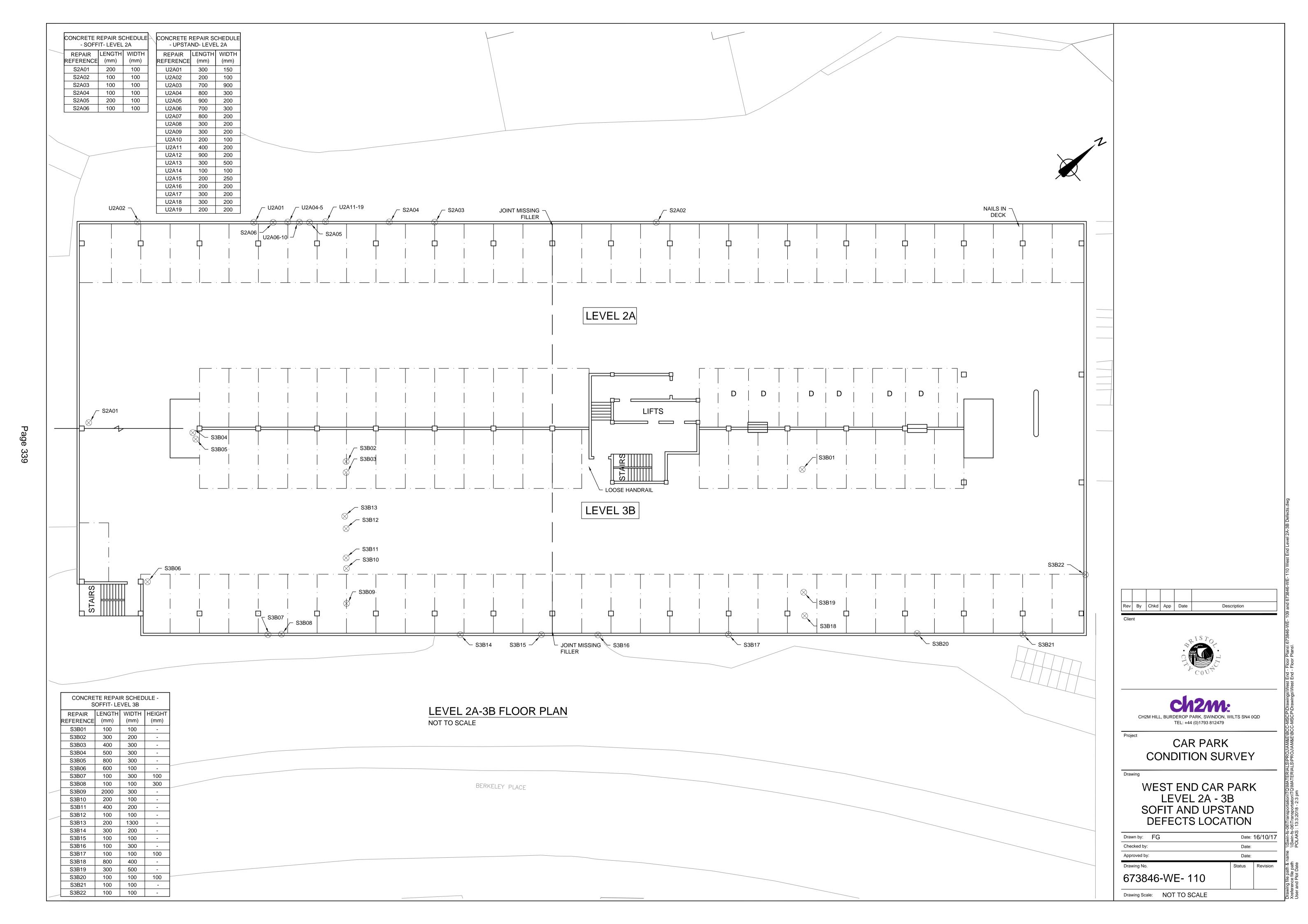
CAR PARK
CONDITION SURVEY

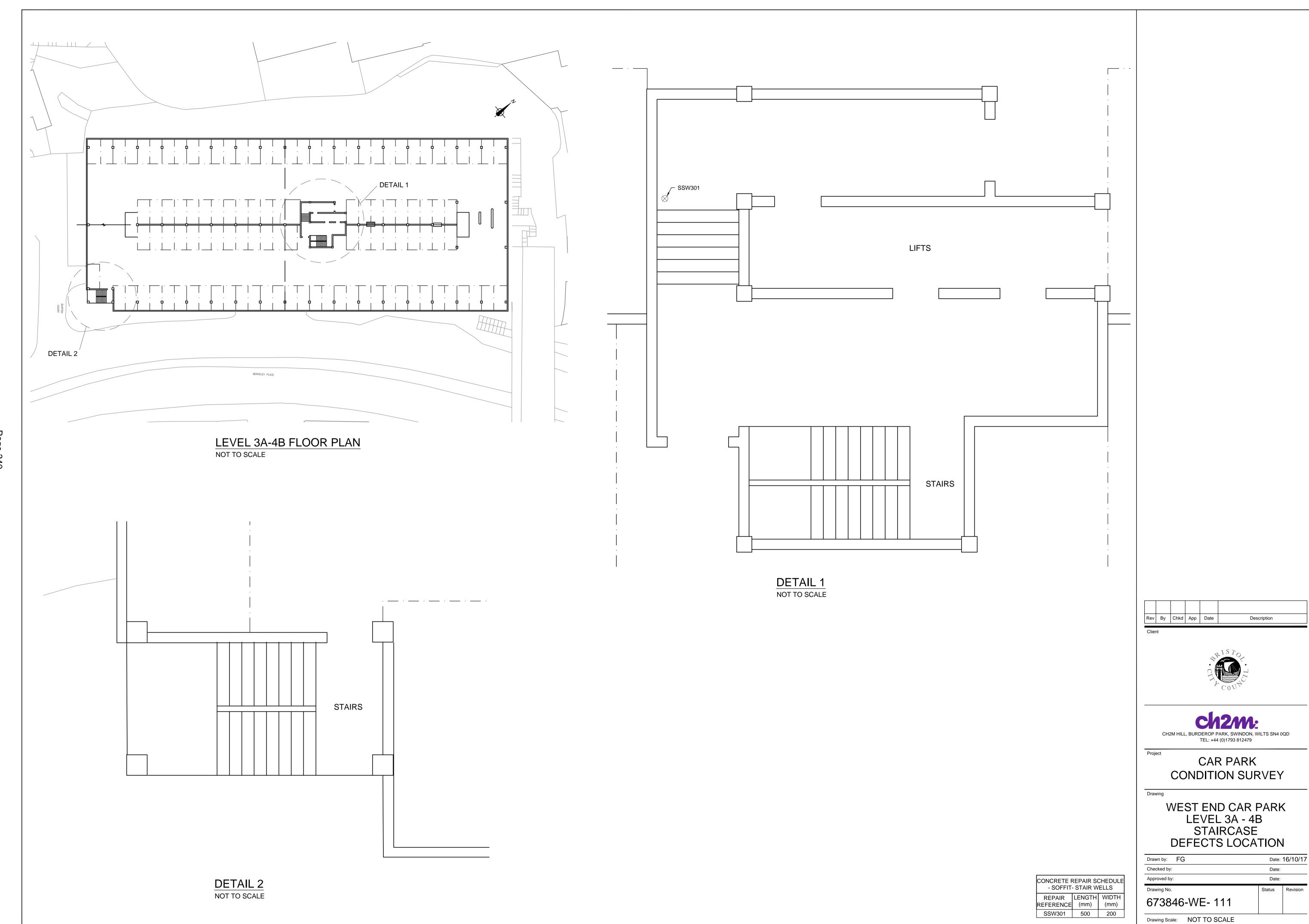
Drawing

WEST END CAR PARK LEVEL 2A - 3B DECK DEFECTS LOCATION

Date:	16/10/17
Date:	
Date:	
Status	Revision
•	<u>. </u>
	Date:

- 690 0



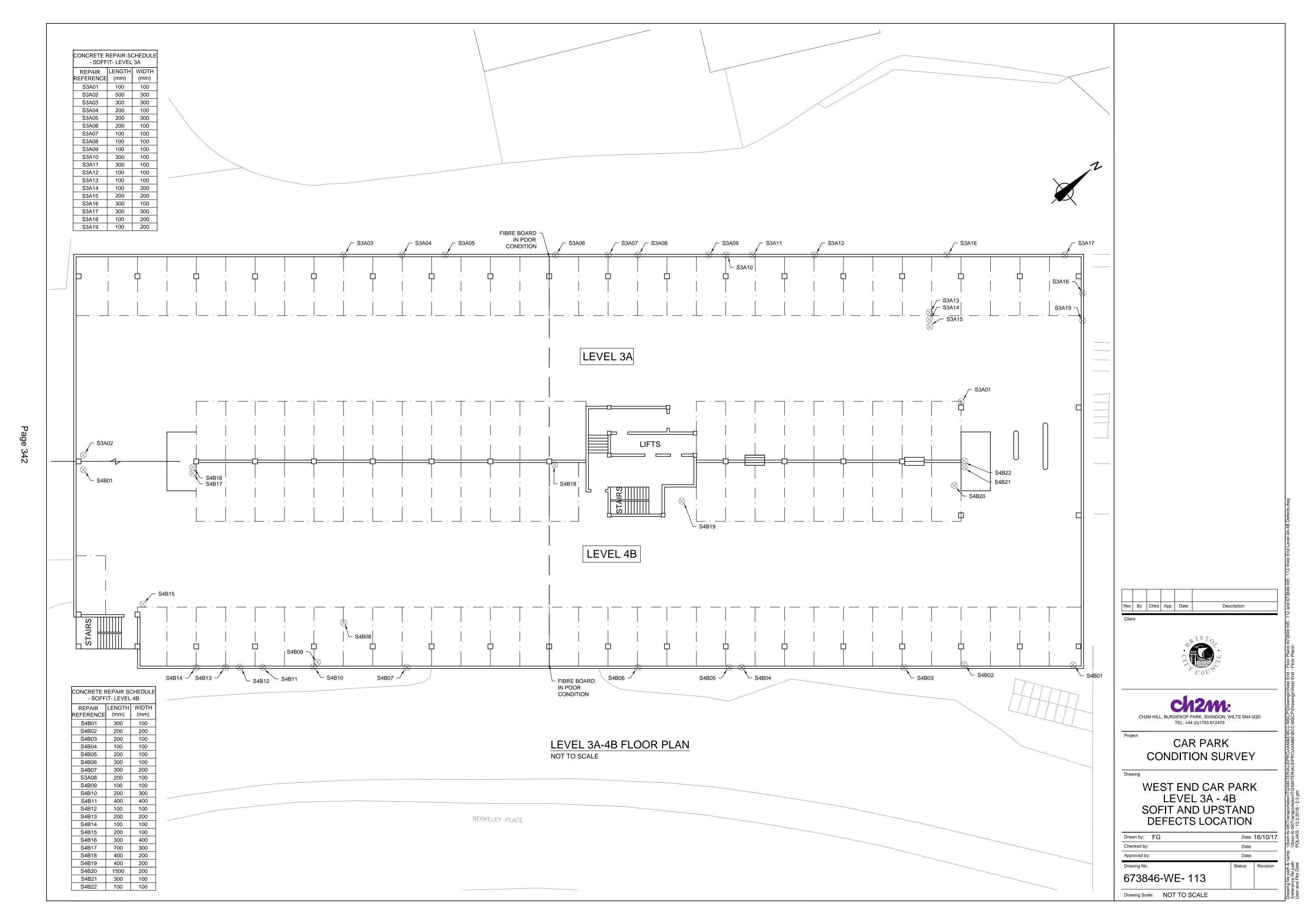


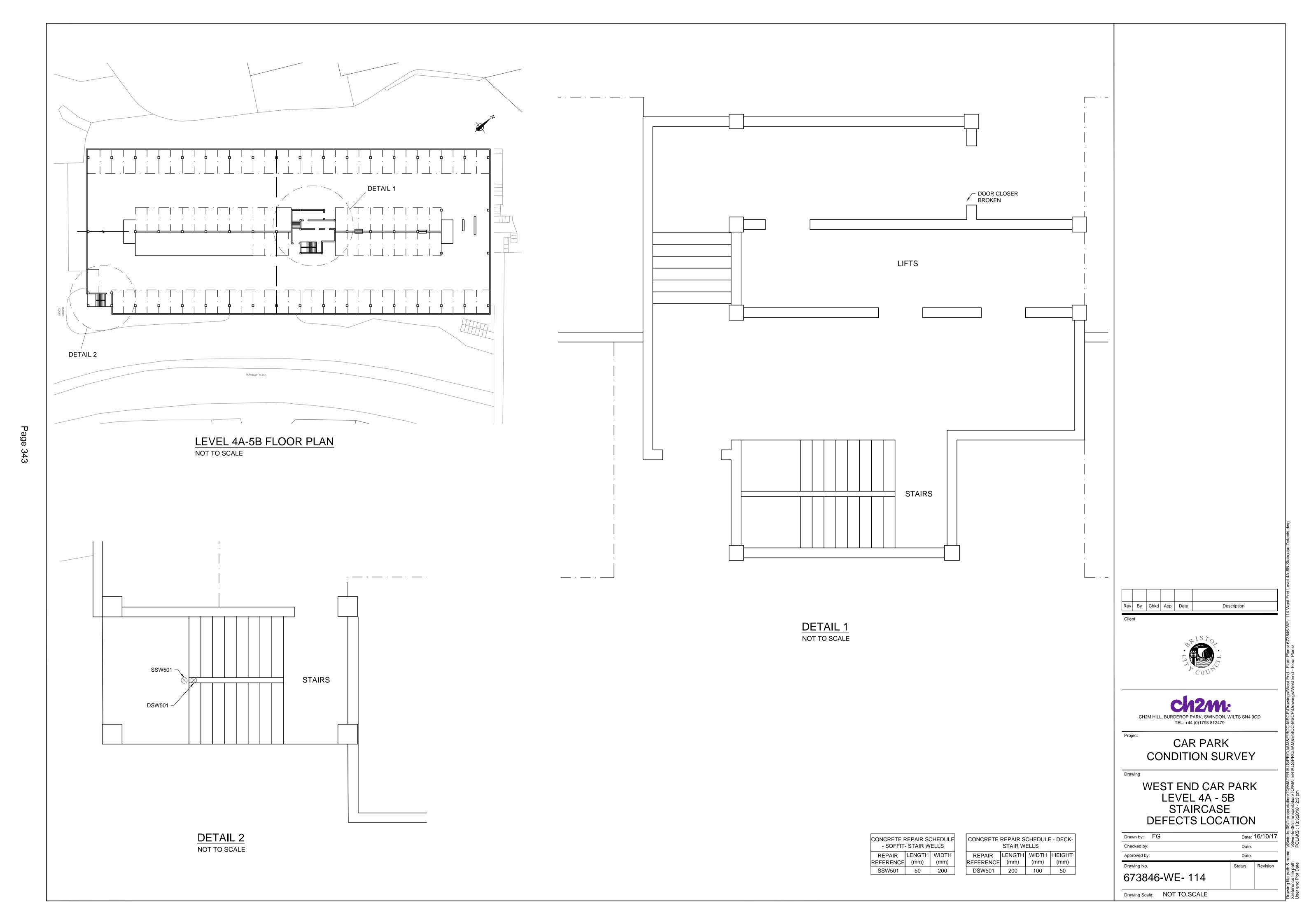
age 340

Drawing Scale: NOT TO SCALE

rage 341

D4B22 300 900





Rev By Chkd App Date

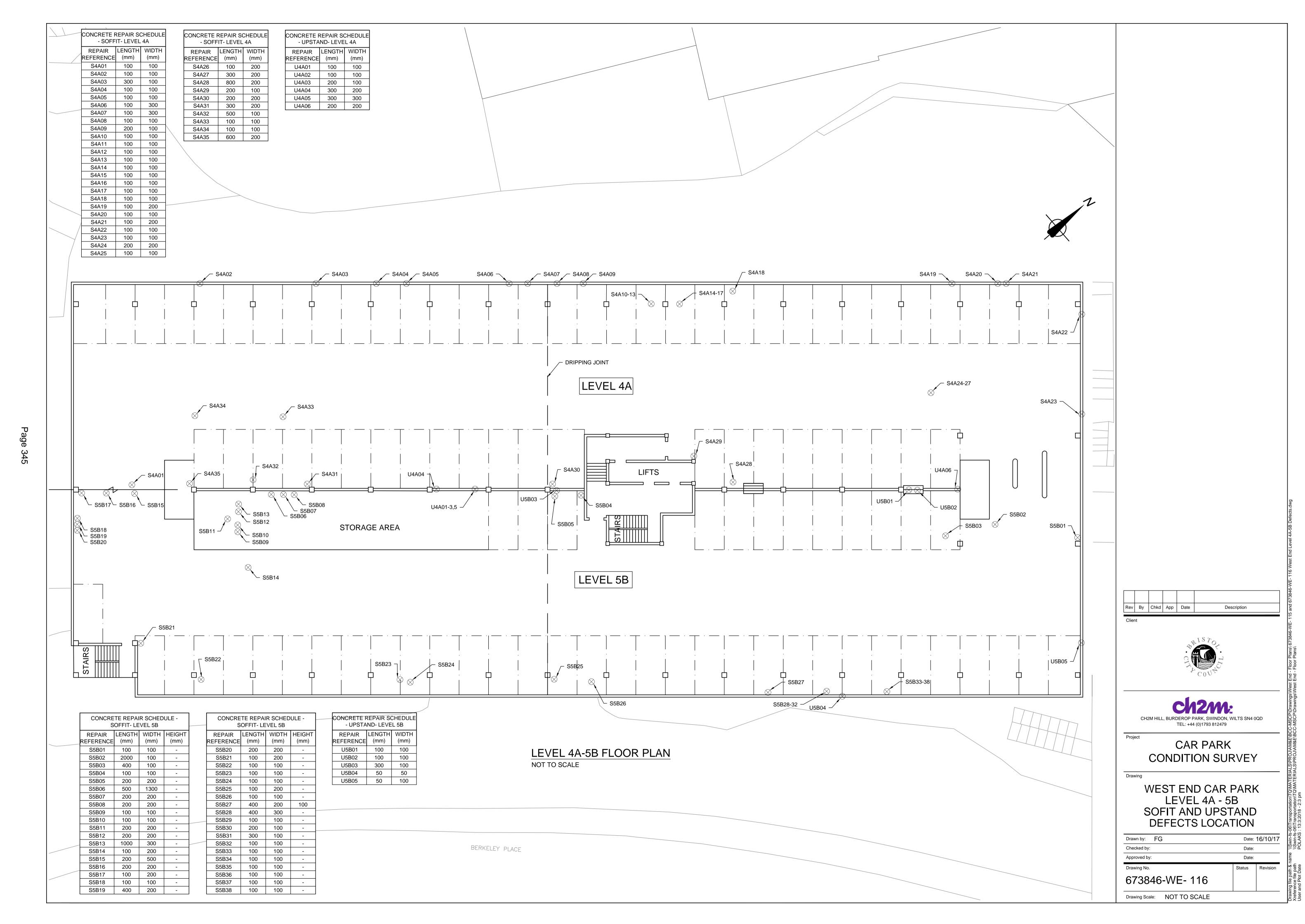




CAR PARK **CONDITION SURVEY**

WEST END CAR PARK LEVEL 4A - 5B DECK DEFECTS LOCATION

Drawn by: FG	Date:	16/10/17
Checked by:	Date:	
Approved by:	Date:	
Drawing No.	Status	Revision
673846-WE- 115		
Drawing Scale: NOT TO SCALE	•	•



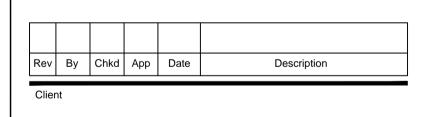




CONDITION SURVEY

WEST END CAR PARK LEVEL 5A - 6B
STAIRCASE
DEFECTS LOCATION

CONCRETE REPAIR SCHEDULE			Drawn by: FG	Date: 16/10/17
- DECK-	STAIR WE	ELLS	Checked by:	Date:
REPAIR	LENGTH	MIDTH	Approved by:	Date:
REFERENCE	(mm)	(mm)	Drawing No.	Status Revision
DSW601	150	100	Drawing No.	Status Revision
DSW602	100	100	673846-WE- 117	
DSW603	150	50		
DSW604	100	150	Drawing Scale: NOT TO SCALE	





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CAR PARK CONDITION SURVEY

WEST END CAR PARK LEVEL 5A - 6B DECK DEFECTS LOCATION

Drawn by: FG	Date: 16/10/17
Checked by:	Date:
Approved by:	Date:
Drawing No.	Status Revision
673846-WE- 118	
Drawing Scale: NOT TO SCALE	· · · · · · · · · · · · · · · · · · ·

S6B50

S6B51

S6B25

S6B26

500

500

100

800 200

200 100

U6B01 200 100



CAR PARK **CONDITION SURVEY**

WEST END CAR PARK LEVEL 5A - 6B SOFIT AND UPSTAND DEFECTS LOCATION

Drawn by: FG	Date: 16/10/17	
Checked by: Date:		
Approved by:	Date:	
Drawing No.	Status Revision	
673846-WE- 119		

Rev By Chkd App Date

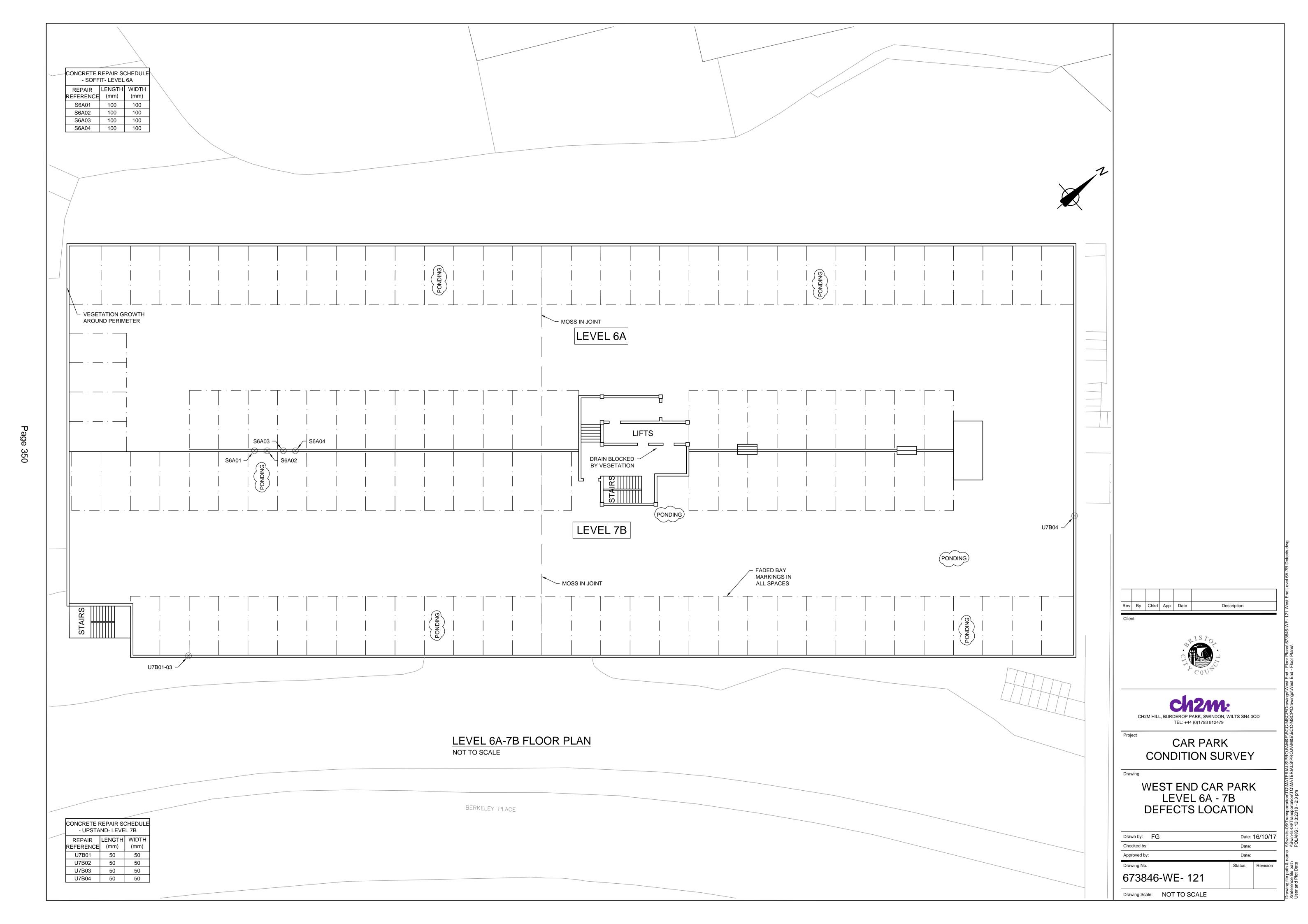


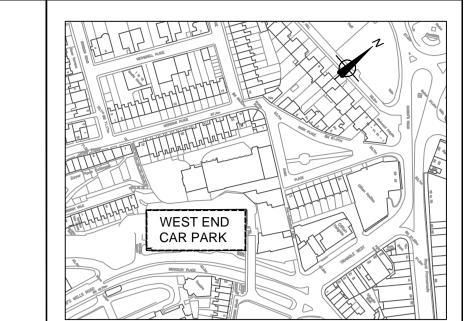
CH2M HILL, BURDEROP PARK, SWINDON, WILTS SN4 0QD TEL: +44 (0)1793 812479

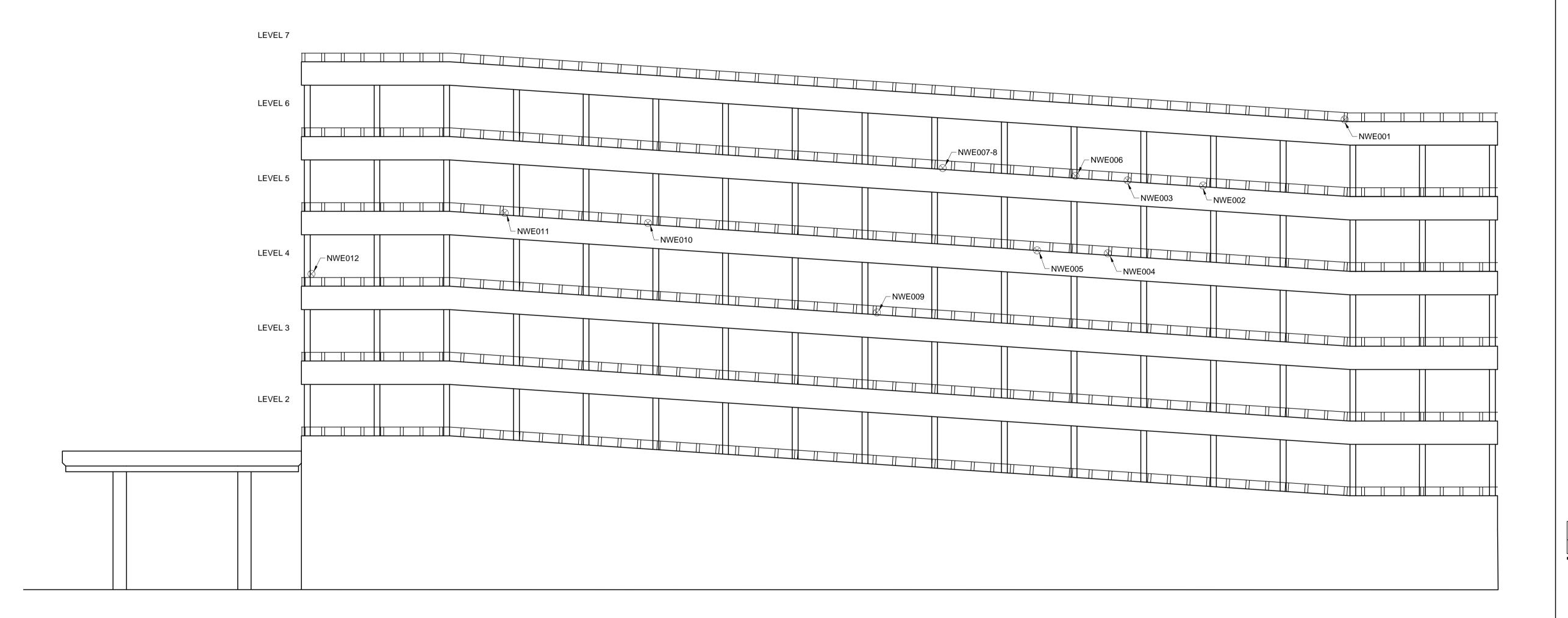
CAR PARK **CONDITION SURVEY**

WEST END CAR PARK LEVEL 6A - 7B STAIRCASE AND LIFT ROOM DEFECTS LOCATION

Drawn by: FG	Date:	16/10/17
Checked by:	Date:	
Approved by:	Date:	
Drawing No.	Status	Revision
673846-WE- 120		







NORTH WEST ELEVATION NOT TO SCALE

VIDTH
VIDTU
(mm)
100
100
100
100
100
100
100
100
100
100
100
100

Rev	Ву	Chkd	Арр	Date	Description





CAR PARK
CONDITION SURVEY

Drawing

WEST END CAR PARK NORTH WEST ELEVATION DEFECTS LOCATION

Drawn by: SP	Date: 07/03/18	
Checked by:	Date:	
Approved by:	Date:	
Drawing No.	Status Revision	
673846-WE- 122		

LEVEL 7

LEVEL 6

LEVEL 5

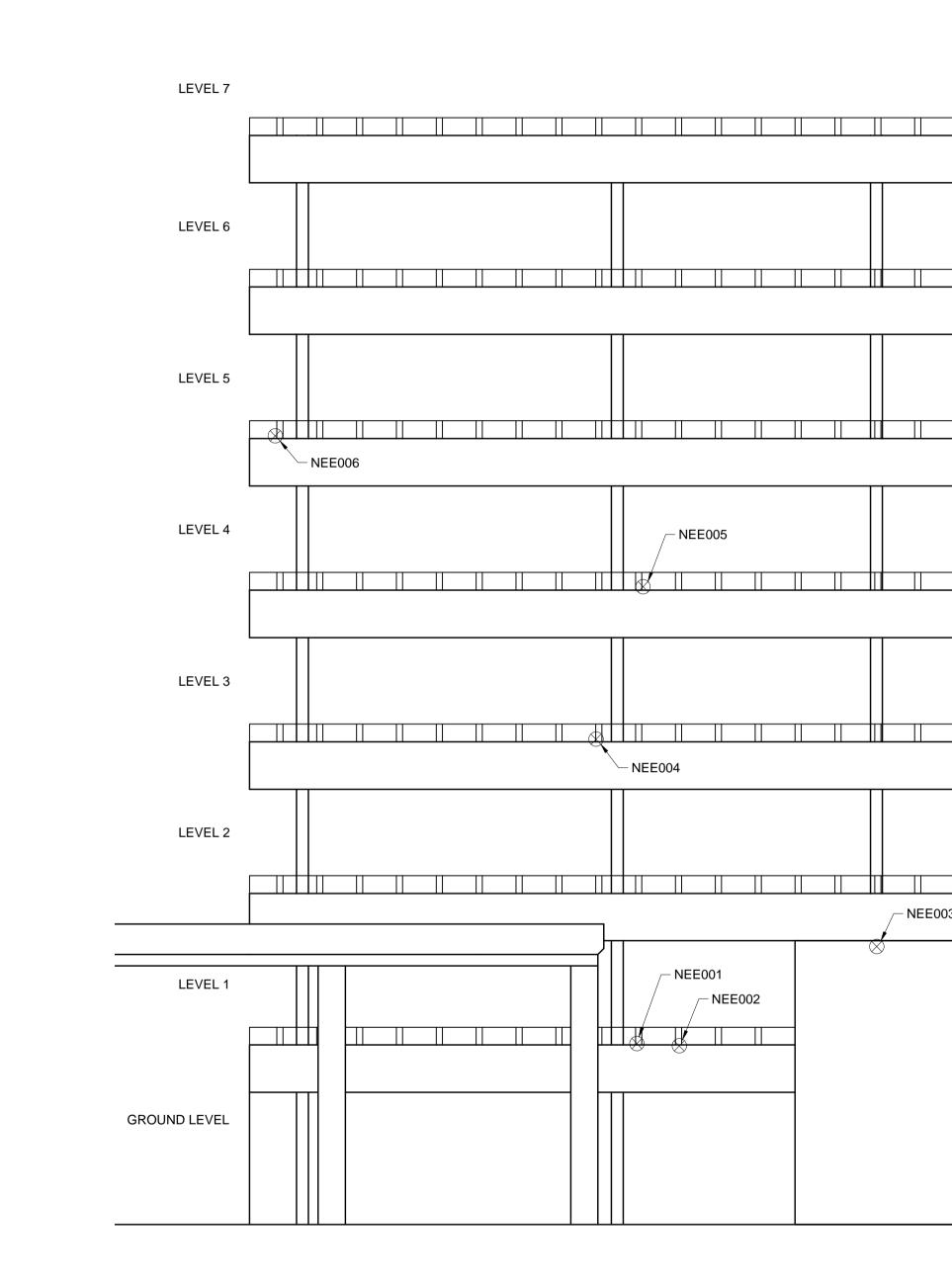
LEVEL 4

LEVEL 3

LEVEL 2

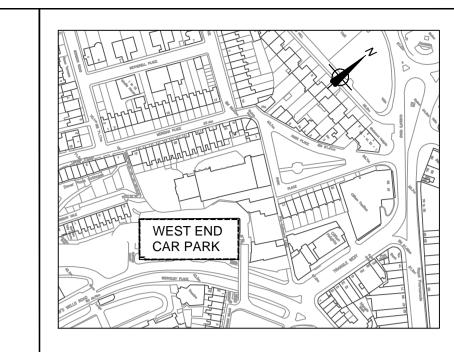
LEVEL 1

GROUND LEVEL



SOUTH WEST ELEVATION
NOT TO SCALE

NOT TO SCALE



	CONCRETE REPAIR SCHEDULE SOUTH EAST ELEVATION		
REPAIR REFERENCE	LENGTH (mm)	WIDTH (mm)	
NEE001	100	100	
NEE002	100	100	
NEE003	200	200	
NEE004	100	100	
NEE005	100	100	
NEE006	100	100	

Rev By Chkd App Date Description





CAR PARK
CONDITION SURVEY

Drowing

WEST END CAR PARK NORTH EAST ELEVATION DEFECTS LOCATION

Drawn by: SP	Date: 07/03/
Checked by:	Date:
Approved by:	Date:
Drawing No.	Status Revisio
673846-WE- 123	

REPAIR REFERENCE	LENGTH	WIDTH
	(mm)	(mm)
SEE001	100	100
SEE002	100	100
SEE003	100	100
SEE004	100	100
SEE005	100	100
SEE006	100	100
SEE007	100	100
SEE008	100	100
SEE009	100	100
SEE010	100	100
SEE011	100	100
SEE012	100	100
SEE013	300	100
SEE014	100	100
SEE015	100	100
SEE016	300	100
SEE017	200	100
SEE018	300	300
SEE019	100	100
SEE020	100	100
SEE021	100	100
SEE022	100	100
SEE023	100	200
SEE024	100	100
SEE025	100	100
SEE026	100	200
SEE027	100	100
SEE028	100	100
SEE029	100	100
SEE030	100	100
SEE031	100	100
SEE032	100	100
SEE033	100	100
SEE034	100	100

Rev By Chkd App Date Description

Client



Ch2MC
CH2M HILL, BURDEROP PARK, SWINDON, WILTS SN4 0QD
TEL: +44 (0)1793 812479

CAR PARK
CONDITION SURVEY

owina

WEST END CAR PARK SOUTH EAST ELEVATION DEFECTS LOCATION

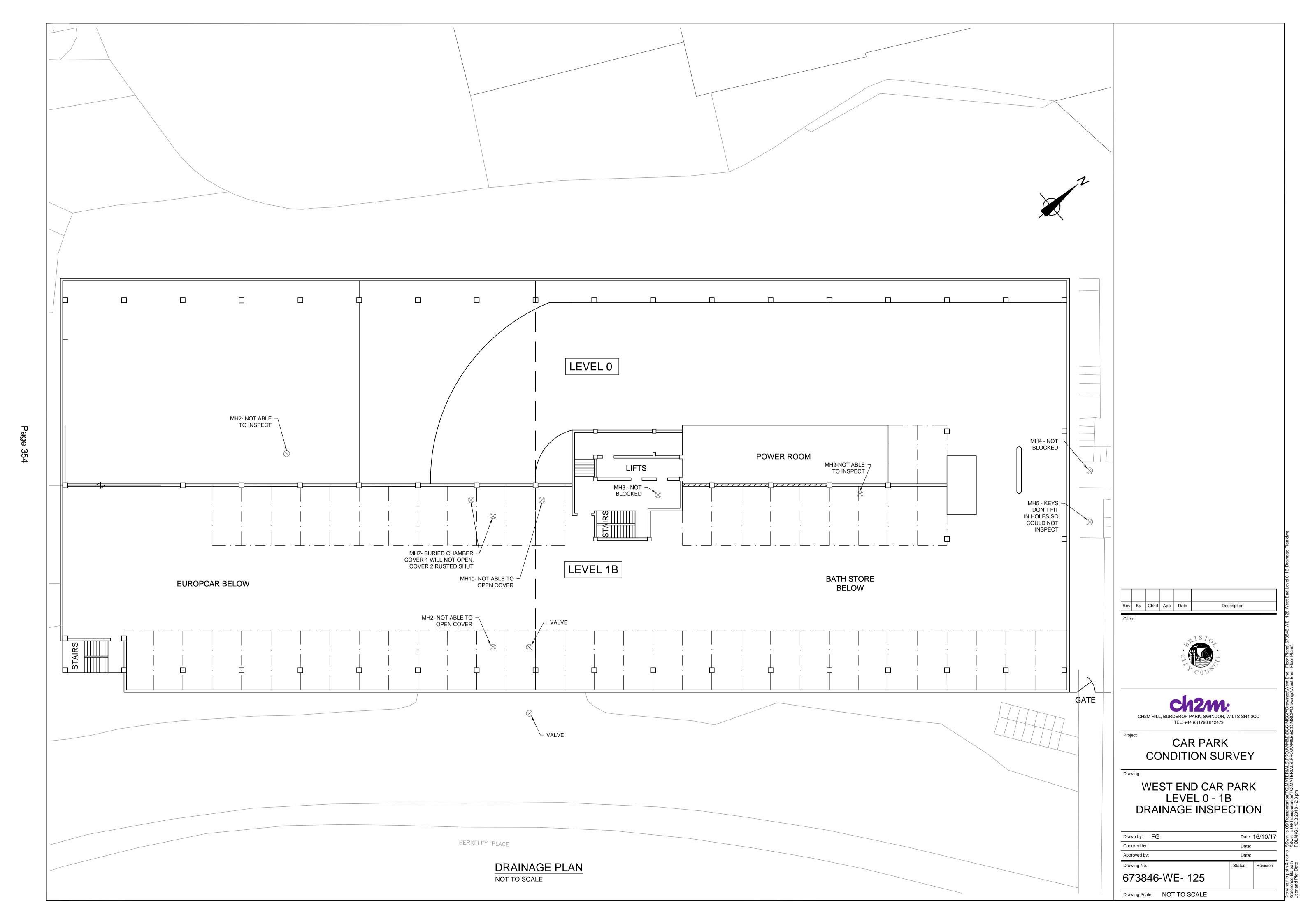
Drawn by: SP	Date:	07/03/18
Checked by:	Date:	
Approved by:	Date:	
Drawing No.	Status	Revision
673846-WE- 124		

Drawing Scale: NOT TO SCALE

LEVEL 7 LEVEL 6 LEVEL 5 LEVEL 4 LEVEL 3 LEVEL 2 -SEE030 SEE006 ┌SEE022 ∕- SEE016 ┌SEE026 ∕- SEE019 ┌SEE012 ∼ SEE021 - SEE018 ┌SEE033 ⊤SEE029 LEVEL 1 ⊢SEE005 ⊤SEE007 ┌SEE011 SEE031 SEE027 SEE028 FUROPCAR SEE023 SEE014 SEE015 -SEE017 -SEE020 BATH STORE INP Θ PEDESTRIAN _ ENTRANCE **GROUND LEVEL**

SOUTH EAST ELEVATION

NOT TO SCALE



Appendix B – Test certificates



Quartz Scientific



7G Dukes Yard, Shakespeare Industrial Estate, Watford WD24 5AL Tel: 01923 213983 Fax: 01923 247732 e-mail: mail@quartz-scientific.co.uk www.quartz-scientific.co.uk

E.D.S Marine & Civil Engineering Contractors Dragon House, 17 Sir Alfred Owen Way Pontygwindy Industrial Estate Caerphilly CF83 3HU

27 November 2017 EDS/14314/isj Page 1 of 3

CERTIFICATE of ANALYSIS

A7125

Chloride content of concrete samples

Date received : 22 November 2017

Mass received : 3 to 12 g

Type of sample : concrete dust

Date of analysis : 24 and 27 November 2017 Method of testing : B.S.1881:Part 124:2015.

Sample ref.	Client's ref.		Chloride	content
		mm	% by n	nass of
			sample	cement
16900	TA1	5-20	0.10	0.68
16901		20-35	0.11	0.78
16902		35-50	0.05	0.33
16903	TA2	5-20	0.08	0.56
16904		20-35	0.10	0.75
16905		35-50	0.08	0.55
16906	TA3	5-20	0.06	0.42
16907		20-35	0.08	0.56
16908		35-50	0.05	0.35
16909	TA4	5-20	0.08	0.59
16910		20-35	0.16	1.14
16911		35-50	0.13	0.89
16912	TA5	5-20	0.06	0.45
16913		20-35	0.17	1.24
16914		35-50	0.11	0.78
16915	TA6	5-20	0.08	0.60
16916		20-35	0.13	0.92
16917		35-50	0.08	0.54
16918	TA7	5-20	0.05	0.39
16919		20-35	0.06	0.42
16920		35-50	0.04	0.30

Sample ref.	Client	's ref.	Chloride	content
		mm	% by n	nass of
			sample	cement
16921	TA8	5-20	0.11	0.76
16922		20-35	0.11	0.76
16923		35-50	0.30	2.15
16924	TA9	5-20	0.09	0.62
16925		20-35	0.16	1.13
16926		35-50	0.08	0.55
16927	TA10	5-20	0.30	2.13
16928		20-35	0.43	3.06
16929		35-50	0.30	2.16
16930	TA11	5-20	0.18	1.29
16931		20-35	0.16	1.13
16932		35-50	0.11	0.76
16933	TA12	5-20	0.08	0.58
16934		20-35	0.14	0.96
16935		35-50	0.14	1.02
16936	WE1	5-20	0.02	0.15
16937		20-35	0.01	0.11
16938		35-50	0.13	0.94
16939	WE2	5-20	0.10	0.68
16940		20-35	0.22	1.57
16941		35-50	0.18	1.29
16942	WE3	5-20	0.03	0.20
16943		20-35	0.06	0.43
16944		35-50	0.07	0.50
16945	WE4	5-20	0.04	0.31
16946		20-35	0.16	1.17
16947		35-50	0.16	1.15
16948	WE5	5-20	0.15	1.09
16949		20-35	0.10	0.68
16950		35-50	0.23	1.64
16951	WE6	5-20	0.03	0.19
16952		20-35	0.13	0.91
16953		35-50	0.11	0.78
16954	WE7	5-20	0.15	1.07
16955		20-35	0.19	1.38
16956		35-50	0.37	2.63
16957	WE8	5-20	0.17	1.22
16958		20-35	0.14	1.03
16959		35-50	0.34	2.42

Sample ref.	Client's ref.		Chloride	content
		mm		nass of
			sample	cement
16960	WE9	5-20	0.06	0.45
16961		20-35	0.27	1.95
16962		35-50	0.64	4.60
16963	WE10	5-20	0.01	0.09
16964		20-35	0.02	0.13
16965		35-50	0.06	0.46

Note: 14 % cement content was assumed for the calculations.

End of results

Iren S. Jasko MSc EurChem CSci CChem FRSC

Technical Manager

li Juli

SANDBERG



Sandberg LLP 5 Carpenter's Place Clapham High Street London SW4 7TD

Tel: Fax: email web

020 7565 7000 020 7565 7101

clapham@sandberg.co.uk www.sandberg.co.uk

61209/F

Certificate No

1

Date of Test

14/11/2017

CONCRETE TEST RESULTS COMPRESSIVE STRENGTH AND DENSITY OF CORES

BS EN 12504-1:2009, BS EN 12390-3:2009 and BS EN 12390-7:2009

Sandberg Reference		F91942	F91943	F91944
Site Mark/Client Reference		Beam	Deck	Column
Details: - Location - Date of coring		Beam NA	Deck NA	Column NA
Date Received		7/11/2017	7/11/2017	7/11/2017
Presence of abnormalities		None	None	None
Reinforcement, (diameter/distance) ¹	mm	None	None	None
Aggregate, maximum nominal size	mm	16	12	14
Age at Test	days	NA	NA	NA NA
Method of end preparation		HAC	HAC	HAC
Surface Moisture Condition at test		Damp	Damp	Damp
Actual Core Lengths - Minimum length, as received - Maximum length, as received - Prepared length - Relation to length, as-received	mm mm mm mm	68 85 52 20-65	85 90 54 25-70	80 85 53 25-70
Mean Core Diameter (d) ^m	mm	44	44	44
Length/Diameter Ratio, λ		1.18	1.23	1.20
Density ² - Saturated condition	kg/m³	2450	2430	2450
Saturation before Test	days	7	7	7
Maximum Load at Failure	kN	91.5	84.4	96.7
Mode of Failure ⁴		Normal Normal	Normal	Normal
Compressive Strength³ (Measured Core Strength)	MPa (N/mm²)	60.2	55:5	63.6
Reinforcement Correction ⁵	#0		-	-
Compressive Strength ³ Corrected In-Situ Strength ⁵	MPa (N/mm²)	64.0	60.1	68.2

Centre of bar to core end, before and after end preparation (e.g. 20/100/40 = 20mm diameter bar, 100mm from the core end as-received and 40mm from the end after preparation).

2 Volume by water displacement, densities given to nearest 10kg/m3.

Compressive strength values given to nearest 0.1MPa (N/mm²).
'Normal' (symmetrical failure) or otherwise as described.
BS EN 12504-1, National Annex NA - equivalent in-situ cube (no adjustment for direction of drilling) 4 5

ND = Not determined. NA = Not applicable.

Client	Edwards Diving Services Ltd Dragon House Sir Alfred Owen Way Pontygwindy Industrial Estate Caerphilly CF83 3HU	Signed	For Sandberg LLP
	For the attention of Mr Steve Richings	Name	John Gallagher
		Position	Deputy Quality Manager
Reference	Order No. P8092/SR dated 2/11/2017	Date	16 November 2017

APPENDIX E

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	Structural Repairs to Temple Gate & West End MSCPs		
Please outline the proposal.	The Temple Gate and West End MSCP car parks are now around 50 years old. They are not built to modern standards. Both car parks are showing signs of age and as with all reinforced concrete structures of this age require structural repairs and maintenance to extend their useful life by 10 years. The report is seeking confirmation that Parking Services can spend the allocated capital funds to undertake the work. It is intended that both car parks will remain open whilst the works are taking place. Certain parking areas will be closed where repairs are taking		
	place. (This will be finalised in detail when work schedules have been drawn up).		
What savings will this proposal achieve?	The works will be funded by a Corporate Capital allocation.		
	There is potential increase in revenue as the works at the Temple Gate car park will increase the number of charged parking spaces that will be available for the public to use.		
Name of Lead Officer	Gary Lloyd, Infrastructure Manager, Parking Services		

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.

None identified

Please outline where there may be significant negative impacts, and for whom.

No significant negative impacts identified. Car drivers may be inconvenienced by the potential reduction in the amount of parking spaces available to facilitate the works. However if works have to be undertaken in areas of the car parks marked out as

Page 360

Disabled Bays, we will designate other bays on the same levels as temporary disabled bays.

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.

None identified

Please outline where there may be negative impacts, and for whom.

None identified

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)?

readening quantity of the theaten, education, standard of himself.				
Please indicate yes or no. If the answer	No. We do not anticipate significant negative			
is yes then a full impact assessment	impacts from this proposal.			
must be carried out. If the answer is				
no, please provide a justification.				
Service Director sign-off and date:	Equalities Officer sign-off and date:			
Prode	Henry			
Patsy Mellor 05/08/2019	Duncan Fleming 1/7/2019			

Eco Impact Checklist

Refer to the guidance on the source before completing and then delete this section http://intranet.bcc.lan/ccm/content/articles/cd/sustainable-development/cabinet-reportquidance---eco-impact-assessment.en

Title of report: Structural Repairs to Temple Gate & West End MSCPs

Report author: Gary Lloyd, Infrastructure Manager, Parking Services

Anticipated date of key decision: Cabinet 3rd September 2019

Summary of proposals: The Temple Gate and West End MSCP car parks are now around 50 years old. They are not built to modern standards. Both car parks are showing signs of age and as with all reinforced concrete structures of this age require structural repairs and maintenance to extend their useful life. The report is seeking confirmation that Parking Services can spend the allocated capital funds to undertake the work.

The car parks have been surveyed and inspected by Jacobs in 2018 with the task of recommending how the useful life of the car parks can be extended. (The recommendation is 10 years for both car parks). Both car parks need to have repairs to their reinforced concrete structures to prevent and slow down the chlorine induced corrosion they are experiencing. The works will include the replacement of the glazing systems to the stairwells in both car parks.

Jacobs is the CDM Co-ordinator and will be drafting the full specification and tender documents for the works and will be managing the project on the sites to ensure that the contractors complies with the Council's requirements.

Will the proposal impact	e proposal impact Yes/	+ive	If Yes			
on			Briefly describe impact	Briefly describe Mitigation measures		
Emission of Climate Changing Gases?	Yes	-ive	Materials will need to be transported to each site repair the car parks.	Ensure that contractors minimise waste, and that, where technically feasible, any waste is sent for recycling rather than landfill. The contractor should make efforts to use materials from local sources to minimise the amount of transport involved with the repair works. Consider contractor locality during procurement to reduce travel miles. It should be noted that		

				the lighting system in both car parks was replaced in early 2019 with an LED system as part of a project with the Energy Service.
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	Yes	+ive	Repairs will require concrete and possible minimal steel strengthening, new seals in a number of joints and repairing parts of the deck coatings.	The design and planning of the repair works should consider efforts to minimise the use of nonrenewable resources. Contractors will be encouraged to use recycled materials where possible if the materials do not add to further corrosion of the repaired areas. Where possible materials to be green guide A+ - C certified. As works are being completed on the roof areas, there is an opportunity to look at potential of Solar PV install on the back of this. To discuss with the energy service (lan Watkins).
Production, recycling or disposal of waste	Yes	-ive	The repairs will generate waste.	The contractor as part of the tendering process will be asked to recycle as much material as possible on site, ensure raw materials are stored carefully to avoid spillage, generation of a nuisance and ensure that any waste management activities are compliant

				with relevant legislation. The contractor will produce a waste management plan. The contractor will register the site with the Considerate Constructors Scheme and must achieve a Certificate of Performance Beyond Compliance, as defined by the scheme.
The appearance of the City?	No			
Pollution to land, water, or air?	Yes	-ive	Potential for grey water run off that will be contaminated with concrete material. There will be dust generated from the concrete repairs as "bad" areas are removed.	Ensure contractor introduces measures to control and treat contaminated water appropriately. There should be no run-off to surface waters from the site. This will be addressed in the tendering process with advice from Pollution Control to ensure compliance with relevant legislation. Emergency spill control measures to be put in place if this seems a likely risk. Impacts from dust generated during the works will be mitigated using best practice techniques for construction sites. The contractor will register the site with the Considerate Constructors Scheme and must achieve a Certificate of Performance Beyond

				Compliance, as defined by the scheme. Ensure contractors are aware of any asbestos on the sites and do not disturb this or only use qualified asbestos contractors if working on asbestos areas.
Pollution Noise	Yes	-ive	It is anticipated that power tools will be used to remove areas of concrete from the structure. These are likely to generate noise above normal levels in the car parks.	Contractors will be instructed to work during the weekday eg. 0800 and 1800. Weekend working will be avoided if possible unless there are exceptional circumstances. Noise suppression techniques will be used where feasible.
				The contractor will register the site with the Considerate Constructors Scheme and must achieve a Certificate of Performance Beyond Compliance, as defined by the scheme.
Wildlife and habitats?	No			

Consulted with:

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

The significant impacts of this proposal to repair the Temple Gate and West End car parks are that new materials will be required to undertake the works (concrete and a small amount of steel). The repair works will generate waste material and dust from removal of concrete in need of repair and water used in the building works that will be contaminated from the concrete manufacturing and the control of dust. Power tools will be required to remove concrete prior to facilitate the repairs that will generate noise and dust.

The proposals include the following measures to mitigate the impacts: the tender process

will ensure that the successful contractor will be required to comply with relevant legislation and work practices to ensure as much waste material is recycled, that dust and contaminated water run-off is contained and disposed of appropriately. The contractor will register the site with the Considerate Constructors Scheme and must achieve a Certificate of Performance Beyond Compliance, as defined by the scheme. Contractors will be instructed to work during the weekday eg. 0800 and 1800. Weekend working will be avoided if possible unless there are exceptional circumstances. Parking Services have appointed Jacobs as CDM Co-ordinator to draft the full specifications for the structural repairs to the car parks and to manage the projects on site to ensure that the contractor complies with the council's requirements. Contractors as part of the tender process will be required to produce method statements and risk assessments.

The net effects of the proposals are on balance potentially negative but mitigation will reduce these effects as practicably possible.

Checklist completed by:				
Name:	Gary Lloyd, Infrastructure Manager, Parking Service			
Dept.:	Parking Services, Highways and Traffic			
Extension:	24287			
Date:	27 th June 2019			
Verified by Environmental Performance Team	Nicola Hares – Environmental Project Manager			

Decision Pathway Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 October 2019



TITLE	Cumberland Road Stabilisation Project					
Ward(s)	Hotwells and Harbourside					
Author: (L Chris Dooley	Job title: Bridges and Highway Structures Team Manager				
Cabinet le	et lead: Cllr Dudd Executive Director lead: Colin Molton – Executive Director, Growth and Regeneration					
Proposal	origin: BCC Staff					
	maker: Cabinet Member Forum: Cabinet					

Purpose of Report:

- To report on ultimate findings of Ground Investigations and explain the mechanism of failure of River Wall and ground.
- To report on recommended structural stabilisation solution options provided from (GI) investigations and assessment.
- To report on the revised projected detailed Cost Pricing for Officer recommended option, using Optimum Bias assessment principles to enhance the degree of certainty.
- To report on the extra Additional Capital Funding required to complete recommended Officer Solution.

Evidence Base

Full Council meeting on 20th Feb 2018 approved £5.00m (PL09a), for capital budget over next three financial years. The original basis of this project estimation was formulated using the final outturn construction costs of the recent and similar River wall failure Project on Clarence Road. This was used as a basis to give projected estimated costs for the Cumberland Road Project. This Project is considered to be Transport Maintenance Project and this was confirmed by BCC Executive Director in 2018. Further to Cabinet approval for £580K spend in July 2017 to undertake the emergency investigation surveys and preparation of tender documents and detailed designs due to an on-going collapse of an 80m section and works.

Further Cabinet approval was received in February 2018 to commit the expenditure of the remainder (£4.42m) as forecast within the submitted Business Case, i.e., £580k in 2018/19, £2,000K in 2019/20 & remainder in £2,420K in 2020/21.

The above original estimated forecasted figures will subsequently be revisited again in the light of further information derived from detailed ground investigations and ultimate discovery of mode of ground failure, which will be described further in this report.

Geotechnical Investigations (GI) and monitoring undertaken in 2018/19 determined the primary root cause of the river wall and ground failure to be a deep seated ground slip with rotational movement approximately 12m beneath Cumberland Road. These findings were presented to BCC Highways on 25th February 2019 by Framework Consultants - Jacobs. The proposed solution is now a new contiguous bored piled concrete retaining wall and a framework of supporting concrete slabbed arrangement to support both the Chocolate Path and Heritage Railway. All options will require large piling plant to work within an area of unstable ground. Framework Consultants Jacobs were instructed to undertake a detailed Pricing exercise for options 2, 3 and 4.

- Option 1: Do nothing and continue to monitor river wall and Cumberland Road for progressive movement.
- Option 2: Project Cost to stabilise Cumberland Road and reinstate Chocolate Path and Railway to original use.
- Option 3: Project Cost to stabilise Cumberland Road only, Divert Cycleway onto Cumberland Road locally.
- Option 4: Project Cost to stabilise Cumberland Road and divert Chocolate Path onto Railway corridor locally.

Chocolate Path – River Wall Repairs and Cumberland Road Stabilisation Works

In December 2016, an 80m section of the Chocolate Path pedestrian and cycle path (National Cycle Route (NCN) 33) was closed,

as a result of settlement and failure of the path surfacing and river retaining wall. A local diversion route was provided on the adjacent Bristol Harbour Railway, by laying a temporary tarmac diversion path. In December 2017, further settlement of the Chocolate Path was observed, with additional movement of the New Cut retaining wall being observed and evidenced through regular measurement monitoring. In addition, significant lateral cracking was noted on the temporary diversion path route so the decision was taken to close the emergency diversion route as well. This resulted in an 860m length of the Chocolate Path being closed between Vauxhall Bridge and Avon Crescent. This continues to be the current situation on site.

Geotechnical Investigations (GI)

A project of detailed geotechnical Investigation (GI) was planned and programmed to commence during summer 2018. Extensive GI Investigations and monitoring have been undertaken during 2018/19 and the cause of the instability has now been established as a <u>deep seated structural slip of the ground underneath Cumberland Road</u>. BCC Highways now seek to deliver an Engineering optioned solution to stabilise and reinstate the masonry retaining wall, Chocolate Path and Harbour Railway and ultimately Cumberland Road, with the aim of making all transportation assets structurally stable and safe for re-use bringing these assets back into full operational use. The options considered in this Report are as set our below:

Option 1 – Continue to Monitor and react accordingly

This option is keep up with the ongoing monitoring regime currently in place and then take appropriate immediate reactive action if the trend of slippage movement and failure continues to increase significantly or suddenly. This option does not give any ability or scope to plan for programmed planned ongoing maintenance and is considered far too high a risk to the Council and could ultimately lead to the reactive immediate closure of Cumberland Road for an extended period, with the associated reputational consequential damage to the Council. This option can therefore be fully discounted.

Option 2 - Full Design to stabilise all elements

Due to the deep seated geotechnical ground slip, beneath Cumberland Road the main outcome would be to stabilise Cumberland Road and reinstate the Chocolate Path and the Heritage Railway. Option 2 is considered the most expensive option but ultimately removes all structural and major transportation stability issues. The residual construction contingency during works is considered low as all unstable ground would have been structurally stabilised, and thus all the imposed loads would be removed from the river wall. The deliverables of choosing this option is that this would fully stabilise Cumberland Road and would also reinstate the Chocolate Path and Heritage railway to full operational use, ensuring a positive reputational win for the Council. This option is considered the best overall engineering and social impactful solution to fully resolve the problem in the long term.

Option 3 - Do minimum and stabilise Cumberland Road only

Due to the deep seated ground slip, beneath Cumberland Road the only outcome of this option would be to stabilise Cumberland Road only. The Historic Railway, Chocolate Path and river wall will still remain largely unstable and fully unsafe, albeit that the substantial structural loads would have been removed by the stabilisation of Cumberland Road. There would be real residual construction risk here by working adjacent to the failed unstable ground whilst undertaking piling operations which would be increased during the works as well the likely ongoing future risk of partial or full failure of this remaining railway and chocolate path corridor and river wall. Therefore with this option Cumberland Road would be stabilised only, but both the Chocolate Path and Heritage Railway would remain closed, with the likely ongoing risk of these abandoned elements partially collapsing and falling into the river, obstructing the water course and requiring future Capital funding for removal. This option is not considered appropriate and would leave the Council with a substantial ongoing maintenance liability and would create a clear and ongoing reputational damaging narrative for the Council.

Option 4 – Stabilise Cumberland Road and Cycle route only

Again due to the deep seated ground slip, beneath Cumberland Road the main priority here would be to stabilise Cumberland Road, which is also achieved with this option along with also providing the diverted reinstatement of the Chocolate Path along the line of the Heritage Railing over this section. The railway would therefore be restricted to a route from M Shed to Vauxhall Bridge, where it would terminate. Again the residual construction risks would be increased during the works as well the likely future ongoing risk of partial or full failure of the remaining abandoned chocolate Path and river wall falling into the river, obstructing the water course and requiring future funding. This option is also not considered appropriate and would leave the Council with a substantial ongoing maintenance liability and would create an ongoing reputational damage to the Council.

Mitigation Measures

The original Cabinet decision in July 2017 approved a Capital Budget of 5 million to be spent over three years. Part of that original proposal was to undertake further additional proposed mitigation measures in term of improvements to the existing drainage for the remainder of the Chocolate Path river wall on other identified areas to significantly reduce the negative impact on the river wall due to the blocked drainage. There is no evidence of ground slippage in these other additional areas and no subsidence is evident on the heritage railway. Improvements to the existing drainage would however reduce the hydraulic loading on the wall thereby reducing the risk or development of further areas of instability in the overall length of the whole wall. However due to the increased projected Capital costs now being forecast in the Report, there will be no budget available to complete these

mitigation works. The estimated costs of these mitigation works are in the region of $\underline{\pm 1m}$ The implications of not undertaking these mitigation works would be to accelerate the deterioration of the river wall in these locations and further increase the likely risk of partial failure occurring at these separate locations. These mitigation measures currently will not be done as part of any of the proposed options solutions.

Summary Findings

Options 1, 3 and 4 can be generally discounted and disregarded as they will not provide the full structural stability solution to all the separate transportation assets within this vicinity of Cumberland Road. These three options clearly would leave the Council under an unacceptable level of ongoing risk due to a full or partial collapse of all or part of each asset element, requiring immediate reactive closure of Cumberland Road for a substantial protracted period of time.

Option 2 is therefore considered to be the only real viable engineering solution, which not only will provide the required stabilisation solution of all transportation elements, but can also deliver a further degree of flood resilience along Cumberland Road, to the benefit to all frontages and local businesses. Option 2 will also provide a positive reputational win for the Council. Option 2 has been through a detailed project costing exercise assessment provided by an approved firm of Quantity Surveyors, (Currie & Browne), resourced separately by our Framework Consultants (Jacobs). The projected headline construction cost only for Option 2 (full Design) is now at £5,540,000.00.

As this amount now exceeds the original Capital approved Budget of 5 million pounds, We are now required to seek additional funding through the procedural decision Pathway process.

Funding Sourcing Options

Consideration will now be given to the various options that may be available to find the additional Capital funding required to bring the Project to a successful conclusion and this can be generally summarised as follows:

- BBC Highways have established that there is no funding available from the Environment Agency (EA) for these proposed structural stabilisations works to the river wall. Improved flood defences in the area may be required in the future due to rising sea levels as a result of climate change, but at present no significant works (or replacement of the 2016 EA-funded flood wall) is anticipated until the 2030s at the earliest. BCC has an indicative grant funding allocation for flood defences in central Bristol and the opportunity to bring forward some of this funding (by demonstrating a future saving) has been explored with the (EA). The scale of funding available is estimated to be in the £10k's only, and as the grant funding nationally is already fully allocated for this financial year and oversubscribed for next, it is thought unlikely to attract the small amount of funding that may be available in the short term in any event.
- There are currently two allocations, each of £5m, from the Economic Development Fund (EDF) towards flood mitigation in the central area. It is unlikely that these can be used for contributions towards Chocolate Path wall repairs. BCC Flood team are liaising Local Enterprise Partnerships (LEP) to gain a view on this possibility. If answer is generally positive, (which officers don't anticipate), then there will be a need to assess this route of possible funding against the possible detriment of not using (EDF) money as local partnership contribution for FDGiA for River Avon Strategy. Loss of partnership contribution would result in lower national priority being given by DEFRA to FDGiA funding for our River Avon strategy which is key to delivering development in the central area.
- Local Growth Fund (LGF) LGF is primarily directed at serving enterprise zones and/or housing delivery. It looks to provide 'additionality' rather than maintenance or repair. This therefore is not an option as a funding source.
- Local Cycling & Walking Infrastructure Plan (LCWIP) This is currently also being investigated as a possible source of Capital funding. This can be consider but is likely to be a small contribution to the overall budget requirement.
- Proposed Baltic Wharf Caravan Site (BWCS) BCC Highways to instigate early discussions with proposed developer. The objective here would be to discuss Developer contribution for flood mitigation if the proposed River Avon Strategy is in place and approved to fit in with the general proposals for the new (BWCS).
- The River Avon Flood Strategy technical work now not due to be complete until February 2020, statutory consultation will follow before the Cabinet report can be taken forward. Executive Director will need to consult first with Mayoral Office, but currently it is thought that there will not be any consultation until after Mayoral elections in May 2020, assuming (ED) accept principle of consultation on strategy in leading to drafting of Cabinet report.

Cabinet Member / Officer Recommendations:

That Cabinet

- 1. Approves implementing the construction and delivery of Option 2 set out in the report full design to stabilise all elements of the project (which will also include full mitigation measures to ensure further resilience).
- 2. Approves the additional Capital funding estimation of £4,023,190 funded from underspends in the 19/20 capital programme.
- 3. Approves additional flood protection measures to raise the wall to 2065 flood protection requirements as an

integral part of the detailed stabilisation design.

4. Authorises the Executive Director for Growth and Regeneration to enter into a contract for the above works to implement Option 2.

Corporate Strategy alignment:

Both the Chocolate Path and Cumberland Road are Adopted Highways and BCC, as the Local Highways Authority, has a statutory duty to maintain and keep in use and open for the public. The overall Corporate strategy alignment of this project would be fulfilment of some of the corporate strategic themes with regard to Wellbeing, well connected and business as usual. The specific key objective of the project is to stabilise the location identified in Option 2, making it safe such that the Chocolate Path and railway line can be re-opened, as well as removing the risk of any subsequent closure of Cumberland Road. The Chocolate Path forms a section of NCN Route 33, as well as being part of Bristol's cycle route network therefore promoting Wellbeing by encouraging sustainable modes of travel and improvements to air quality. Whilst Cumberland Road is classified as a C class road, providing a connection between Brunel Way and the city centre, as well as local access to residential, business and leisure properties, it does now form a section of the new AVTM MetroBus route.

City Benefits:

Implementing the stabilisation works will allow the Chocolate Path to be re-opened, letting pedestrians and cyclists access to the route once again. This would allow them to use the off-road facility rather than Cumberland Road. It will also allow the Heritage railway to re-open, letting trains run again as a tourist attraction. This has financial benefits for the operator and a reputational enhancement to the tourist industry corporately within the City. It will also remove the risk of potential structural failure of the ground supporting Cumberland Road, which would result in a subsequent lane closures or full road closure of Cumberland Road. Such a road closure would affect resident and business local access especially to the SS Great Britain and also the effective full operation of the MetroBus scheme.

It will also remove the risk of a collapse of the river retaining wall into the New Cut, which could result in detrimental environmental impacts on the river, as well as operational impacts on the local highway network. Such a potential collapse would result in the need for an emergency response and immediate remediation works that are likely to be more expensive than the planned and phased programmed stabilisation works. The final recommended concept design (Option 2), will have the additional inclusion new flood defence resilience measures to prevent or reduce future flooding of the Chocolate Path/railway that would result in wider economic benefits from reduced levels of flooding on this corridor and also to Cumberland Road.

Consultation Details, including External Stakeholder Consultation

The Cabinet Member for Transport, executive Director and Ward councillors will be briefed on the proposed additional costs to this Capital project.

The Harbourmaster will be consulted and involved in the scheme developments.

Harbour side Heritage Railway will be consulted and kept up-to-date with progress, as scheme affects the Heritage railway line. The Environment Agency (EA) will require details of the proposed activities, as the proposed works are next to a main watercourse and will require the appropriate Consents from the EA.

The Marine and Maritime Organisation (MMO) will be consulted on this project as they license, regulate and plan marine activities in the seas around England to ensure that this project proposal is carried out in a sustainable way.

Residential Frontages and local businesses will be informed of any significant traffic management that affects Cumberland Road. It is anticipated at this stage that consultation may not be required, as this is a purely a stabilisation and maintenance scheme. Should any actual consultation be necessary, the overall requirements and timings will be considered as the detailed scheme is being developed.

MetroBus, First Bus and relevant Emergency Services will be consulted also be kept up-to-date on the Project .

Revenue Cost	n/a	Source of Revenue Funding	n/a
Chocolate Path Capital Cost	To approve for the additional Capital Funding of £4.23m additional to £5.05m scheme allocation which has already had Cabinet Approval.		The scheme is funded by prudential borrowing under the Approved Capital Programme
One off cost ⊠	Ongoing cost □	Saving Proposal	Income generation proposal □

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

Finance Advice: Full Council meeting on 20th Feb 2018 approved £5.00m (PL09a), for capital budget over 3 financial years. This included the already approved £580K spend in July 2017 to undertake the emergency investigation surveys and preparation of tender documents and detailed designs due to an on-going collapse of an 80m section and works. The original basis of this project estimation was formulated using the final outturn construction costs of the recent and similar River wall failure Project on

Clarence Road. This was used as a basis to give projected estimated costs for the Cumberland Road Project.

Additional Geotechnical Investigations (GI) and monitoring was undertaken in 2018/19 which determined the primary root cause of the river wall and ground failure to be <u>a deep seated ground slip with rotational movement approximately 12m beneath</u> Cumberland Road.

In addition to the main structural works, part of that original proposal was to undertake further additional proposed mitigation measures in term of improvements to the existing drainage for the remainder of the Chocolate Path river wall on other identified areas to significantly reduce the negative impact on the river wall due to the blocked drainage.

The total funding required under option 2 mentioned in the main section of the report is c£9m (including risks). The additional project funding has been found from underspends within the Housing programme that have no impact on the delivery of that scheme. **Exempt Appendix "I"** provides further commercially sensitive details.

The full extent of the reprioritisation of the capital programme will be reflected in the 20/21 budget report.

Finance Business Partner: Kayode Olagundoye, Interim Finance Business Partner, Growth and Regeneration, date 20/09/19

2. Legal Advice:

Procurement of the contract(s) necessary to implement Option 2 (including all necessary services and works) will need to comply with the Public Contract Regulations 2015 and the Councils own Procurement Rules. Legal Services will provide support to the Executive Director in determining the appropriate contract(s).

Legal Team Leader:	Eric Andrews		Date: 18.9.201	9		
3. Implications on ICT	3. Implications on ICT: No impact to IT Services					
ICT Team Leader:	ICT Team Leader: Simon Oliver Date: 31/07/2019					
4. HR Advice:	No HR implication	No HR implications are evident				
HR Partner:	Celia Williams		Date: 31/07/2	31/07/2019		
EDM Sign-off		Colin Molton		18th July 2019		
Cabinet Member sign-off		Cllr Dudd		3rd June 2019		
For Key Decisions - Mayor's Office		Mayor's Office		3 rd September 2019		
sign-off						

Appendix A – Further essential background / detail on the proposal	YES
Chocolate Path – Revised Business Plan	
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment and Checklist of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information – Commercially Sensitive Information	YES
Appendix J – HR advice	NO
Appendix K – ICT	NO
Appendix L – Chocolate Path Location Plan and condition photographs	YES

Final Business Case

Appendix A

Chocolate Path River Wall & Cumberland Road Stabilisation Capital Project

Portfolio Holder/Cabinet Lead: Kye Dudd Councillor Lead: Kye Dudd Lead Officer (Director): Patsy Mellor

Report Author: Chris Dooley – Highway Structures Manager

Directorate: Growth & Regeneration Service Area: Highways & Traffic

Version number and date: Draft version 3 - 29th July 2019
Date of endorsement (EDM/Delivery Working Group): <DD/MM/YYYY>

Savings Description and Profile as it appears in 2018/19 Budget: No Saving

Budget	Savings Description	18/19	19/20	20/21	21/22	22/23
Ref.		£'000s	£'000s	£'000s	£'000s	£'000s
P15163	Unknown – relates to failure	?	?	?	?	?

DECISION REQUIRED: Approval to proceed with expenditure on repair of the Chocolate Path

In December 2016, an 80m section (adjacent to the Caravan Park on Cumberland Road), of the Chocolate Path pedestrian and cycle path was closed, due to settlement and failure of the path surfacing and river wall movement. A local diversion route was provided on the adjacent Bristol Harbour Railway, by laying a temporary tarmac path. In December 2017, further settlement of the Chocolate Path was observed, with further movement of the river wall and significant cracking and settlemnt on the temporary diversion route. As a result, the diversion route was closed as well. This resulted in an 860m length of the Chocolate Path being closed between Vauxhall Bridge and Avon Crescent, with pedestrians and cyclists having to use Cumberland Road. The Heritage railway is also currently closed in this area due to track settlement.

As Local Highway Authority, BCC has a **statutory duty** to maintain the Chocolate Path. BCC needs to determine the causes of failure and develop options to stabilise and reinstate the retaining wall, Chocolate Path and railway, with the aim of making them safe for re-use. If **no action is taken**, there is a significant risk of failure of the New Cut river retaining wall, which would affect the Chocolate Path, the railway and also, ultimately, Cumerland Road, which will carry the AVTM link of MetroBus.

In order to reduce the risk of operational asset failure, it is necessary to undertake non-intrusive and intrusive ground investigations (GI); prepare design stabilisation options for the failed section of path and river wall; assess the risk of further progressive failure at other sections of the Chocolate Path; and undertake appropriate wall repair and stailsation works.

Specialist contractors are to be engaged to undertake the GI and stabilisation works. External consultants are required to assist with the design work.

The project has the potential to deliver future cost savings, in the form of substantial reactive stabilisation and ongoing maintenance costs as the structure's condition gets worse, but these cannot be calculated at this time as the rate of deterioration is not linear. In additional, there is potential cost of Capital expenditure if the retaining wall were to fail now or if this corridor were closed on a permanent basis. The river wall is continuing to deteriorate, which will result in an eventual failure, with the subsequent impact on the adjacent Cumberland Road and the Metro Bus Route.

Currently, the Council is spending significant elements of the annual revenue budget mainly on a purely reactive basis to deal with all operational issues and problems on an "as and when" principle. Monitoring

of path movement is continuously required, to assess if this deterioration is increasing such that an imminent failure might be predicted. But monitoring will not mitigate the potential risk of operational failure. The current monitoring indicates that the rate of deterioration is increasing.

It has now become apparent that the likely risk of operational failure of the retaining wall in the future is considered high. By undertaking the necessary investigation work, followed by suitable repairs and stabilisation, will reduce the risk of the Council being exposed to significant costs arising from an ultimate failure event or needing to close Cumberland Road for a significant period. It will also enable the Council to manage revenue and future Capital improvements and cyclical planned routine expenditure rather than reactive, expensive, unplanned revenue spend on a purely crisis non programmed basis.

Any funding required to delive Business Case:		£0	
Any funding required to deliver a Full Business Case for Preferred Option A	£0	Any funding required to deliver a Full Business for Case Preferred Option B:	n/a

Outline figures for delivery of Preferred Option A: Chocolate Path Stabilisation Project (Do Something Option)

	Yr 0 18/19	Yr 1 19/20	Yr 2 20/21	Yr 3 21/22	Yr 4 22/23	Yr 5 23/24
Total new	10.70	10120				
costs	357K	1,629k	4,562k	2,475K	_	-
Total opp						
costs	-	-	-	-	-	-
Total ongoing costs	unknown	unknown	tbc	tbc	tbc	tbc
Gross savings	0	tbc	tbc	tbc	tbc	tbc
Net savings	0	tbc	tbc	tbc	tbc	tbc

TOTAL funding required: £9,023,190.00

Any identified sources of funding: Structures Capital Programme

Outline figures for delivery of Option B:

Chocolate Path Reactive Maintenance (Do Nothing Option)

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	18/19	19/20	20/21	21/22	22/23	23/24
Total new						
costs	?	?	?	?	?	?
Total opp						
costs	-	-	-	-	-	-
Total						
ongoing	unknown	unknown	unknown	unknown	unknown	unknown
costs						
Gross						
savings	0	0	0	0	0	0
Net						
savings	0	0	0	0	0	0

TOTAL funding required: £unknown

(Continue reactive maintenance, with uncertainty on revenue expenditure. Likely to be high, if sudden failure)

Any identified sources of funding: n/a

Full Business Case:

Figures for delivery of Preferred Option A

	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	18/19	19/20	20/21	21/22	22/23	23/24
Total new	357K	1,629K	4,562k	2,475K		
costs					-	-
Total opp						
costs	-	-	-	-	-	-
Total						
ongoing	unknown	unknown	tbc	tbc	tbc	tbc
costs						
Gross						
savings	0	tbc	tbc	tbc	tbc	tbc
Net						
savings	0	tbc	tbc	tbc	tbc	tbc

TOTAL funding required: £9,023,190 Any identified sources of funding: Highway Structures Capital Programme

1. The problem I want to solve/ the outcome I want to achieve...:

Problem

The Chocolate Path forms a section of National Cycle Network (NCN) Route 33, as well as being part of Bristol's cycle route network. It is desirable to re-open the 860m section of the cycling route, to encourage travel by active modes of transport.

Whilst Cumberland Road is classified as a C class road, providing a connection between Brunel Way and the city centre, as well as local access to residential, business and leisure properties, it does form a section of the AVTM Metrobus route. Closure of Cumberland Road would detrimentally affect the operation of Metrobus. Both the Chocolate Path and Cumberland Road are Adopted highways and BCC, as the Local Highways Authority, has a statutory duty to maintain them.

In December 2016, an 80m section of the Chocolate Path was closed due to safety concerns, with a temporary diversion for cyclists and pedestrians formed on the adjacent heritage railway line. In December 2017, an 860m length of the Chocolate Path was closed, together with the railway line. Pedestrians and cyclists now need to use Cumberland Road as a diversion route. The railway line, which is a heritage line running tourist services, cannot operate, with has a knock on tourism income to the City.

Regular monitoring of the failed section shows there is on-going further movement. There is a risk, therefore, of failure of the New Cut retaining wall, with material falling into the watercourse and probability of this risk occurring is increasing. It is possible such a failure could affect Cumberland Road, requiring its closure. A sudden collapse would require emergency works, likely to be expensive and a need for closure of Cumberland Road for any significant period would affect access and operation of the MetroBus scheme.

Further inspections suggest at least two other locations along the Chocolate Path may also be subject to movement, indicating potential additional failures may happen in the future.

Known Operational Issues

BCC as the Local Highway Authority has a statutory duty to maintain and operate the public highway. Should the Chocolate Path fail and collapse into the watercourse, this will affect this statutory duty from being discharged. The risk to the Council is considered high on this matter and the only real mitigation measure considered feasible would be to undertake the required works to stabilise the area.

The current monitoring regime in place is costing approximately £500 per month but failure could occur at any time. The current Chocolate Path closure is causing inconvenience for pedestrians and cyclists, who have to use Cumberland Road instead. This has increased the risk of conflict occurring between cyclists and motor vehicles. In addition, the railway line is closed, resulting in lost revenue for the operator of this heritage line, as well as reputational damage to the City.

CH2M (now Jacobs) was previously engaged to undertake a desk study of existing historical records, information and previous monitoring data. This has informed the required project scope for further investigatory and work. The project scope has a number of stages:-

- Non-intrusive ground investigation and Survey data collection
- Intrusive ground investigation
- Conclusions as to the causation and mode of multiple Failure mechanisms.
- Concept Design options with appropriate Outline Costings
- Phase 1 wall repair and stabilisation works of the 80m failed section
- Phase 2 stabilisation works to the rest of the Chocolate Path

<u>Stage 1</u> Being the non-intrusive ground investigation and data collection, estimated to cost approximately **£25k** for the survey company. The results will inform the extent and cost of intrusive ground investigation works.

<u>Stage 2</u> Being intrusive investigations, global investigation throughout corridor as well as other approved monitoring and GIS techniques. Further drainage investigations will also be undertaken.

Stage 3 Being reports on the conclusions as to the causation and mode of multiple failure mechanisms.

Stage 4 Being design options, with appropriate costings, for repairs for both Phase 1 and Phase 2 works.

<u>Stage 5A</u> Being be the implementation of the repair and stabilisation solution for Phase 1 works, as approved from outcomes of Stages 1, 2, and 3.

Stage 5B Being stabilisation works to the rest of the Chocolate Path

Long Term Implications

The consequences of doing nothing will be the risk of serious structural failure increasing significantly over time, which could result in a major operational failure of the Chocolate Path river retaining wall. This would involve significant damage and total loss to parts of the pedestrian and cycle route. It would also cause damage to the heritage railway line and could also, ultimately, structurally affect Cumberland Road. Certainly, some form of traffic management would be required on Cumberland Road, which could include closure of the road, having a significant impact on the MetroBus Corridor.

Managing the failed section of the Chocolate Path, from an asset management point of view, should consider the route as a whole and this includes the structural integrity of the path's retaining wall along its entire length, to assess risk of possible further failure locations. Hence, it is considered prudent the stabilisation works be undertaken as soon as possible, through this project.

Proposal

The proposed business case is to undertake the following stages:-

- 1 Non-intrusive ground investigation and data collection.
- 2 Intrusive ground investigation, including a drainage survey.
- 3 Conclusions as to the causation and mode of multiple failure mechanisms.
- 4 Concept Design options with appropriate Outline Costings.
- 5 Repair and stabilisation works (i) repair works to failed section and (ii) preventative measures along remaining sections of river wall.

The proposed outcomes from the project will be:-

- 1. Implementing the stabilisation works will allow the Chocolate Path to be re-opened, letting pedestrians and cyclists access the route once again. This would allow pedestrians and cyclists to use the off-road facility rather than Cumberland Road.
- 2. It will also allow the railway to re-open, letting heritage trains run again as a tourist attraction. This has financial benefits for the operator.
- 3. It will also reduce the risk of failure of the ground supporting Cumberland Road, which would result in a road closure. Such a road closure would affect local access and also the effective operation of the Metrobus scheme.
- 4. It will also significantly reduce the risk of a collapse of the river retaining wall into the New Cut, which could result in detrimental environmental impacts on the New Cut river, as well as operational impacts on the local highway network. Such a collapse would result in the need for an emergency response and remediation works that are likely to be more expensive than the planned works.

Undertaking the project meets the Council's statutory duty, as Local Highway Authority.

2. We will know we have succeeded when

When the proposal is completed and the key outcomes have been reported. The wholesale stabilisation works will allow the Chocolate Path to re-open, bringing it back up to required operational requirements and standards, offering the public a realible desnigated walking and cycle network route. It will also allow the heritage railway line to re-open and de-risk the need to close Cumberland Road. This will result in reactive revenue savings to the Council in staffing resources now currently required to monitor movement of the Chocolate Path and subesequent reactive actions thereafter.

3. Scope

In Scope

As described within the proposal. The attached location plan of the Chocolate Path shows its route, which forms part of the National Cycle Network (Route 33).

Out of scope	Any risks/consequences associated with "Out of scope" items
Stabilisation work only as described within the proposal, which is based on the earlier desk-top study and visual inspections.	The stabilisation work will only deal with the known structural defects, all of which now require immediate attention to allow the Chocloate Path to re-open and be fit for purpose, in terms of use by pedestrians and cyclists. It is possible the ground investigation works may discover some unknown further defects that have not yet been identified, or known defects are discovered to be worse than assessed. This could also occur when site works site to repair the failed section. This could result in increased costs and/or the need for more extensive stabilisation works.

4. Dependencies and Constraints

4.1 What other work is happening that this connects with or is reliant upon?

Parallel to the proposed stabilisation work on the Chocolate Path, the Asset Management Team are undertaking a high level Harbour Infrastructure Assessment Management Condition Study Report, which is intended to identify the comprehensive extent of different harbour and docks assets, the extent of each asset in terms of construction and geometry and dimensions, their current condition and also any current corporate risk these harbour assets may pose to the Council corporately. The findings would then be included and considered within the BCC Corporate overall transportation Risk Register for future Capital investment. The latest version of the study and general progress with it would be available (on request) from the BCC Asset Management Team.

4.2 What limitations do you have to work within?

After recent restructuring within the Council, the asset stock of the City Docks is now being presently included and subsumed into the Asset Management Study for Transporation as a whole. This is a sensible

and essential approach, as there are generally many areas of crossover and similarty, in terms of function, asset type and public usage, within the Transporation realm.

The Bridges and Highway Structures Team presently has very limited resources, in terms of staffing and senority of relevent experience. As a result, there is a need for Engineering and Project Management assistance in preparing design options, followed by appropriate contract documentation for tender purposes. There will probably also be a requirement for external support to supervise the stabilisation works, as well as other project management duties.

5. Resources Required to progress to Outline Business Case:

The current Highways Structures and Bridges team do not have appropiate expertise regarding ground investigation and, therefore, external specialists will be required to undertake this work. In addition, the Structures Team does not have the staffing resource to undertake design option work or prepare the contract documentation. By using the existing Framework Contracts, the Council will be able to procure this expertise and employ both (i) Structural Soils Ltd and (ii) CH2M (Jacobs) to assist as described above. Using the existing Highways Framework Lot Contract will facilitate getting the ground investigation works undertaken quickly, whilst meeting the Council's normal due dilegency and best value procurement process.

Even if the existing staff resource were able to undertaken all this work, it would mean repriortising other urgent Capital Structures Highway works and revenue works programme. In any event, there will be a need for staff to spend time engaging the external resource and project managing the project. Staff time will be charged to the project.

Resource required	Cost ("new" cost items only)	Funding required
Structural Soils Ltd (Stage 1)	£35,000.00	Y
Structural Soils Ltd (Stage 2)	£70,000.00	Υ
CH2M (Jacobs) Consultants	£95,000.00	Y
Existing Framework Agreements		
TOTAL	£200,000	

6. EQIA Relevance Check Outcome:

No.

Justification

EqIA not required as stabilisation work has only short-term minor detrimental impact during the works. This impact is likely to be less than that arising were the path to collapse and prevent access for some period of time, especially if Cumberland Road had to be closed.

Section 2: Outline Business Case

7. Options Appraisal Summary

The Chocolate Path is an important element of the NCN. In addition, Cumberland Road is a necessary element of the highway network, in particular for the MetroBus project. It connects people and communities with jobs and employment as defined in the Strategic Themes and Key Commitments of Fair and Inclusive & Well Connected. The Chocolate Path in its current state is not resilient as it is currently closed but there is still a risk of collapse. This does not fit accord with the Strategic Theme and Key Commitment of Wellbeing.

OPTION EVALUATION MATRIX	Pros (Will ac	Pros (Will achieve outcomes/objectives?)				(net o	Savings (net of any ongoing costs) (£'000s)						
Option Title (Please indicate Preferred Options with a "X" in the relevant box, alongside option title)	Insert summary of Outcome 1 here	Insert summary of Outcome 2 here	Insert summary of Outcome 3 here	Insert summary of Outcome 4 here	Risk Level (Cons)	Costs (one off) (£'000s)	18/ 19	19/ 20	20/ 21	21/ 22	22/ 23	Confidence Level in Savings Delivery	Equalities Impact
1 Do Something (X) ປ ຜ ເວ ເວ	Y	Y	Y	Y	М	£9,023,190	0	tbc	tbc	tbc	tbc	75% unless failure occurs prior to works	neutral
2 De Nothing	N	N	N	N	Н	£0	0	0	0	0	0	n/a. Likely to be a cost due to failure	Negative (if collapse)

8. Preferred Option(s) further detail:

Preferred Option A: £9,023,190

1 Do Something (X)

New Costs profile (£'000s)

Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
18/19	19/20	20/21	21/22	22/23	23/24
357k	1,629k	4,562K	2,475K	-	

Net savings profile (net of any ongoing costs)

Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
18/19	19/20	20/21	21/22	22/23	23/24
0	tbc	tbc	tbc	tbc	tbc

Ongoing costs (disbenefits)

Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
18/19	19/20	20/21	21/22	22/23	23/24
10k+	tbc	tbc	tbc	tbc	

Confidence Level in savings delivery and explanation

Undertaking stabilisation will not lead to any cost savings in 18/19. Future cost savings will depend on date of completion of works.

Risk profile of option

The risk level – Medium

The structure could still fail at any time. But option provides opportunity to reduce the risk during 2019/20.

Contingency options to mitigate risks and raise confidence level

Seek to undertake stabilisation works as soon as possible.

CH2M (Jacobs) undertook desk top study, so aware of requirements.

£5,000k includes an element of contingency for increased project costs.

Residual shortfall against committed savings:

n/a

Key milestones for the Full Business Case stage (include key stakeholder engagement activity)

- 1. Complete non-intrusive GI
- 2. Complete intrusive GI
- 3. Prepare design options
- 4. Select preferred option
- 5. Complete contract documents
- 6. Stakeholder engagement
- 7. Undertake procurement/tender
- 8. Publicity on start of works
- 9. Start stabilisation works (Ph 1 & Ph2)
- 10. Complete stabilisation

Summary of Equalities impact

No significant impact

Preferred Option B: £0

2. Do Nothing

New Costs profile (£'000s)

Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
18/19	19/20	20/21	21/22	22/23	23/24
-	-	_	-	-	-

Net savings Profile (net of any ongoing costs)

Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
18/19	19/20	20/21	21/22	22/23	23/24
. 5	.0,20	_0,			
0	0	0	0	0	0

Ongoing costs (disbenefits)

Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
18/19	19/20	20/21	21/22	22/23	23/24
10k+	?	?	?	?	

Confidence Level in savings delivery and explanation

No savings as on-going monitoring required. Wall failure will require emergency expenditure

Risk profile of option

The risk level – High

The structure could fail at any time. Probability of risk will increase with time.

Contingency options to mitigate risks and raise confidence level

No confidence without stabilisation works.

Residual shortfall against committed savings:

None

Key milestones for the Full Business Case stage (include key stakeholder engagement activity)

1. Do nothing – react to failure

Summary of Equalities impact

Negative if wall fails

Summary of Eco impact	Summary of Eco impact
Tbc	Likely to be negative if wall fails
Likely to be neutral for works	
Likely to be negative if wall fails	
Summary of Information Security impact	Summary of Information Security impact
n/a	n/a

8.1 Resources required to proceed to next stage:

Internal resource – (i) technical staff from Structures Team to procure external consultants and provide a technical PM role. Assistance to Structures Team with providing admin TPT PM role, until knowledge and experience gained to undertake this role.

External resource – appointment of Structural Soils Ltd to undertake GI work. CH2M (Jacobs) to undertake design options and prepare suitable contract documentation and provide expert supervisory personnel. May require an additional external resource to provide assistance to Structures Team with providing admin TPT PM role, until knowledge and experience gained to undertake this role or when there is a internal resource within the Council to undertake these roles.

8.2 Funding required (if any) to deliver the Full Business Case:

Item requiring funding	Amount of funding required	Potential Funding source (s)	
TOTAL: Chocolate Path Stabilisation	£5,000,000	Structures Capital Programme	

8.3 Specialist professional resource requirements

Service Area from which Supporting Resources Needed, to progress to next stage of Business Case	Role/ Type of Resource (if known)	To do what activities? / produce what work products?	Estimated Effort (days)
Change Services			
HR			
Finance			
IT			
Property			
Legal			
Commissioning & Procurement	Advisor	Advice on procurement	0.5
Comms & Consultation	Advisor	Comms liaison	0.5
Other (please specify)	Consultants	GI work Design options Prepare contract documents Assist with supervision of works	120

Detail of Key Stakeholder engagement to date:

Key stakeholder	Date of most recent	Nature of
	engagement	engagement
BCC City Docks	None to date	Emails and meetings
Harbour Master	None to date	Email and meetings
Environment Agency	None to date	Email and meetings
MetroBus	None to date	Email and meetings
Bus operators	None to date	Email and meetings
Other	None to date	Emails and meetings

Preferred Options Detailed Case

1. Do Something

10.1 Summary Costs and Benefits

Preferred Option A Most Likely Case – Financial Overview							
(£'000s)	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	5 yr Total	Key Assumptions that underpin the figures
One-off costs (new costs)	£357k	£1,629	£4,562	£2,475	0	£9,023,190	Based on GI reports and design options, with contingency added
One-off costs (internal costs)	0	0	0	0	0	£0	None identified at this time
Ongoing annual costs	£10+	Tbc	Tbc	Tbc	Tbc	tbc	Depends on extent of works
Gross savings	0	Tbc	Tbc	Tbc	Tbc	tbc	Depends on completion date of stabilisation works
Annual Net Savings:							

10.2 Benefits

- Chocolate Path can re-open, meeting the Council's statutory duty obligations.
- The heritage railway line can re-open.
- Reduces risk of failure of ground supporting Cumberland Road.
- It will reduce the risk of collapse of river wall, which would result in negative environmental impact.
- It will reduce the risk of any reputational damage to the Council, arising from a wall collapse.
- It will reduce the need for current regular monitoring, with associated staff costs.
- It will negate the need for the current closure, which as an on-going cost for the barriers.

10.3 Costs & Funding

- £200,000 for external consultants to support project
- £8,800,000 for stabilsation works, including internal staff costs
- Values allow for some contingency (initial 40% is normal for this type of scheme)
- Assume work will be commence during 2018/19, with initial failure location repair complete in early 2019/20 and any other identified locations repaired by end of 2020/21.
- Funding assumed to be Structures Capital Programme

This is a request for funding of the £9,023,190 necessary to undertake the project.

a. Key Risks and Issues

Currently, the Asset Management Team are undertaking a high level Harbour Infrastructure Assessment Management Study exercise, which will identify the comprehensive extent of different harbour and docks assets which are currently presenting a corporate risk. Assessing the extent ad type of Asset inventory, their current condition and also the current risk that these harbour assets may pose corporately to the Council will allow a list of those assets that urgently need to be included and considered within the BCC Corporate Transportation Risk Register.

A desk-top study recommends undertaking further ground investigations, preparing design options and undertaking stabilisation works. The key risks with delivery of the preferred option is that (i) the budget figure is lower than required for all the subsequent works and (ii) works are delayed and a subsequent

sudden collapse occurs, requiring emergency repairs. However, a contingency has been assumed in the cost estimate. It is desirable the work is procured as soon as possible, to reduce the risk of wall failure.

There is the risk that on-going budget pressures may suggest the £5,000,000 funding is not provided at this time, introducing delay to the project.

It should be noted that the Chocolate Path river retaining wall could fail at any time and, potentially, before stabilisation works are carried out. Hence, the recommended urgency in undertaking the project.

10.5 Sensitivity Analysis and Consequent Contingency Plans

75% confidence level that budget estimate is sufficient for the project (based on desk-top study, visual inspection and assumed contingency level).

(Contingency plan – GI report will inform design options and tender submissions will provide likely final cost. If possible, adjust works to suit, if necessary.)

90% confidence level the project can be completed by end of Year 2020/21 (Both Structural Soils Ltd and CH2M (Jacobs) can be engaged immediately via the Frameworks and have the skills/experience/resources to undertake the works).

(Contingency plan – assess if any element of the project timescale could be taken into Year 2021/22, if necessary.)

90% confidence level the project will deliver the envisaged benefits. (Contingency plan – adapt the stabilisation work, during the project delivery, if deemed necessary.)

10.6 Delivery Approach (HOW will we deliver and assure the project?)

10.6.1 Implementation Approach

Delivery approach is based on the preferred option being approved. Thereafter, external contractor and consultant would be appointed directly, via the Framework Lot Contracts. First phase work would be non-intrusive GI work; second phase is undertaking intrusive GI work; third phase assessing conclusions of GI findings; fourth phase would preparing design options and contract documentation for preferred option; fifth phase would be undertaking stabilisation works, in two stages.

10.6.2 Benefits Realisation approach

- The stabilisation will reduce the probability of the risk of operational failure of the Chocolate Path.
- The stabilisation will reduce the Council's exposure to unexpected costs, arising from operational failure and closure of Cumberland Road.
- The project should result in cost savings compared with the current situation, in terms of requiring resources to monitor current movement and providing the existing closure.

10.6.3 Timeline and Key Milestones (WHEN will it be delivered?)

Preferred Option A: Key Milestones	Target Date
Business Case sign off	<mark>25/05/2018</mark>
Appoint external /contractor/consultant	18/05/2018
Complete ground investigation work	27/07/2018
Complete contract documentation for Phase 1 works	30/11/2018
Complete tender/award process for Phase 1 works	15/02/2019
Commence stabilisation works for Phase 1	25/02/2019
Complete Phase 1 stabilisation works	28/06/2019
Complete Phase 2 stabilisation works	27/09/2020
Benefits realisation complete	26/06/2020

10.6.4 Project Team

- Internal resource Structures Team (manager and officer)
- Internal resource TPT PM support
- Internal resource Surveyor
- External resource Structural Soils Ltd
- External resource CH2M (Jacobs)

10.6.5 Procurement Approach

Use of Highways Framework Lot Contract for direct appointment of Structural Soils Ltd.
Use of Professional Framework Consultancy Contract for direct appointment of CH2M (Jacobs)

Structural Soils Ltd are the current preferred GI contractor, under the Highways Framework. Direct awards, as combined fees for the two elements of GI surveys are likely to be less than £150,000. Use of Framework already demonstrates vfm and direct award reduces timescale for procurement.

CH2M (Jacobs) has undertaken the desk-top, so understand problem and objectives. Direct award, as fees likely to be less than £150,000. Use of Contract already demonstrates vfm and direct award reduces timescale for procurement.

Advice will be sought from Procurement, with regard to appropriate tender process for the stabilisation works. At this time, it is not clear if existing Highways Asset Management and Associated Works Framework can used or if an external tender process is required.

10.6.6 Consultation Approach

It is not intended to undertake any public consultation for the stabilisation work. Bus operators, taxi representatives and frontagers will be informed of any significant traffic management on Cumberland Road in the scheme development.

10.6.7 Communications and Engagement Approach

- The Cabinet member for Transport will be provided with a briefing note and briefed, if required.
- Ward councillors will be notified of the project and kept informed of progress.
- The Harbour Master will be notified of the project and kept informed of progress.
- Advance notice of the works will be provided.
- The Environment Agency will be consulted and the appropriate consent received.
- The Comms Team will be advised of the project and their advice sought, with regard to appropriate forms of publicity.

10.6.7 Project Governance & Assurance

- Day-to-day technical project management will be undertaken by the Structures Team or designated Scheme Manger (internal or External).
- The project will comply with TPT project management requirements, including submission of a monthly highlight report to allow progress to be monitored.

10.7 EQIA Summary of impact and key mitigation.

It is considered the project will result in no significant equalities impacts and a screening assessment has been undertaken that supports this.

There will be temporary inconvenience to all road users, who use Cumberland Road, when the stabilisation work is undertaken, as some traffic management will be required and this may affect some people with mobility difficulties who use the route. However, re-opening the Chocolate Path will reinstate previous choice of route for pedestrians and cyclists.

Any impact is considered to be significantly less than that which would result should the Chocolate Path retaining wall fail, with a collapse affecting Cumberland Road and required it to be closed for some time.

10.8 Eco-IA Summary of impact and key mitigation.

It is considered no significant environmental impacts are likely to arise from the stabilisation works. Collapse of the Chocolate Path retaining wall could result in some negative economic and environmental impacts, hence the need to undertake the project to reduce the risk of these.

10.9 Info-IA Summary of impact and key mitigation.

It is considered no key information security impacts are likely to arise from the stabilisation works.

APPENDICES

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
DLT	dd/mm/yyyydd/mm/yyyy

OUTLINE BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to DWG:	Commentary (if any)	Date
Portfolio Holder		dd/mm/yyyydd/mm /yyyy
DLT		dd/mm/yyyydd/mm /yyyy
Professional Views (all business cases require commentary from professional views even if "not applicable")	Commentary	Date
MANDATORY FOR ALL BUSINESS CASES Finance Business Partner - <name></name>	tbc	dd/mm/yyyydd/mm /yyyy
HR Business Partner - <name></name>	n/a	dd/mm/yyyydd/mm /yyyy
Change Business Partner <name></name>	n/a	dd/mm/yyyydd/mm /yyyy
IT/ Enterprise Architecture - <name></name>	n/a	dd/mm/yyy
Property - <name></name>	n/a	dd/mm/yyyydd/mm /yyyy
Legal - <name></name>	tbc	dd/mm/yyyydd/mm /yyyy
Commissioning & Procurement - <name></name>	tbc	dd/mm/yyyydd/mm /yyyy
Other consulted parties (as required)	Commentary	Date
		dd/mm/yyyydd/mm /yyyy
		dd/mm/yyyydd/mm /yyyy
		dd/mm/yyyydd/mm /yyyy

FULL BUSINESS CASE		
Recommended bodies/individuals for consultation ahead of submission to DWG:	Commentary (if any)	Date
Portfolio Holder		dd/mm/yyyydd/mm /yyyy
DLT		dd/mm/yyyydd/mm /yyyy
Professional Views (all business cases require commentary from professional views even if "not applicable")	Commentary	Date
MANDATORY FOR ALL BUSINESS CASES Finance Business Partner - <name></name>	tbc	dd/mm/yyyydd/mm /yyyy
HR Business Partner - <name></name>	n/a	dd/mm/yyyydd/mm /yyyy
Change Business Partner <name></name>	n/a	dd/mm/yyyydd/mm /yyyy

IT/ Enterprise Architecture - <name></name>	n/a	dd/mm/yyy
Property - <name></name>	n/a	dd/mm/yyyydd/mm /yyyy
Legal - <name></name>	tbc	dd/mm/yyyydd/mm /yyyy
Commissioning & Procurement - <name></name>	tbc	dd/mm/yyyydd/mm /yyyy
Other consulted parties (as required)	Commentary	Date
Other consulted parties (as required)	Commentary	Date dd/mm/yyyydd/mm /yyyy
Other consulted parties (as required)	Commentary	dd/mm/yyyydd/mm

B. Mandatory Project Documents

(It is expected that documents required to support both OBC and 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)	Validated By (Name and Role)
EQIA Relevance Check	Idea/Mandate	Yes	
Full Options Appraisal *link to be added*	OBC		
Project Financial Spreadsheet (costs and benefits/ sources of funding/ benefits contracts)	OBC/ FBC		
RAID Log	OBC/ FBC	Yes	
Project Plan	OBC/ FBC	Yes	
EQIA	OBC/ FBC	N/a	
<u>EcolA</u>	OBC/ FBC	No	
InfoIA	OBC/ FBC	No	
Solution Design	FBC		
(No template – this should be unique in content/ structure/ detail for each project)			

C. Conditional Approvals

#	Condition	Date for Completion	Owner
1			
2			
3			

D – Chocolate Path Location Plan

Figure D.1: Location plan of Chocolate Path



Location of the 80m section which is planned to be stabilised in 2018/19

Choc	olate Path RIVE	R Wall Refurb	ishments	- Ris	k Reg	ister											
Negati	ve Risks that offer a	threat to both Capi	tal Projects	and its	Aims (Aim - R	educe	Level of Risk)									
Ref				Status	Strategic Theme					Cu	rrent Risk Le	vel	Monetary Impact of		Risk To	olerance	
	Risk Description	Key Causes	Key Consequence	Open / Closed	Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Likelihoo d	Impact	Risk Rating	Risk £k	Likelihoo d	Impact	Risk Rating	Date
R001	River Wall Collapse	If there were a sudden collapse of THE Choclate Path river retaining wall, this is likely to impact on operation of Cumberland Road and would require emergency remedial works.	Closure of Assets including Cumberland Road	OPEN	Environmental	Medium	BCC	REDUCE Undertake frequent monitoring of movement. Assess option to install 24/7 monitoring and early warning system. Progress GI tasks, design and procurement as quickly as possible. FALLBACK/TRANSFER Assess placing of material at toe of wall as an early temporary action.	Increasing	2	ro	10		-	ĸ	5	Jun-18
R002	Underestimation of Costs	If there were an underestimation of both scheme costs, this could result in cost increases. Cost of preferred final design option could be higher than available budget.	Additional Funding Required	OPEN	Fiancial	Medium	всс	REDUCE Benchmarking of costs against previous work and other UAs. Strong Programme Management and change control processes implemented. Review design options, with focus on essential elements but with focus on risk reduction of subsequent further failure. FALLBACK/TRANSFER Prioritisation processes. Contingency for all projects required by Programme Manual. Consider need for increasing budget, if deemed appropriate for best long-term solution.	Increasing	ဇ	4	12		2	2	4	Jun-18
R003	Management Resoures	If there were insufficient internal staff resources available to do development work, especially alongside other major schemes and other priorities, then scheme delivery may be delayed.	Increased costs due to addional resources required	OPEN	Management	Medium	всс	REDUCE 1) Use of consultants. 2) Scheme is a priority project, given the potential safety aspects. FALLBACK Assess need for additional resource support, either internal or external.	Increasing	2	3	6		1	3	3	Jun-18
R004	Change in Priorities	If there is a failure to deliver allocated funding, due to change in priorities or financial challenges, this could cause insufficient funding being available to complete the programme measures.	Additional Funding Required	OPEN	Fiancial	Medium	BCC	REDUCE Close monitoring and regular reporting of spend and status. Continuous need to highlight importance of project. FALLBACK Assess option to undertake an interim solution to a reduced budget that provides an extended delivery timescale, with budget subsequently re-instated.	Increasing	2	е	6		1	3	3	Jun-18
R005	Procurement Issues	procurement processes, this could lead to certain WPs not being progressed, delaying project	Other schemes not being done due to lack of funding	OPEN	М	Medium	BCC	REDUCE Project Managers to ensure all necessary procurement identified. Use of existing Frameworks assist in procurement.	Unstable	2	8	6		1	3	3	Jun-18
R006	Media Coverage	If there was significant negative coverage in the media of the projects, this could cause poor public perception of the programme that effects its benefit and potential loss of political support.	Reputional Damage to the Council	OPEN	Political	Medium	BCC	REDUCE/EXPLOIT Development of communications strategy, including imely dialogue with Public Relations Team. Give updates on key milestones REDUCE Regular up-to-date progress briefings to appropriate parties.	Stable	2	8	6		1	2	2	Jun-18
R007	Political Issues	If there are other political priorities that divert resources to other projects, this could affect delivery of the mitigation measures.	Reputional Damage to the Council	OPEN	Political	Low	BCC	REDUCE/ACCEPT 1) Ensure ongoing regular updates to ward Clir and Transport Cabinet member Also to Mayor's Office, if requested. Highlight safety and statutory duty. 2) Ensure Public Relations kept up-to-date.	Stable	-	8	3		1	3	3	Jun-18
R008	Inclement Weather	If there are prolonged periods of extreme weather events, this could lead to delay and potential increased costs.	Increased costs due to addional resources required	OPEN	Fiancial	Medium	BCC	REDUCE: Ensure programming/sequencing allows for delays and contingency in place in line with programme manual recommendations. AVOID Re-programme build due to clarified financial reporting schedules.	Unknown	2	е	6		2	2	4	Jun-18
R009	Construction Delay	If there is failure to secure EA technical approvals to programme, this could result in scheme(s) construction being delayed.	Delay of Capital Schemes and further risk of Asset failure	OPEN	Construction	Medium	BCC/EA	AVOID/REDUCE Early and timely engagement with EA.	Unknown	2	3	6		1	3	3	Jun-18
R010	Onsolvency	If contractor, consultants or suppliers cease trading or change ownership, this could cause increased costs and/or delays to the programme.	Increased costs due to addional resources required	OPEN	Management	Low	BCC	AVOID Thorough vetting of contractors, consultants etc in line with BCC policies. Seek to use Framework suppliers, who have been assessed already.	Unknown	1	4	4		1	2	2	Jun-18

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R011	Technical Difficulties	specialist procurement and	Increased costs and delays due to addional resources required	OPEN	Technical	Medium	BCC	REDUCE Restrict opening of bridge as much as possible. Progress contract documentation and procurement process as quickly as possible. Assess use of 'standard' mechanism parts. FALLBACK/TRANSFER Keep bridge lowered and deal with any claims.		2	4	8		1	4	4	Jun-18
------	------------------------	----------------------------	---	------	-----------	--------	-----	--	--	---	---	---	--	---	---	---	--------

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	Chocolate Path Stabilisation Works					
Name of proposal Please outline the proposal.	 Chocolate Path Stabilisation Works Emergency stabilisation works to a section of the Chocolate Path pedestrian and cycle route adjacent to Cumberland Road. 1. Undertake additional topographic, bathymetric, ground investigation, drainage and structural surveys, to inform failure mechanism and inform final design solutions 2. Stabilise retaining wall and path movement with either emergency short-term measures or long-term solution, depending on costs 3. Repair retaining walls and path 4. Remove current 860m Chocolate Path closure and re-open route to pedestrians and cyclists 5. Remove current temporary diversion route, which is also closed, on Cumberland Road 					
	heritage railway line, to allow railway line to commence operations					
What savings will this proposal achieve?	None					
Name of Lead Officer	Chris Dooley - Highways Structures Manager					

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.

The proposal will allow the existing Cumberland Road off-road pedestrian and cycle route (commonly known as The Chocolate Path) to re-open. An initial 70m local route diversion was provided in December 2016, following movement of the river retaining wall and path. The diversion was then closed in November 2017, due to further failure of the surrounding ground, required an 860m length of path to be closed. Reopening will let pedestrians and cyclists use the path again, thereby avoiding the need to use Cumberland Road. At the moment, pedestrians have to use the Cumberland Road north-side footway, whilst cyclists have to travel on the carriageway with general motorised vehicles. The Chocolate Path is a section of the National Cycle Network Route

33, commonly known as Festival Way.

Undertaking the works and re-opening the path will also allow the heritage railway line to re-open, which has been closed since December 2016.

Please outline where there may be significant negative impacts, and for whom.

No significant negative impacts have been identified by the proposal.

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.

Anyone walking or cycling along this work will benefit from being able to use the off-road path once again. The Chocolate Path is probably more attractive to the majority of pedestrians, including many with mobility impairments, rather than the Cumberland Road footways. The Chocolate Path is probably more attractive to cyclists than using Cumberland Road, with the majority of cyclists likely to consider the off-road path safer than using the Cumberland Road carriageway.

This scheme will have no impact on Bristol City Council staff.

Please outline where there may be negative impacts, and for whom.

Some pedestrians including those with mobility and sensory impairments have reported difficulties when sharing paths with cyclists. However this proposal is to re-open an existing facility, and any such affected pedestrians can continue to use the Cumberland Road footway if preferred.

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. Reopening the Chocolate Path should not have any significant negative impacts upon citizens or staff, in terms of their access to services, their workforce representation or a reduction in their quality of life.

Service Director sign-off and date:

Phule

Equalities Officer sign-off and date:

Reviewed by Equalities and Community Cohesion Team 31/7/2019

01/08/2019

Eco Impact Checklist – Rev A (17/09/2019)

Title of report:	Chocolate Path River Wall Refurbishment
Report author:	Chris Dooley (Structures Manager)
Anticipated date of key decision	1 October 2019

Summary of proposals:

- 1. To recommend that the additional capital funding sought to implement the construction and delivery of Option 2 - full design which will also include £1m for full mitigation measures to ensure further resilience.
- 2. To approve the additional Capital funding estimation of £4,023,190 now being sought.
- 3. To approve recommended additional flood protection measures to raise the wall to 2065 flood protection requirements.
- 4. To provide a Steer on the additional option to further raise the wall to 2115 flood protection requirements. There may be a significant cost implication to this decision to further raise the wall.
- 5. To delegate to the Executive Director for Growth and Regeneration approval to enter into a contract for the above works

Background

Implementing the stabilisation works will allow the Chocolate Path to be re-opened, letting pedestrians and cyclists access to the route once again. This would allow them to use the off-road facility rather than Cumberland Road. It will also allow the Heritage railway to re-open, letting trains run again as a tourist attraction. This has financial benefits for the operator and a reputational enhancement to the tourist industry corporately within the City. It will also remove the risk of potential structural failure of the ground supporting Cumberland Road, which would result in a subsequent lane closures or full road closure of Cumberland Road. Such a road closure would affect resident and business local access especially to the SS Great Britain and also the effective full operation of the MetroBus scheme.

It will also remove the risk of a collapse of the river retaining wall into the New Cut, which could result in detrimental environmental impacts on the river, as well as operational impacts on the local highway network. Such a potential collapse would result in the need for an emergency response and immediate remediation works that are likely to be more expensive than the planned and phased programmed stabilisation works. The final recommended concept design (Option 2), will have the additional inclusion new flood defence resilience measures to prevent or reduce future flooding of the Chocolate Path/railway that would result in wider economic benefits from reduced levels of flooding on this corridor and also to Cumberland Road.

Will the proposal impact	1	+ive	If Yes	
on	No	or -ive	Briefly describe	Briefly describe Mitigation

			impact	measures
Emission of Climate Changing Gases?	Yes	+ive	Re-opening of cycle route along Chocolate path provides infrastructure to encourage cycling. Cumberland Road forms part of Metro Bus route.	The Chocolate Path forms a section of NCN Route 33, as well as being part of Bristol's cycle route network therefore promoting Wellbeing by encouraging sustainable modes of travel and improvements to air quality. Ensuring Cumberland road can remain open ensures security of bus route.
		-ive	Construction works will involve travel and use of materials.	Look to appoint a local contractor if practical to reduce travel impacts.
Bristol's resilience to the effects of climate change?	Yes	+ive	To approve recommended additional flood protection measures to raise the wall to 2065 flood protection requirements.	Provides resilience against flood risk,
			Risk of road closure of the works not taken place	Works will mitigate the risk of further structural deterioration which could lead to road closure, negatively affecting other busy roads and air pollution in the area as well as bus routes. And will also pollute the watercourse if structural collapse happens.
Consumption of non-renewable resources?	Yes	-ive	Construction works will involve travel and use of materials	Use sustainable procurement practices for materials needed for the project, also look at the possibility of using recycled materials or reusing materials. Where applicable use local suppliers/ contractors to reduce travel impacts.

Production, recycling or disposal of waste	Yes	-ive	Construction works will generate waste	Ensure that contractors comply with waste legislation and apply the waste hierarchy to waste generated. A waste management plan from the contractor will be needed.
The appearance of the city?	Yes	+ive	Repairs and re- opening of the path vrs taking no action and allowing the path/ road condition and structure to deteriorate	The re-opening of the path for use will have a positive effect for the public including tourists. Repairs will prevent further subsidence of the path which would be negative.
Pollution to land, water, or air?	Yes	-ive	Construction works could lead to risk of pollution to the water course.	Ensure the contractor has an emergency response plan (especially spill response) and that all chemicals and waste are stored securely and the risk of escape/ leakage is mitigated.
				The Environment Agency will be informed before the works take place and consents will be obtained, the Marine and Maritime will be consulted on the project.
		+ive	Taking no action may lead to the collapse of part of the wall, polluting the watercourse.	The proposed repair works will stop this risk.
Wildlife and habitats?	Yes	- ive/+i ve	Construction works.	Before works commence consult with the BCC ecology officer to ensure no at risk species are located where works will take place.
		+ive	Taking no action and allowing the path/road condition and	Subsidence could cause major issues with pollution into the

	-	tructure to leteriorate.	watercourse the proposed repair works will stop this risk.				
Consulted with:							
Summary of impacts and	∕litigation - <u>to</u>	go into the main Ca	binet/ Council Report				
The significant impacts of the generate waste and offer riscycle path will have positive flood defence works will also into the future. The proposals include the fobe managed and waste man place. Correct consents will works planned.	k of pollution to impacts, encous have a positive solution to have solve the have solve solution to have solve solution to have solve solution to have solve solve solution to have solve so	o the nearby watercon uraging sustainable to we impact providing re tres to mitigate the im s and energy spill res om the EA and the Mi	urse. The reopening of the ransport use. Integrated esilience against flooding pacts contractors will ponse plans will be in MO will be informed of the				
The net effects of the proposals are positive as the reopening of the chocolate path encourages the use of sustainable transport and this is an important part of the cities and national cycle network. It also reduces risk of subsidence into the watercourse. Flood defence works will ensure flood resilience into the future.							
Checklist completed by:							
Name:							
Dept.:							
Extension:							
Date:		17/09/2019					

Verified by

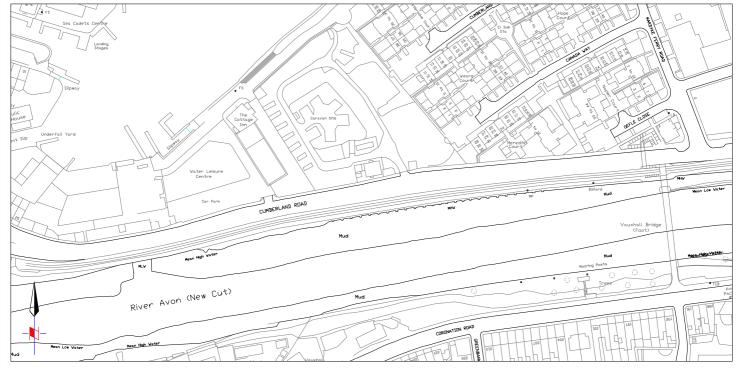
Environmental Performance Team

Manager

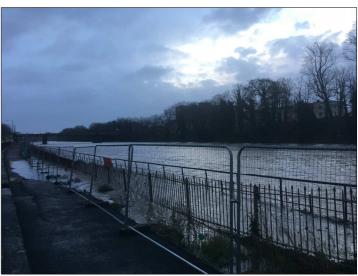
Nicola Hares – Environmental Project

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

Document is Restricted











Growth & Regeneration Peter Mann (Director of Transport) City Hall PO Box 3176 Bristol BS3 9FS



TRANSPORT

Appendix M 57W186 Choeslate Patho Location Plan & Condition Photos

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Date June '18

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River Wall and Chocolate Path – Section B

BD79/13 Management Report

Document No. R002 | A

11/07/18

Client: Bristol City Council





Project Name

Project No: 673846.CV.73.01

Document Title: River Wall and Chocolate Path – Section B

BD79/13 Management Report

Document No.: R002 Revision: A

Date: 05/07/18

Client Name: Bristol City Council

Client No:

Project Manager: John McElhinney

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Document history and status

Revision	Date	Description	Ву	Review	Approved
А	10/07/18	First Issue	Rafael	Liz Rivers	John
			Ramirez		McElhinney
			Romero		

BD79/13 Management Report



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- **Appendix B. Retaining Wall General Inspection Form**
- Appendix C. Consideration of Risks of structure in current state
- **Appendix D. Sub-standard Structure Summary**
- Appendix F. Interim Measures Feasibility Assessment for Retaining Walls
- **Appendix G. Proposal for Interim Measures**
- **Appendix H. Monitoring Specification**
- Appendix J. Immediate Risk Structure: Emergency Action Record of Agreement/Incident Log



1. Introduction

The Chocolate Path is a pedestrian and cycling path (National Cycle Route 33) running along the northern bank of the River Avon New Cut channel. The Chocolate Path is approximately 1km long, starting from the western end of Cumberland Road (where it joins Avon Crescent) going eastwards towards Cumberland Road Rail Bridge, where the railway and path turn under the road and into the Bristol Floating Harbour. The path is supported by a masonry river wall on its south side. The Bristol Harbour Railway and Cumberland Road are located adjacently to the path on the north side. Cumberland Road is a wide highway with parking bays either side raised above the railway by a masonry retaining wall. Section B is situated at grid reference 357434, 172110.

The designer of the Chocolate Path River Wall structure and date of construction are unknown, but it is believed the wall was constructed between 1896 and 1900 as part of the Bristol Harbour Railway.

Section B is a 217m long stone retaining wall starting at approximately Chainage 81m (buttress 1) and ending at approximately chainage 298m (buttress 37). Section B incorporates a mass gravity wall which is braced by 37 buttresses. The retained height varies from 2.1m to 5.2m. The structure has no expansion joints.

The pedestrian and cycling path is currently closed to public.

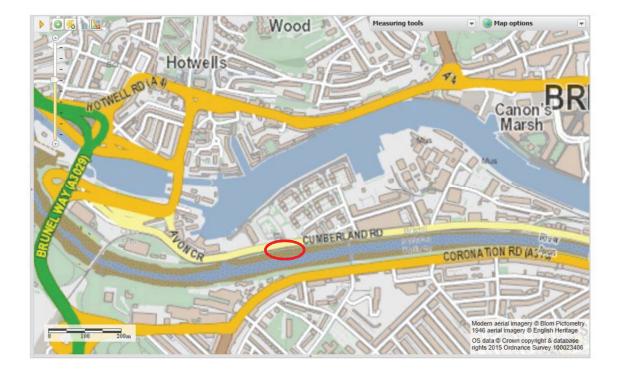


Figure 1-1: Site Location Plan



2. Summary

The river wall at Section B is 217m long and incorporates a mass gravity wall which is braced by 37 buttresses. The retained height varies from 2.1m to 5.2m. Both, the River Wall structure and the Chocolate Path are in very poor condition at present.

Two rows of survey pins were installed in the path in February 2016 to monitor the movement. Monitoring was undertaken on monthly intervals from February 2016. Monitoring and inspections undertaken in December 2017 and May 2018 identified a number of defects throughout an approximately 70m long section of the structure (between Ch. 140m and Ch. 210m). The defects observed and the signs of distress exhibited in the river wall and the Chocolate Path include: tilting; major settlement; undulations of the path; rotation; seepage between some of the buttresses; areas of missing mortar; significant displacement of stonework; areas of bulging and multiple random cracks to the river wall.

Load mitigation measures consisting of closure of the Chocolate Path and the bus parking bays on Cumberland Road in the area adjacent to the Harbour Railway were adopted in December 2017. The monitoring frequency was also increased to fortnightly from April 2018. These measures, together with the proposed fortnightly inspections, are considered adequate to warn of the progression and development of the failure process.

The most likely failure process would be one or a combination of sliding or bearing capacity failure of the River Wall foundations, internal erosion of backfill materials forming voids which collapse to the rear of the wall or a deep-seated slip through the weak clay soils behind and beneath the river retaining wall. The risk of failure will progressively increase as the wall deformation continues to the point where the structure collapses.

The river wall is considered to be an "Immediate Risk Structure". There is a possibility that movement will progress to the extent that the stability of Cumberland Road is affected. The river wall can be considered to have failed and movement will be ongoing and continuous until stabilisation is undertaken.

Partial or complete collapse of the wall at Section B could happen at any time, but it is anticipated that the rate of movement would increase with further visible signs of distress apparent before an event of this kind.

It is recommended that BCC develop a transport plan for any immediate road or lane closure at Cumberland Road. This would require implementation should any of the trigger levels listed in Appendix H be reached. This plan should include for maintained provision of access for businesses and local residents.



3. Assessment Status of Structure

There are no records of any assessments being carried out for Chocolate Path River Wall and Cumberland Road Retaining Wall structures. It is expected that Section B of the Chocolate Path River Wall would fail a Level 1 assessment if undertaken due to its poor condition at present.



4. Proposed Action

It is recommended that the structure be prioritised for stabilisation including full reinstatement of the Chocolate Path River Wall and adjacent railway. It is also recommended to undertake ground investigations, surveys, and ground and wall monitoring to identify and adequately define the failure process, wall geometry and ground model for stability calculations.

In the interim, the load mitigation measures consisting of closure of the Chocolate Path and the bus parking bays on Cumberland Road in the area adjacent to the Harbour Railway should remain in place. The fortnightly monitoring of the survey pins on Chocolate path should continue whilst a new survey grid and monitoring system is established. Additionally, fortnightly inspections of the wall should be carried out to detect signs of further movement and provide warning of any collapse.



5. Interim Measures

The existing load mitigation measures consisting of closure of the Chocolate Path and the bus parking bays on Cumberland Road in area adjacent to the Harbour Railway remain appropriate.

The fortnightly monitoring of the pins on Chocolate Path should continue until a new survey grid and monitoring system is established. Details of the new survey points and monitoring are enclosed within Appendix H of this report.

It is proposed that a Geotechnical Engineer undertake a fortnightly site inspection for any observable increase in movement of the wall, path, railway and Cumberland road. The aim being to increase the possibility of early identification of impact on the adjacent highway should the area of movement spread.

It is proposed that a Drainage Engineer review any options for temporary improvements of drainage, after the upcoming drainage survey undertaken. The aim being to minimise any increase in pressure on the wall that may occur from ground water and surface water build up.



6. Risk Assessment

No Quantitative or Probabilistic Risk Assessment has been carried out at this stage. The structure is considered to be an "Immediate Risk Structure" representing an immediate and unacceptable safety risk to the public. Our understanding is that the river wall can be considered to have failed and movement will be ongoing and continuous until stabilisation is undertaken.

Partial or complete collapse of the wall at Section B could happen at any time, but it is anticipated that the rate of movement would increase with further visible signs of distress apparent before an event of this kind.

It should be noted that this risk is greater at times of wet weather and high tides. Some mitigation may be achieved through temporary drainage improvements but consideration should also be given to increased inspection frequencies during these periods.

A consideration of risks posed by the River Wall in current state is enclosed within Appendix C of this report.



Appendix A. Management Process



Volume 3 Section 4 Part 18 BD 79/13 Appendix A Management Processes

APPENDIX A MANAGEMENT PROCESSES

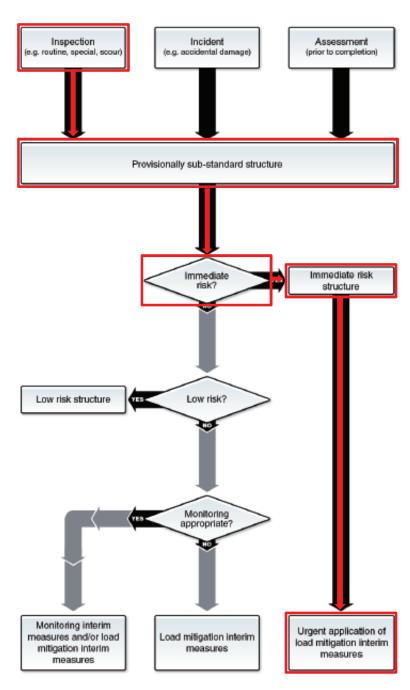


Figure A.1 - Management Processes Flowchart - Phase 1 Provisionally Sub-standard Structures



Appendix A Management Processes Volume 3 Section 4 Part 18 BD 79/13

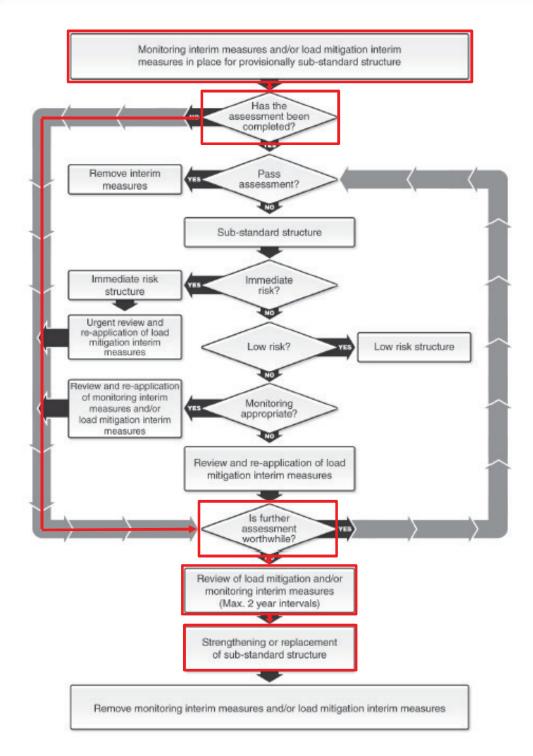


Figure A.2 - Management Processes Flowchart Phase 2 Sub-standard Structures



Appendix B. Retaining Wall General Inspection Form

Superficial X General				Princi	pal		☐ Special		Form 1 of 1 for this wall				
Wall Name: Chocolate Path Retaining Wall				Wall I	Wall Ref. Section B: Ch 81m to 2			81m to 29	8m	Road Ref/No. Cumberland Road			
District: Bristol Map Ref.			ST57	'SE		O.S.	E: 35743	34	O.S.N: 172110				
Panel	1	of 1	Retained	Max. 5.2r		Ave. 3.2	2m	Wall	Panel Len	ngth (m): 217m	Retaining Wall Code:		
All abo	ve g	round elements in						Phot	ographs?	Υ	Structural Form Table G.14		
Jumbe	or of	construction form	ne in wall/panel le	enath:	<u> </u>						Material Table C.15 RC		
						.	1 347				Table G.15		
Set	No		Description	S	Ex	Def	W	P	Cost	1) Settlement	Comments/Remarks and rotation of structure due to assumed si		
nts	1	Foundations	T _a .	4	С	6.6 M	K	TBC TBC	TBC TBC	circle failure.			
Wall Elements	2	Retaining Wall	Primary	4	С	IVI	_ ^	IBC	TBC	2) & 4) Poor consignificant sett	ondition. The retaining wall has undergone tlement and rotation between 140m – 210m		
Ele	3 4	Daranat Daam/D	Secondary						Item 2		ed slip circle failure. Multiple defects.		
		Parapet Beam/P	riintn	2	D	8.1	Z	С	£5000	5) Condition u	nknown – assume some blockages.		
Durability Elements	5	Drainage	maiam Jainta			0.1		0	23000	6) None prese	ent		
rabi	6	Movement/Expa									oatings to the river parapet (5D) and railwa ave failed resulting in surface corrosion		
	7	Surface finishes:		t 5	_	4.1	K		Itom 0	throughout.			
	8	Surface finishes:			E	4.1	-	С	Item 9	9) Corroded fix	xing to rails. Major deformation due to slip		
S	9	Handrails/parape			C	M	K	C E	£43000	circle. Severe	corrosion to several posts. Surface		
Safety Elements	10	Carriageway	Top of Wal		Α	9.1	-		-	corrosion throu	ughout. esurfaced. Good condition with no apparer		
Saf lem	11		Foot of Wal	_	С	9.1				defects.			
Ш	12	Footway/Verge	Top of Wal			9.1				12) Major setti 170m.	lement and undulations between Ch140 –		
	13			Foot of Wall		racks and significant undulation of footpath							
r	14	Embankments	Top of Wal		D	11.1	K -	C E	TBC	indicate a maj	or slip/settlement.		
Other Elements	15	/	Foot of Wal	1	A	7.1	-	E	-		no obvious signs of deformation or slips at the toe, but these would tend to be		
	16	Invert/river bed			A	7.1	-		-		by the varying tide.		
	17	Aprons								16) No disrupt	tion to flow. No scour to the retaining wall.		
ncillary lements	18	Signs								20) Not inspec	cted. No apparent defects.		
cille me	19	Lighting									ujor settlement between Ch147 – 195m. Area has armacked over but now has a 50mm wide tension		
F	20	Services								crack with a 10	00mm vertical step (assumed slip circle).		
	21	Railway		5	D	9.1	K	TBC	TBC				
	22	Railway Railings	<u> </u>	4	С	М	K	TBC	£32000		orrosion throughout. Significant section loss		
		Highway Retaini		2	С	5.1	-	Е	-	at the base of some posts. Distortion due to slip circle. 23) Good condition with no signs of distress or settlement Light vegetation growing on the wall (Ch130 – 200). 24) New railings. RTA damage to 3 panels.			
•		Cumberland Roa		2	В	13.1	-	Е	-				
Defe		Sketches:	<u>3</u> -	Ш	ı	Ш	II .	II		,	<u> </u>		
			Cumberland Rod (item 24)	d Railing									
		IERLAND ROAD item 10)	Highway Reta (Item 23)	ining Wall RAILWAY (Item 21)	<u>*</u>			(Item	y railings 22) DCOLATE PATH (Item 12)	Co	er Parapet m 8 & 9) uping (Item 4) Retaining Wall		
			Refer to Elevatio Detail A — Detail B — Detail C — Detail C — Detail E — Detail E —	Chainage 0 Chainage 8 Chainage 3 Chainage 4 Chainage 5	m to 81. 1.0m – 06.2m – 31.7m – 10.0m –	.0m 306.2m 431.7m 510.0m 800.0m	-	D	Constructio etails unknow	n (Buttresses present to some Sections. See Elevation for details. Embankment at Toe (item 15)		

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumberland Road		
Wall Ref/No : Section B: Ch 81m to 298m		Road Ref/No:		
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE	

	MULTIPLE DEFECTS									
Item		Defect 1			Defect 2		Defect 3		3	Common or to
No.	S	Ex	Def	S	Ex	Def	S	Ex	Def	Comments
2	3	С	3.2	4	С	3.1	3	В	3.5	There are significant areas of missing mortar (80m2), significant displacement of stonework in at least 4 areas, bulging to stonework (2 areas) and multiple cracks ranging from 1mm – 10mm wide.
9	3	В	1.3	4	В	13.1	4	В	1.1	Corroded fixing to rails. Major deformation due to slip circle. Severe corrosion to several posts. Surface corrosion throughout.
22	2	Е	1.1	4	В	1.2	4	В	13.1	Surface corrosion throughout. Significant section loss at the base of some posts. Distortion due to slip circle.

INSPECTOR'S COMMENTS

General: The stone retaining wall is 217m long and incorporates a mass gravity wall which is braced by 37 buttresses. The retained height varies from 2.1m to 5.2m.

Foundations: Settlement and rotation of structure due to assumed slip circle failure.

Retaining Wall: Wall was inspected remotely from the south bank using high resolution photographs. The retaining wall has undergone significant settlement and rotation between 140m – 210m due to assumed slip circle failure. There are significant areas of missing mortar (80m2), significant displacement of stonework in at least 4 areas, bulging to stonework (2 areas) and multiple cracks ranging from 1mm – 10mm wide.

Drainage: Condition unknown – assume some blockages.

River Parapets: The paint coatings have failed resulting in surface corrosion throughout. The parapet comprises posts and 3 rails without any infill. The parapet is not compliant with current standards. A small number of intermediate rails are loose due to fixing corrosion. There is severe corrosion to the base of several posts. Major deformation of railings at the centre of the slip circle. Smaller deformation elsewhere. Posts lean towards the river by up to 180mm (11°).

Cumberland Road: Recently resurfaced. Good condition with no apparent defects.

Chocolate Path: Major settlement and undulations between Ch140 - 170m. Minor undulations to the remainder.

Embankment Toe: Tension cracks and significant undulation of footpath indicate a major slip/settlement. A large bank of silt forms the river bank and provides passive resistance to the retaining wall toe. The silt is undulating and presumably changes as the tide rises and falls. There are no obvious signs of deformation or slips, but these would tend to be smoothed out by the varying tide.

River: The River Avon has a very large tidal range. The river is wide with no significant disruptions and no signs of scour to the retaining wall.

Railway: The railway has been tarmacked over between Ch147 – 195m due to significant settlement. The temporary footpath also has a 50mm wide tension crack with a 100mm vertical step due to ground movement (slip circle). The remainder of the railway appears sound.

Railway Railings: The railings are 1.4m high with spiked tops creating a potential impalement risk to cyclists. The paint coatings have failed and there is surface corrosion throughout. There is corrosion and significant section loss at the base of some posts. The railings have been distorted at Ch165m due to ground movement (slip circle).

Highway Retaining Wall: Good condition with no signs of distress or settlement. Light vegetation growing on the wall (Ch130 – 200). **Cumberland Road Railings:** New railings installed as part of the AVTM works. Generally in good condition apart from RTA damage to 3 panels.

Name: Steve Whitehead Signed: S. Whitehead Date: 25th May 2018

ENGINEER'S COMMENTS

The Section of Retaining Wall between Ch 81m – 298m is in poor condition with significant defects. A geotechnical investigation is currently underway to determine the cause and propose remedial action.

The river parapet does not comply with current standards and has surface corrosion throughout due to failure of the paint coatings. The railway railings have spiked tops creating a potential impalement risk to cyclists and are also corroded throughout. Consideration should be given to replacing both types of railing once the geotechnical investigation is completed and permanent works to stabilise the Chocolate Path have been completed.

Name: Steve Whitehead Signed: S. Whitehead Date: 25th May 2018

WORK REQUIRED							
Ref.No.	Suggested Remedial Work	Priority	Estimated Cost	Action/Work Ordered?			
2	Carry out geotechnical investigation to determine cause of failure. Design and implement repairs.	В	TBC				
5	Clean drainage system.	С	£5,000				
9	Replace river parapets (217m).	С	£43,000				
12	Repair undulating paving (160m2) and apply weed killer to footpath. Worse section only.	С	£16k - £100k				
21	Reinstate railway (by others)	С	TBC				
22	Replace railway railings (217m).	С	£32,000				
Name: Ste	ve Whitehead Signed: <i>S. Whiteh</i>	read	Date: 6th	June 2018			

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumberland Road		
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:		
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE	



Photo 01 – Buttress B10 to B14 (Ch135m – 163m)



Photo 02 – Buttress B14 to B16 (Ch155m – 180m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumberland Road		
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:		
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE	



Photo 03 – Buttress B16 to B18 (Ch170m – 190m)



Photo 04 - Retaining Wall (Ch 285m - 298m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumberland Road		
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:		
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE	



Photo 05 - Cracks in Wall Near to Buttress B11 (Ch144m)



Photo 06 – Wall Near to Buttress B11 (Ch145m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumberland Road		
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:		
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE	



Photo 07 - Displaced Stonework Between Buttress B13 and B14 (Ch157m - 160m)



Photo 08 – Displaced Brickwork Above Buttress B15 (Ch168m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumberland Road		
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:		
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE	



Photo 09 - Mortar Deterioration above Buttress B17 (Ch180m)



Photo 10- Major Distortion of Railings at Centre of Slip (Ch170m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumberland Road		
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:		
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE	



Photo 11 – Major Distortion of Railings at Centre of Slip (Ch170m)



Photo 12 – Localised Severe Corrosion to Base of Parapet Post (Ch140m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumbe	rland Road
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:	
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE



Photo 13 – Corroded Fixings to Intermediate Rails (Ch210m)



Photo 14 - Cumberland Road (Ch230m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumbe	rland Road
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:	
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE



Photo 15 - Works to Cumberland Road (Ch300m)



Photo 16 – General Condition of Chocolate Path (Ch81m to Ch130m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumbe	rland Road
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:	
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE



Photo 17 – Major Deformation of Chocolate Path (Ch160m)



Photo 18 – Major Deformation of Chocolate Path (Ch150 - 160m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumbe	rland Road
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:	
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE



Photo 19 – General Condition of Chocolate Path (Ch215m to Ch306m)



Photo 20 - Railway to the West of the Slip (Ch81m - 147m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumbe	rland Road
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:	
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE



Photo 21 – Tension Crack in Tarmac over Railway (Ch147m – 195m)



Photo 22 - Railway to the East of the Slip (Ch147m - 306m)

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumbe	rland Road
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:	
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE



Photo 23 – Major Deformation of Railway Railings Due to Ground Movement (Ch165m)



Photo 24 - Highway Retaining Wall

Wall Name: Chocolate Path Retaining Wall		Road Name: Cumbe	rland Road
Wall Ref/No: Section B: Ch 81.0m to 298m		Road Ref/No:	
O.S. E 357434	O.S. N	172110	Map Ref: ST57SE



Photo 25 - Cumberland Road Railings - Minor RTA Damage to 3 Panels (Ch220m)

CHOCOLATE PATH INSPECTION

Survey Notes – 24th May & 1st June 2018

WALL DETAI	L B – 81.0m to 306.2m
Item 1, 2 & 4	I – FOUNDATIONS, RETAINING WALL AND COPING
General	The wall was inspected remotely from the south bank using high resolution photographs. The following items were recorded in the CAN Structural Report (April 2012). New defects are highlighted in red.
W	Mortar missing or deteriorated to 3 very small areas (Defect W01, W02, W04).
Х	Mortar missing, 1200mm x 800mm (Defect X03).
Υ	 Numerous random cracks <3mm wide, 10000mm x 1000mm (Defect Y02). Mortar missing, 1500mm x 1000mm (Y03) and 1800mm x 800mm (Y04).
Z	 Numerous random cracks <3mm wide, 10000mm x 1000mm (Defect Y02). Mortar missing, 2600mm x 400mm (Z04), 500mm x 200mm (Z06).
AA	 Mortar missing 430mm x 20mm (Defect AA01), 570mm x 30mm (AA02). Brickwork displaced vertically by 10mm (AA04).
ВВ	 Numerous diagonal stepped cracks in mortar, <3mm wide (BB01). Flap valve (BB02). DAMAGED. Area of loose masonry (NEW DEFECT). Cracks (BB03) are now 10mm wide (NEW DEFECT).
CC	 Mortar missing, 350mm x 10mm (CC01), 400mm x 10mm (CC02), 200mm x 30mm (CC05). Crack in masonry, 400mm x 1mm (CC03). Masonry missing, 300mm x 30mm x 90mm (CC04), 300mm x 100mm x 70mm (CC06). Stones displaced outwards by 25-40mm (NEW DEFECT). Buttress B11 blocks sliding on joints (NEW DEFECT). Possible area of minor bulging (NEW DEFECT). Cracks to side face of Buttress B12 (NEW DEFECT).
DD	 Mortar surface degraded, 10000mm x 800mm (Defect DD01). Vertical crack in masonry, 400mm x 3mm (Defect DD02). Blocks displaced outwards by 25-40mm (NEW DEFECT). Blocks displaced outwards by 70mm (NEW DEFECT).
EE	 Missing mortar, 2000mm x 400mm (Defect EE02). Area of horizontal cracks in mortar and mortar surface degraded, 1400mm x 300mm (Defect EE03). Possible area of bulging (NEW DEFECT). Crack and open bed joints (NEW DEFECT).
FF	 Mortar missing (or very loose), 10000mm x 600mm (Defect FF03). Area of horizontal cracks in mortar, 300mm x 200mm (Defect FF04). Brickwork missing, 800mm x 200mm (Defect FF04).
GG	 Missing mortar, 870mm x 30mm (Defect GG01). Area of missing mortar and loose blocks, 800mm x 500mm (NEW DEFECT). Mortar deterioration, 1000mm x 300mm (NEW DEFECT).
НН	 Missing mortar, 1500mm x 20mm (Defect HH01). Area of random cracks in mortar, 700mm x 500mm (Defect HH02). Loose block (NEW DEFECT). Flap valve blocked by vegetation (NEW DEFECT). Possible diagonal stepped crack (NEW DEFECT).
II	Missing mortar, 10000mm x 600mm (Defect II03).
JJ	Mortar missing, 10000mm x Ragen 428ect JJ02).

II.	
KK	Mortar missing, 10000mm x 1000mm (Defect KK01).
LL	Mortar missing, 10000mm x 1000mm (Defect LL01).
MM	 Mortar surface degraded (Defect MM02). Crack 200mm x 2mm (Defect MM03).
NINI	Mortar surfaced degraded, 2000mm x 300mm (Defect NN03). Driefwydd griediai y 170mm y 100mm y 100mm (Defect NN03).
NN	 Brickwork missing, 170mm x 100mm x 40mm (Defect NN04). Area of horizontal cracks in mortar, 2000mm x 300mm (Defect NN05).
00	Mortar missing, 10000mm x 1000mm (Defect OO01).
PP	Mortar missing, 10000mm x 1000mm (Defect PP01).
QQ	Mortar missing, 3000mm x 30mm (Defect QQ03).
	Area of horizontal cracks in mortar, 2000mm x 400mm (Defect QQ04). DATE: Area of horizontal cracks in mortar, 2000mm x 400mm (Defect QQ04).
Item 8 & 9 –	RIVER PARAPET
General	The paint coatings have partially failed and there is surface corrosion throughout. Railings are 980mm high with intermediate rail at 530mm and bottom rail at 220mm. Main Posts are 60 x 25mm I sections @ 2135mm spacing. Intermediate posts to lower rails are 50 x 30mm I sections. Top rail is 60x60mm
	angle. Intermediate and bottom rails are 45x15mm angles.
95m	Distortion to intermediate and bottom rails.
113m	Corrosion at base of post.
130m	Leaning towards railway by 5/900mm = 0.3°.
140m	Corrosion to base of post.
150m	Leaning towards river by 80/900mm = 5.1°.
159m	Corrosion to base of post.
165m	Major deformation to top rail in horizontal and vertical direction. Vertical distortion to intermediate and bottom rails.
168m	Leaning towards railway by 180/900mm = 11.3°. Spalling to brick copings due to post movement.
170m	Less deformation to top rail. Intermediate rail deformed.
180m	Deformation to bottom rail. Leaning towards railway by 85/900mm = 5.4°.
200m	Leaning towards railway by 40/900mm = 2.5°.
209 - 213m	Loose intermediate rails.
220m	Leaning towards railway by 15/900mm = 1.0°.
270m	Leaning towards river by $10/900$ mm = 0.6° .
286m	Corrosion to post base.
300m	Leaning towards river by $15/900$ mm = 1.0° .
Item 10 – CU	IMBERLAND ROAD
General	Recently resurfaced as part of the AVTM works. No apparent defects.
120 210m	Temporary lane closure in place.
153m	Highway gully.
200m	Highway gully.
250m	Start of footpath.
295m	Gully. Page 429
-	

300m	Bus shelter being installed.
Item 12 - CH	OCOLATE PATH
94m	Reinstatement. Weeds and grass growing on footpath from 60m onwards.
117m	Large tarmac reinstatement. Undulations but relatively minor. Gap between paviours and river coping is 30mm horizontally and 70mm vertically.
130m	Gap between paviours and river coping. Tarmac reinstatement.
142m	Major undulations and backfall towards the railway. Vegetation to both channels.
153m	Major steps between paviours. Most extreme at Ch 163m.
155 – 160m	Cracks and steps between paviours.
170m	Path deformation is visible but less than previous section.
200m	Footpath has levelled out again.
210m	Tarmac reinstatement. Footpath is fairly level. Vegetation growth in channels.
257m	Cracking and paviours raised relative to river coping.
Item 21 - RAI	LWAY
81m – 130m	Railway alignment appears good. Lots of vegetation growing in ballast. Otherwise, no apparent defects.
130m	Temporary tarmac footpath diversion starts.
147m	End of tension crack.
160m	Tension crack in footpath. Horizontal 40mm. Vertical = 80mm
170m	Tension crack in footpath. Horizontal 50mm. Vertical = 100mm
180m	Tension crack in footpath
183m	Tension crack against highway wall - 50mm wide.
195m	End of tension crack – against highway wall.
215m	Temporary tarmac footpath diversion starts.
306.2m	Railway alignment appears good. No apparent defects.
Item 22 – RA	ILWAY RAILINGS
General	The paint coatings have failed and there is surface corrosion throughout. The railings are 1.4m high with spiked top. This is a potential impalement risk especially to cyclists.
140m	Railings start to dip down due to settlement/slip circle between 140m and 200m
162m	Arching of coping and significant deformation of railings.
165m	Leaning towards railway by 90/900mm = 5.7°.
170m	Leaning towards railway by 90/900mm = 5.7°.
172m	Major corrosion to post.
190m	Leaning towards railway by $75/900$ mm = 4.8° .
198m	Major corrosion to post.
200m	Railings start to dip down due to settlement/slip circle between 140m and 200m
208-213m	Gap in railings due to footpath diversion.
Item 23 – HI	GHWAY RETAINING WALL
81 - 130m	The retaining wall between has been repointed as part of the AVTM works. Good condition with no signs of distress estimates.

	 Ch130m - Height on railway side = 750mm, Height on highway side = 100mm. Ch150m - Height on railway side = 500mm, Height on highway side = 250mm Ch160m - Cracked block in slip area but not necessarily structural. Ch173m - Cracked block in slip area but not necessarily structural.
130 - 200m	Masonry is slightly weathered but there are no signs of distress or settlement. There is some light vegetation growing on the wall.
200 - 306m	Good condition with no signs of distress or settlement. • Ch200m- Height on railway side = 450mm, Height on highway side = 200mm. • Ch250m - Height on railway side = 880mm, Height on highway side = 250mm.
Item 24 – CUMBERLAND ROAD RAILINGS	
General	New railings installed as part of the AVTM works. Generally in good condition.
220m	RTA damage to 3 of the new panels.



Appendix C. Consideration of Risks of Structure in Current State

Section B of the River Retaining Wall and Chocolate Path is in poor condition at present. Settlement of the path and rotation of the wall structure were noted in a 70m long section, between chainages 140m and 210m approximately. Based on the data available at present from historical information, monitoring and site inspections, it is thought that settlement, rotation and lateral movement of the River Wall, Chocolate Path and the Heritage Railway has occurred since 2012, and more likely since 2014.

The settlement resulted in a broken and uneven surface and tilted railings that make the path unsuitable for use. In December 2016, the settlement area of Chocolate Path was closed with pedestrians and cyclists being diverted through a tarmac diversion path over the Harbour Railway Line. In December 2017, tension cracking was observed in the diversion route tarmac path resulting in closure of the diversion route, which meant closure of the Chocolate Path and users being diverted onto Cumberland Road between Vauxhall Bridge and Avon Crescent.

Other defects observed comprise tilting of the path, seepage between some of the buttresses, displacement of stonework and cracking to the River Wall, bulging, bed failure and mortar degradation to the upper part of the wall and the buttresses.

The limited information available to date suggests that the most likely failure process that have occurred / is occurring is one or a combination of:

- Sliding or bearing capacity failure of the River Wall founded on weak clay soils.
- Internal erosion of backfill materials forming voids which collapse to the rear of the wall.
- A deep-seated slip through the weak clay soils behind and beneath the river retaining wall.

From preliminary assessments, it is thought that the most probable cause of all three types of failure is increased hydrostatic pressure behind the river wall, due to flood water over topping of the wall at high tide and percolating through the railway ballast into the backfill material. Also contributing to increased pressures are non-functioning drainage and non-functioning tidal flap valves. Due to defective or inadequate back of wall drainage, the level of water in the New Cut falls more quickly than the water level in the retained soil resulting in a large imbalance between the water pressure behind and in front of the river retaining wall. This additional hydrostatic pressure increases the destabilising forces acting on the retaining wall and is likely to be the cause of the movement. Due to the number of uncertainties regarding the retaining wall and foundation construction, the nature of movement on the front face of the wall, and geology at the site, the cause of movement is inconclusive and other mechanisms cannot be ruled out at this stage to settlement of the masonry river wall, path and railway.

The current risks posed by Section B of the River Wall and Chocolate Path at present are as follows:

Further Deformation of Structure

Forward movement of the wall could cause further settlement to the rear and the opening of tension cracks due to loss of support. Surface water run-off and drainage water could collect in the area of settlement, potentially raising ground water pressures and placing additional loads on the wall. This may result in the wall being weakened, cracks increased and masonry joints opened.

Monitoring data indicates that settlement and lateral movement of the wall will continue, so the likelihood of further deformation of Section B of the River Wall and Chocolate Path is certain.



The wall movement and deformation could continue to the point of partial collapse leading to lane closures in Cumberland Road and / or to a complete failure / collapse scenario. See 2 and 3 below.

Partial Collapse leading to lane closure in Cumberland Road

Further movement increases the likelihood that larger areas of the wall will be affected, and increases the risk of partial collapse of Section B of the River Wall and Chocolate Path. Partial collapse of the wall could lead to the undermining of the Cumberland Rd retaining wall which in turn threatens the stability of Cumberland Road.

Movement may eventually result in a collapse of the wall, or may continue slowly until reaching a state of equilibrium. However, even if a state of equilibrium is reached any future increases in loads or changes to site conditions may reactivate movement causing failure to the river wall.

There is no evidence of cracks on Cumberland Rd surfacing and no distress to the Cumberland Road retaining wall has been noted, but given the geometry of the movement observed, future ground movement to Cumberland Rd cannot be ruled out. Therefore, the likelihood of partial collapse leading to a lane closure in Cumberland Road is high and the consequences of partial collapse cannot be considered to be low.

Collapse of Structure

Different factors can lead to the retaining wall failure / collapse, including changes in geometry or loading acting on the path and wall, water pressure or material degradation.

Collapse of structure could occur in case of increase in vertical live loading due to heavy traffic and parked vehicles on the South side of Cumberland Road (it should be noted that there is no evidence that loads have increased), or changes in horizontal loading due to increased earth pressure or reduced passive resistance due to loss of support at the toe due to scour.

The River Wall may become instable due to an accumulation of water pressure. This could be due to several factors;

- The flap valves in the wall not functioning properly.
- Blocked drainage for the Harbour Railway and/or Cumberland Road, causing an increase in groundwater pressure.
- Increased flow of water into the area of instability and backfill materials due to settlement, presence of tension cracks, and voids in the backfill (in case of internal erosion).
- High spring tides over topping the wall and draining into the backfill via the railway ballast.
- Water may reach a slip plane (if present) reducing the shear strength along the plane.

Deterioration of masonry units or mortar could also be contributing to instability of the wall and leading to failure or collapse of structure. Causes of deterioration include:

- Freeze/thaw action.
- Vegetation growth.
- Wash out due to seepage through the wall or scour action.
- Deterioration of the foundation structure which is currently of unknown construction.
- Wash out of fines from the backfill material due to increased groundwater pressures causing voids.



C.1 Risk

The structure is considered to be an "Immediate Risk Structure" representing an immediate and unacceptable safety risk to the public. Our understanding is that the river wall can be considered to have failed and movement will be ongoing and continuous until stabilisation is undertaken.

Partial or complete collapse of the wall at Section B could happen at any time, but it is anticipated that the rate of movement would increase with further visible signs of distress apparent before an event of this kind.

Collapse of the River wall would have significant consequences that may include: serious injury or death to users; loss of heritage structure; damage to Cumberland Road; need for diversion to the AVTM bus route and unplanned traffic disruption.

It should be noted that this risk is greater at times of wet weather and high tides. Some mitigation may be achieved through temporary drainage improvements but consideration should also be given to increased inspection frequencies during these periods.



Appendix D. Sub-standard Structure Summary

The form set out below provides a model for recording the progress of the assessment process in accordance with Clause 2.12. The form should be used to record any changes in the status of the Sub-standard Structure.

Structure Name: River Wall and Chocolate Path - Section B

Structure Ref. No.: Not known.

Assessment/	Stage:	First Review		
Review	Date:	June 2018		
	Report Reference:	R002		
	·			
	Assessed capacity:	N/A		
	Sub-standard status:	Sub-standard		
Interim	Date:	June 2018		
Measures	Is the structure an	Immediate risk		
Feasibility	Immediate Risk Structure			
Assessment	or a Low Risk			
	Provisionally Sub-standard			
	Structure?			
	Is the structure monitoring-	No		
	appropriate?			
Interim	Date:	June 2018		
Measures	Recommendations:	Continued		
Proposal		closure of path,		
		adjacent railway		
		and parking bays		
		increased		
		monitoring.		
Interim	Date:			
Measures	Approval/Rejection:			
Approval				
Actions	Implementation date:			
	Details/ref:			
	Provisional finish date for			
	monitoring:			
	Removal date:			
Documentation	Form used:			
Date	roim asca.			
Additional Notes				



Appendix F. Interim Measures Feasibility Assessment for Retaining Walls

Report Ref: 673846.CV.73.01/R002/A Prepared by: Rafael Ramirez Romero

1. GENERAL DETAILS

1.1. Structure Name: River Wall and Chocolate Path - Section B

Assessment reference: Not assessed.

Structure Ref. No.: Not known.

1.2. Location, route and county/area: The Chocolate Path runs along the northern bank of the River Avon New Cut channel in Bristol. The Chocolate Path is approximately 1km long, starting from the western end of Cumberland Road (where it joins Avon Crescent) going eastwards towards Cumberland Road Rail Bridge, where the railway and path turn under the road and into the Bristol Floating Harbour. The Bristol Harbour Railway and Cumberland Road are located adjacently to the path on the north side. Cumberland Road is a wide highway with parking bays either side raised above the railway by a masonry retaining wall. Section B is a 217m long section starting at approximately Chainage 81m (buttress 1) and ending at approximately chainage 298m (buttress 37), and situated at grid reference 357434, 172110.

1.3. Assessing Organisation: n/a

Assessed by: n/a Checked by: n/a

Assessment date: n/a

1.4. Estimated cost of permanent strengthening/replacement works: Estimated costs for strengthening or replacement works cannot be provided until further information is available and a detailed study on stabilisation options has been completed.

2. DEFORMATION DESCRIPTION:

- 2.1. Bulging: Present (areas of bulging to the River Wall)
- 2.2. Tilting: Present (the Chocolate Path is tilting northwards)
- 2.3. Sliding: Present (possible sliding of some stone blocks on the wall and possible sliding failure mechanism of the wall)



3. EXTENT OF DEFORMATION:

- 3.1. Height and width of deformation: Multiple areas of deformation noted with variable height and width along the full length of Section B.
- 3.2. Maximum retaining height of wall: 5.2m
- 3.3. Average retained height of wall: 3.65m
- 3.4. Deviation from line vertical: Unable to determine deviation of the river wall, however river parapet posts lean towards the river by up to 180mm (11°).

4. HISTORY:

4.1. General Inspection or Principle Inspection references to deformation: The January 2018 "Chocolate Path River Wall Stability – Preliminary Assessment of Deformation" report records a number of defects noted in Section B of the river wall and the Chocolate Path. The main defects are: settlement of the Chocolate Path resulting in a back fall towards the railway, settlement and outward displacement of the retaining wall, distortion and buckling of the river parapet railings, multiple random cracks in the river wall, possible bed failure and sliding of two blocks forming the top of Buttress No. 11, areas of outward displacement of stonework to the river wall, blocked or broken flap valves to drainage, exposed footing to Buttress No. 22 and 23, and mortar deterioration and open bed joints to the upper part of the wall.

The May 2018 Section B General Inspection forms record new defects observed including areas of mortar missing and deterioration, areas of bulging, appearance of new vertical cracks, displacement of stone blocks and loose blocks in the river wall.

5. CONSIDERATION OF RISK POSED BY STRUCTURE IN CURRENT STATE

5.1. Discussion

The likelihood of partial or complete collapse of Section B of the River Wall and Chocolate Path is considered to be high. The expected failure mode would be one or a combination of a deep-seated slip through the weak clay soils behind and beneath the river retaining wall, sliding or bearing capacity failure of the River Wall foundations, and internal erosion of backfill materials forming voids which collapse to the rear of the wall. Consideration of Risks enclosed within Appendix C of this report considers the River Wall to be an "Immediate Risk Structure".

- 5.2. Is the structure an Immediate Risk Structure? Yes, Section B of the River Wall and Chocolate Path is considered to represent an immediate and unacceptable safety risk to the public.
- 5.3. Is the structure a Low Risk Provisionally Sub-standard Structure? No, the structure is not a Low Risk Provisionally sub-standard.



6. APPROPRIATENESS OF MONITORING

6.1. Discussion

The River Wall is displaying evident signs of distress and the early signs of failure are already present. When following the flowchart of the BD79 process (refer to Appendix A), the wall is deemed to be an immediate risk.

At present there are cracks on the Chocolate Path and the tarmacked diversion path over the Harbour Railway, and signs of distress in the river wall that indicate some structural movement. Therefore, under Clause 5.3 of BD79/13, fortnightly inspections (including survey of existing and proposed monitoring pins) of the Chocolate Path and River Wall are to be carried out while stabilisation solutions are designed and implemented.

An Emergency Response and Communication Plan should be developed immediately to accompany the monitoring and any interim measures that are chosen.

6.2. Is the structure monitoring-appropriate? Yes, if proposed measures are implemented. However stabilisation will be required.

7. OPTIONS FOR LOAD MITIGATION INTERIM MEASURES

The following options have been considered

7.1. Option 1 -Current measures implemented

The path has been closed for the full length, heritage railway line has been closed and parking bays on Cumberland Road adjacent to the affected area have been closed.

operational and cost implications; Pedestrians and cyclists haven diverted to Cumberland Road.

other implications; Ongoing issues with trespassing onto the closed Chocolate path and associated risks.

7.2. Option 2 – Load Restrictions / Lane Closures on Cumberland Road

Additional measures may be considered to further reduce the load on the wall. However, live traffic is located approx. 10m from the wall face – it is considered that current movement is primarily occurring under permanent loading. Traffic Management measures may be considered to mitigate safety risks for road users, but may not impact on risk of wall collapse.

operational and cost implications; Cumberland Road is a busy route for access to city centre. Diversion of traffic would potentially cause traffic delays / congestion and require signage on the diversion route.

Cumberland Road is used for buses and will be used by the Metrobus. Lane / road closures would impact on these services.



8. OPTIONS FOR MONITORING INTERIM MEASURES

The affected area is already undergoing monitoring with regular surveys to observe settlement. Inclinometers have been placed in boreholes around the area to observe lateral movement. Additional intrusive geotechnical investigation is planned.

The options for monitoring cover additional measures to be implemented prior to and during the geotechnical works. These may also be carried forward after site investigation.

8.1. Option 1 – Continue with current Class 2 monitoring regime

Regular surveys. Fortnightly site visits by BCC / CH2M staff.

Operational and cost implications; Cost of staff time and surveyor visits. Operational risk for Cumberland Road should area of movement spread.

8.2. Option 2 - Continue with Class 2 current monitoring regime, with additional fortnightly site inspection by Geotechnical Engineer.

It is proposed that a Geotechnical Engineer undertake a fortnightly site inspection for any observable increase in movement of the wall, path, railway and Cumberland road. The aim being to increase the possibility of early identification of impact on the adjacent highway should the area of movement spread.

It is proposed that a Drainage Engineer review options for temporary improvements of drainage, after the upcoming drainage survey undertaken. The aim being to minimise any increase in pressure on the wall that may occur from ground water and surface water build up.

Operational and cost implications; Cost of staff time and surveyor visits. Operational risk for Cumberland Road should area of movement spread.

9. RECOMMENDED OPTIONS FOR INTERIM MEASURES

7.1. Recommended Load Mitigation Interim Measures:

It is not recommended to impose any additional load mitigation measures other than those in place.

7.2. Recommended Monitoring Interim Measures:

Monitoring Interim Measures Option 2 (Class 2 monitoring) is recommended. Additional monitoring requirements will be considered after the upcoming site investigation.



Appendix G. Proposal for Interim Measures

1. GENERAL DETAILS

1.1. Structure Name: River Wall and Chocolate Path - Section B

Assessment reference: Not assessed.

Structure Ref. No.: Not known.

- 1.2. Location, route and county/area: The Chocolate Path runs along the northern bank of the River Avon New Cut channel in Bristol. The Chocolate Path is approximately 1km long, starting from the western end of Cumberland Road (where it joins Avon Crescent) going eastwards towards Cumberland Road Rail Bridge, where the railway and path turn under the road and into the Bristol Floating Harbour. The Bristol Harbour Railway and Cumberland Road are located adjacently to the path on the north side. Cumberland Road is a wide highway with parking bays either side raised above the railway by a masonry retaining wall. Section B is a 217m long section starting at approximately Chainage 81m (buttress 1) and ending at approximately chainage 298m (buttress 37), and situated at grid reference 357434, 172110.
- 1.3. Assessing Organisation: n/a

Assessed by: n/a
Checked by: n/a

Assessment date: n/a

- 1.4. Estimated cost of permanent strengthening/replacement works: Estimated costs for strengthening or replacement works cannot be provided until further information is available and a detailed study on stabilisation options has been completed.
- 2. PROPOSED INTERIM MEASURES
- 2.1. Summary of assessment progress.

No assessment has been undertaken to date. Due to safety concerns, it is unclear if access is possible for the intrusive investigation that would be required to confirm depth and thickness of wall to allow an assessment.

2.2. Summary of feasibility of options for Interim Measures (details attached as an appendix).

Class 2 monitoring with fortnightly inspection. Refer to Appendix F.

It is recommended that BCC develop a transport plan for any immediate road or lane closure at Cumberland Road, including provision of access for businesses and local residents.

2.3. Summary of Recommended Load Mitigation Interim Measures (details attached as an appendix, if appropriate) including maximum duration and date for formal review.

Continued implementation of path closure, railway closure and closure of adjacent parking bays.

2.4. Summary of Recommended Monitoring Interim Measures, if appropriate (refer to Monitoring Specification, attached as an appendix) including maximum duration and date for formal review.

Refer to Appendix F, monitoring measures to be reviewed after upcoming site investigation.



2.5. Proposal made by:	
10/07/18	Date:
	Assessment Team Leader
11/7/18	Date:
Lehal	
	Principal for assessing organisation



3. ACCEPTANCE OF INTERIM MEASURES:

3.1. Appraisal of recommended Load Mit appropriate)	igation Interim Measures and Monitoring Interim Measures (if
	Date:
	TAA and/or Overseeing Organisation ¹
	Date:
	Structures Group Manager ²
3.2. Acceptance of Load Mitigation Interi	m Measures (if required ³)
	Date:
	Highway (or Roads) Authority (if different from TAA)
3.3. Instruction to implement Interim Me Interim Measures to be implemented ⁴ :	easures
	Date:
[Additional Signatories ⁵]	Overseeing Organisation and/or Structure Owner



Notes:

- ¹ TAA and/or Overseeing Organisation to sign to confirm that recommended Load Mitigation Interim Measures and Monitoring Interim Measures have been appraised and their technical efficacy agreed.
- ² Structures Group Manager to countersign for Category 3 structures. (England only).
- Highway (or Roads) Authority acceptance is only necessary where the accepted interim measures affect the traffic on the highway network.
- Overseeing Organisation and/or Structure Owner to instruct which option for interim measures is to be implemented and to sign to endorse action to be taken.
- Additional signatories may be required to permit additional relevant parties to approve, endorse or instruct action to be taken, for example, where the responsibility for the implementation and/or the cost of interim measures is shared between parties. Such requirements shall be agreed between the relevant parties.



Appendix H. Monitoring Specification

H1.1The monitoring regime for **River Wall and Chocolate Path – Section B** is as follows:

(1) Background

The relevant information included in the Interim Measures Feasibility Assessment (see Appendices E and F) is as follows:

- (i) Assessment Findings. N/A
- (ii) Deterioration of Structure. The January 2018 "Chocolate Path River Wall Stability Preliminary Assessment of Deformation" report records a number of defects noted in Section B of the river wall and the Chocolate Path. The main defects are: settlement of the Chocolate Path resulting in a back fall towards the railway, settlement and outward displacement of the retaining wall, distortion and buckling of the river parapet railings, multiple random cracks in the river wall, possible bed failure and sliding of two blocks forming the top of Buttress No. 11, areas of outward displacement of stonework to the river wall, blocked or broken flap valves to drainage, exposed footing to Buttress No. 22 and 23, and mortar deterioration and open bed joints to the upper part of the wall.

The May 2018 Section B General Inspection forms record new defects observed including areas of mortar missing and deterioration, areas of bulging, appearance of new vertical cracks, displacement of stone blocks and loose blocks in the river wall.

- (iii) Service Performance. Path is closed due to concerns over stability
- (iv) Anticipated Failure Mode(s). The expected failure mode would be one or a combination of a deep-seated slip through the weak clay soils behind and beneath the river retaining wall, sliding or bearing capacity failure of the River Wall foundations, and internal erosion of backfill materials forming voids which collapse to the rear of the wall.

(2) Monitoring Plan

The planned monitoring regime is as follows:

- (i) Visual Observations. Site inspection of Chocolate Path and Cumberland road at fortnightly intervals. Note any signs of visible movement.
 - (ii) Measurements. Survey of settlement to be undertaken at fortnightly intervals.
 - (iii) Photographs. Take photographs of any sings of further movement or deformation
 - (iv) Other Parameters. None

Refer to extract of GI specification for additional details on proposals for survey monument installations.

(3) Monitoring Frequency

The frequency of visual monitoring shall be fortnightly. Surveying fortnightly.

(4) Monitoring Trigger Levels

Triggers or warnings requiring action are:

any cracking or deformation in the carriageway of Cumberland Road;

any tilting or settlement of Cumberland Road retaining wall;

any masonry falling from the bulging section of the river retaining wall;

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any signs of new local collapse or tension cracks;

Escalation in rate of rate movement/ settlement.

(5) Monitoring Trigger Actions

Should any trigger level be reached this should be reported immediately following the Emergency response and Communication Plan. A review of the monitoring and traffic management measures should then be carried out immediately and any actions implemented as soon as possible.

(6) Recording and Reporting

The recording and reporting of monitoring activities should be made by the inspector at the time of inspection.

(7) Review of Monitoring Requirements

A review of the monitoring regime will be undertaken after the upcoming intrusive investigation.

(8) Protocol for Monitoring, Reporting and the Escalation of Decision Making

Survey data of monitoring pins shall be provided to BCC Project Manager and CH2M Geotechnical Engineer on a fortnightly basis in current agreed format. CH2M Geotechnical Engineer will provide a brief monitoring report including photographs and basic measurements on a fortnightly basis.

In the event of trigger level being reached, a meeting shall be arranged by the BCC Project Manager – attended by BCC highways and structures managers, CH2M Geotechnical and Structural Engineers.

(9) Emergency Response and Communication Plan

In the event of any significant failure of the wall that threatens the integrity of the carriageway or presents any danger to the public, contact Matthew Ball, Engineer, Bridges & Highway Structures, Bristol City Council, Tel: 07771 941884 (matthew.ball@bristol.gov.uk).

Also Chris Dooley, Structures Manager (chris.dooley@bristol.gov.uk) and Shaun Taylor, Highways Manager (shaun.taylor@bristol.gov.uk)., shall be informed.

A lane or road closure shall be arranged immediately and an immediate interim measures review shall be carried out.

H1.2The monitoring Specification has been developed using the May 2018 General Inspection and the July 2018 Monitoring Review.



H.1 Extract from Ground Investigation Specification

Phase 1a will comprise the following;

• 5 No. shallow trenches, either excavated by hand or by mechanical means to expose the ground which the Harbour Railway infrastructure is founded on and deformation features. The installation of a series of survey monuments shall be placed within the shallow trenches for future monitoring.

Section 'S1.16.10 Settlement Monuments':

A proprietary monitoring system to identify any significant movement within the Chocolate Path is to be established during the works. The type and method of installation of the survey monuments is to be approved by the Investigation Supervisor in advance of the Works commencing.

'Schedule 2: Exploratory holes':

Trench to expose the ground which the Harbour Railway Infrastructure is founded on and deformation features. Survey monument to be constructed within the trench.

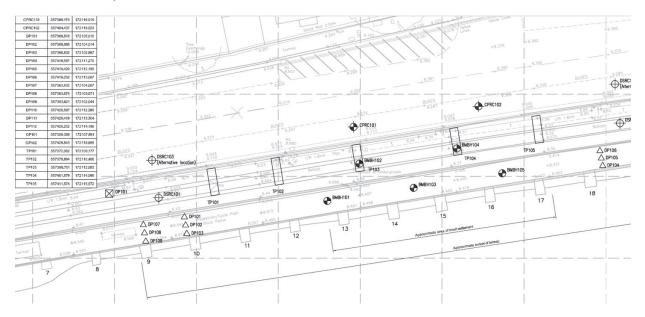


Figure H-1 drawing no. 673846.CV.01-09 showing the location of the slit trenches TP101 to TP105



Appendix J. Immediate Risk Structure: Emergency Action Record of Agreement/Incident Log (to be used as required)

Immediate Risk Structure
Proposals for Emergency Action
Record of Agreement/Incident Log

Date:

Structure Name	River Wall and Chocolate Path – Section B
Roads affected	Cumberland Road
Comment on BD 79 procedures	
Brief description of need	
Emergency Action (include timescale for undertaking action)	
Additional comments (include a brief explanation as to why the particular emergency action was chosen)	

The above emergency proposals are agreed by:

Signature:	Signature:
Name:	Name:
Representing:	Representing:
Date:	Date:



Signature:	Signature:
Name:	Name:
Representing:	Representing:
Date:	Date:

Decision Pathway – Report Template

PURPOSE: For reference

MEETING: Cabinet

DATE: 01 October 2019

TITLE	Quarterly Performance Progres	ss Report (Quarter 1 - 2019/20)
Ward(s)	All – city wide	
Author: N	∕lark Wakefield	Job title: Head of Insight, Performance & Intelligence
Cabinet le	ad: Cllr Cheney	Executive Director lead: Mike Jackson
Proposal o	origin: BCC Staff	
	naker: Officer orum: Officer Meeting	

Purpose of Report:

1. To brief Cabinet on the progress made by all directorates against their Key Performance Indicators (KPIs) and project measures for Q1 2019/20 (Appendix A1) – designed around the themes in the Corporate Strategy and Business Plans.

Evidence Base:

This Q1 performance progress report (Appendix A1) is designed around the corporate strategy 2018-23. The KPIs in the performance framework have been designed to demonstrate outcomes for citizens on the mayoral themes, and were approved by CLB in March 2019, followed by scrutiny by OSMB and noting at Cabinet.

This report is complemented by a more detailed set of KPIs relevant to the business plans and directorate BAU defined with management teams.

Performance summary:

Taking the total available KPI results this quarter,

- 39% (16 of 41) of those with established targets are performing on or above target
- 50% (17 of 34) of those with a direct comparison from 12 months ago have improved.

Q1 is not fully indicative as 42 BCPs do not have any Q1 data due, but this is lower than Q1 last year (which was 55% on or above target and 67% improving). This information is used to review performance improvement options with services.

By Directorate, results (for Bristol Corporate Plan(BCP) indicators only) are:

- Growth & Regeneration: 62% BCPs on or above target / 58% improving
- People: 29% BCPs on or above target / 36% improving
- Resources: 27% BCPs on or above target / 63% improving

A selection of the most notable performance highlights are displayed on the one page summary by theme.

Corporate Strategy Themes:

Empowering & Caring: Whilst permanent admissions to residential care are worse than target, the figure is improving, reflecting the extensive work undertaken to improve the reporting of cases, and there is confidence that the Better Lives programme will reduce the number of new admissions further. Also reablement of older people following discharge from hospital is continuing to develop and improve the Home First Service, although performance is still below target. The indicators around homelessness are worsening and are below target.

<u>Fair & Inclusive</u>: Care leavers (aged 17-21) entering employment education or training is well above target and the best rate (65%) since records began in 2015; the improvement is due to the regional innovation project. There are significant issues with the number of Educational Health Care Plans issued within timescales; additional resources are now in place and a formal review of processes including performance clinics, plus more staff due to address this. Early indications (*provisional data*) indicate we exceeded target at Key Stage 2 and have the highest figure recorded for Bristol at 64.2%. The project to increase apprenticeships within BCC has exceeded expectations and is likely to achieve target by the end of the year, but is below target for apprenticeships from priority groups. Affordable housing delivery is above the agreed trajectory to meet the annual target.

<u>Wellbeing:</u> The monthly DToC figure had a significant worsening in May '19 and some immediate actions were put in place to address this down turn in performance. Work will continue to reduce the delays for patients leaving hospital. Household waste recycling is just below target, but is slightly improved on Q1 last year and steps are in place to improve further. We are meeting targets for tourism and visits to key attractions in the city, and both are improved on Q1 last year. However, numbers attending leisure centres and swimming pools is below target and worse than Q1 last year.

<u>Well Connected:</u> Whilst the public transport measures are slightly below target, this is not a cause of concern at this point of the year. People accessing care and support via adaptive technology is a new measure and is slightly ahead of target for Q1, and expect an upsurge in delivery in 2020 when a new team commences operation. The % of people with a Learning Disability employed has dropped despite numbers actually increasing; the new "Bristol WORKS for Everyone" programme (due Sept 2019) is expected to improve this indicator.

<u>Organisational Priorities:</u> Freedom of information requests and dealing with complaints within target have both substantially dipped in performance - a new electronic case management system (Aug 2019) will improve future performance, but may need further remedial action to address. All 4 Finance KPIs are just below target for Q1, but 3 are showing an improvement compared to the same period last year, highlighting the stretching nature of the targets set. Sickness absence figures have improved significantly - potentially we have turned the corner on this.

For all themes, attention is drawn to the commentaries on annual indicators where the service has indicated exception in delivery, and/or details of plans and activities underway.

Cabinet Member / Officer Recommendations:

1. That Cabinet note the report and measures underway to improve performance.

Corporate Strategy alignment:

1. All BCP PIs contained within Appendix A1 have been previously approved by CLB for 2019/20 to demonstrate our progress towards the Corporate Strategy (2018/23).

City Benefits:

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

Consultation Details:

1. Performance progress has been presented to EDM and CLBs prior to the production of this report.

Background Documents:

- BCC Corporate Strategy
- 2. BCC 2019/20 Business Plan & Performance Framework

Revenue Cost	£0	Source of Revenue Funding	N/A
Capital Cost	£0	Source of Capital Funding	N/A
One off cost □	Ongoing cost	Saving Proposal ☐ Inco	ome generation proposal 🗆

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

1. Finance Advice: There are no specific financial implications as part of the report.

Identification and delivery of meeting key performance indicators is a major part of annual service planning including budget setting. Identifying key outcomes and targets should have a significant impact on allocation of resources through annual budget setting process, similarly availability of resources to delivery outcomes will have an impact on the achievability of targets. Performance information should be viewed alongside services financial information and progress of delivery of key projects.

Finance Business Partner: Michael Pilcher – 28th May 2019

2. Legal Advice: There are no specific legal implications in this report. Reporting performance against the business plan and corporate strategy assists the Council to comply with its duty to make arrangements to secure continuous improvement in the way in which the Council's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Legal Team Leader: Nancy Rollason – 28th May 2019

3. Implications on IT: There are no direct IT implications arising from publication of this report

IT Team Leader: Ian Gale, 28th May 2019

4. HR Advice: There are no specific HR implications arising from the report. However, the Key Performance Indicators (KPIs) are an integral part of the council's performance management system. Annual Service plans and employee performance objectives should be linked appropriately to the KPIs.

HR Partner: Mark Williams, Head of Human Resources – 17th June 2019.

EDM Sign-off	All (People and G&R EDM Performance reports on	7/8/19
	7/8/19; Resources EDM report circulated via email	
	for agreement in advance of CLB, and being	
	discussed at Resources EDM on 14/8/19)	
Cabinet Member sign-off	Cllr Cheney	12/8/19
For Key Decisions - Mayor's	Mayor's Office	3/9/2019
Office sign-off		

Appendix A – Further essential background / detail on the proposal Appendix A1: Performance Progress Update (Q1 2019/20)	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO

BRISTOL CITY COUNCIL – Q1 2019/20 Performance Summary

EMPOWERING & CARING	
Title	Target status
BCP222: Increase the take-up of free early educational entitlement by eligible 2 year olds	Below
BCP276a: Reduce the permanent admissions aged 65+ to residential and nursing care, per 100,000 population	Below
BCP280: Increase the % of people who contact Adult Social Care and then receive Tiers 1 & 2 services	Well below
BCP307: Number of disabled people enabled to live more independently through home adaptations	Well Above
BCP352a/b: Reduce number of people sleeping rough on a single night in Bristol – BCC quarterly Count	Below

BCP218: Improve the % of 17 - 21 year old care leavers in EET (statutory return - recorded around birthday)* BCP227: Percentage of Final Education Health Care Plans issued within 20 weeks including exception cases BCP230a: KS2 - Increase the % of pupils achieving the expected standard in reading, writing and maths BCP261b: Increase the % of BCC apprentices starting apprenticeship	& INCLUSIVE	FA
return - recorded around birthday)* BCP227: Percentage of Final Education Health Care Plans issued within 20 weeks including exception cases BCP230a: KS2 - Increase the % of pupils achieving the expected standard in reading, writing and maths BCP261b: Increase the % of BCC apprentices starting apprenticeship	Target status	Title
20 weeks including exception cases BCP230a: KS2 - Increase the % of pupils achieving the expected standard in reading, writing and maths BCP261b: Increase the % of BCC apprentices starting apprenticeship	old care leavers in EET (statutory Well Above	
in reading, writing and maths BCP261b: Increase the % of BCC apprentices starting apprenticeship	Health Care Plans issued within Well Below	
	achieving the expected standard Above	
	ices starting apprenticeship Below	
BCP425: Increase the number of affordable homes delivered in Bristol We	ole homes delivered in Bristol Well Above	BCP425: Increase the number of afforc

WELLBEING	
w itle	Target status
©CP251: Reduce the rate of alcohol-related hospital admissions per ♣00,000 population	Below
CP253: Increase the number of attendances at BCC leisure centres and swimming pools	Below
BCP279: Improve the monthly Delayed Transfers of Care for BCC (Delayed Days per 100,000 population)	Well below
BCP410: Increase the number of visitors to Bristol Museums, Galleries and Archives	Above
BCP541: Increase the percentage of household waste sent for reuse, recycling and composting	Below

OVERALL SUMMARY (of BCPs reported here)

39% PIs On or above target
50% PIs improving

WELL CONNECTED	
Title	Target status
BCP266: Increase % of adults with learning difficulties known to social care, who are in paid employment	Well Below
BCP268: Increase the number of adults in low pay work & receiving benefits accessing in-work support	Well Above
BCP308: Increase the number of people able to access care and support through the use of adaptive technology	Well Above
BCP474: Increase the number of single journeys on Park & Ride into Bristol	Below
BCP475 Increase the number of passenger journeys on buses	Below

WORKPLACE ORGANISATIONAL PRIORITIES	
Title	Target status
BCP531: Increase % of all Corporate Plan PIs on target	Well below
BCP327: % Corporate FOI requests responded to within 20 working days	Well below
BCP518: Increase % of stage 1 non-statutory complaints responded to within 15 days	Well below
BCP501a: Projected forecast outturn as % of approved budget	Below
BCP502: Increase the percentage of invoices paid on time (BCC)	Below
BCP522: Reduce the average number of working days lost to sickness	Above

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CLB - Quarter 1 (1st April - 30 June '19) Performance Progress Report - Quarterly Pls

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
2019/	20 Corp	oorate Plan: Empowering & Caring							
EC1	BCP212	Reduce the number of adolescents (aged 13-17) who need to enter care due to abuse or exploitation	-	27	24	8	Ψ	Fiona Tudge	19 children aged 13 or over started care between 01/04/2019 and 30/06/2019. Of these, 8 started due to neglect. The circumstances of these children are reviewed on a monthly basis with the Strengthening families Team to ensure it was the right outcome for the child and any learning from the situations.
EC1	BCP214	Increase the % of children referred who are seen promptly	+	New PI 2019/20	90.0%	Data not entered		Becky Lewis	Data verification in progress. Anticipate data will be available for Q2 reporting.
EC1	BCP219	Increase the percentage of Family Outcome Plans where agreed outcomes were achieved	+	New PI 2019/20	Establish baseline	30.40%	new metric	Gary Davies	59 Family Outcome Plans were achieved of the 194 closed as at 30 June '19. The percentage of significant and sustainable outcomes achieved when working with families is a useful measure in understanding the difference early intervention services make. We have re-established 9 different outcome themes and in Sept 2019 will be embedding these new outcomes into the Early Help Module so that by October we will be capturing information more in line with our service plan and the vision for children and family services. A short period of benchmarking will enable future targets to be set.
EC1	BCP222	Increase the take-up of free early educational entitlement by eligible 2 year olds	+	68.0%	70.0%	64.0%	Ψ	Sally Jaeckle	The 2019/20 progress reports the 2018/19 financial year, as published by teh DfE. The uptake of the Free Early Education offer for Eligible two year olds is in decline nationally and Bristol is no exception, with a drop of 6% in 2018/19. Reasons for this could be the recent decline in the Bristol birth rate, more families accessing work and therefore no longer eligible, or the cost of delivery of the two year old offer for early years settings, which is high when compared to the extended Early Education (30 Hours) offer for three and four year olds. The Early Years Service will be analysing the reasons for this decline to inform a strategic response.
EC2	BCP352b	Reduce the number of people sleeping rough on a single night in Bristol - BCC quarterly Count	-	72	60	106	•	Paul Sylvester	Levels of rough sleeping have increased since winter shelters have closed. The Rapid Rehousing Pathway pilot at the Compass Centre is now established and of the 139 people referred in 80 people have been placed in temporary, emergency or long-term accommodation or reconnected to accommodation in an area where they have a local connection. We have met with a key partner in the city and are hopeful of developing an additional night shelter in 2020. MHCLG funded services are helping to reduce rough sleeping but not tacking the underlying causes of lack of affordable housing and the impact of Welfare Benefit Reform. To illustrate the scale of the issue in 2018, 951 people who were street homeless had contact with the rough sleeper service.
EC2	BCP353	Increase the number of households where homelessness is prevented	+	n/a	1,000	268	n/a	Paul Sylvester	Performance of the Housing Options Service is on track to meet target. This is a new measure for 2019 so no trend is available.
EC2	BCP356	Reduce the number of households who were in Temporary Accommodation for more than 6 months	-	279	260	269	Ψ	Paul Sylvester	Housing Options continue to focus on moving "long stayers" out of temporary accommodation (TA). Initiatives to increase the supply of move on accommodation should improve performance against this target as we progress through the year.
EC2	BCP357	Reduce the number of households in temporary accommodation	-	524	500	537	•	Paul Sylvester	The number of households in temporary accommodation (TA) has increased from the last quarter despite Housing Options efforts to prevent homelessness. Additional interventions have been introduced with the aim of keeping people in their homes longer, avoiding the need for TA. We have implemented new initiatives to increase access to the private rented sector as the lack of affordable move on accommodation is driving this increase and should see additional properties coming through from Q2 onwards.

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
EC3	BCP278	% of older people at home 91 days after discharge from hospital into reablement/rehabilitation *	+	86.1%	88.0%	86.1%	y	Jayne Clifford	Total passes 414 out of total cases 481 This performance indicator has a 3 month data lag and reports the 2018/19 outturn, which is slightly below target, due to this being the winter period and is a usual seasonal fluctuation. However the national reporting benchmarking data is for Q3 which was 87% (1.6% points up on the previous year) We are continuing to develop the Home First Service to enable people to return home at a more appropriate time.
EC3	BCP280	Increase the % of people who contact Adult Social Care and then receive Tiers 1 & 2 services	+	47.4%	60.0%	50.5%	4	Stephen Beet	Totals for this period: 501 T1 / T2 outcomes / 993 total outcomes. This target has continued to increase as we are working to the 3 tier model and making maximum use of T1/ T2 sercices. Also we have increased Reablement and Home First services and have plans to increase further to ensure people can access more T2 support to maximise independence. However we have discovered that other T1/2 support are not being picked up because of the way they are recorded on LAS, e.g. Rehab centres and some voluntary sector T2 services. We are investigating mechanisms to pick these up so that we can adjust the figures. Therefore, we expect to reach the target by the end of this year.
EC3	RCP307	Number of disabled people enabled to live more independently through home adaptations	+	3,370	3,400	1,020	^	Tom Gilchrist	Currently well ahead of target but there is likely to be a slow down in delivery in Q2 and Q3 as a result of staff vacancies. Recruitment activity to address this is in progress but it unlikely that the current delivery rate will continue at the same pace over the coming months.
EC3	BCP276a	Reduce the permanent admissions aged 65+ to residential and nursing care, per 100,000 population	-	570	550	603.4	→	Stephen Beet	361 admissions out of 59,829. We have undertaken extensive analysis on the reporting methods for this Performance Indicator and discovered that we have been over-reporting due to the inclusion of data on LAS (Adult Social Care case-management system) that does not reflect a new admission. We are now confident that the data is correct for the last 2 periods. There is a slight increase between end of last year and period 1 of this year. We have seen a small increase in new placements which we have related to an increase in Hospital admissions. We continue to work to reduce the total number of new admissions to care homes for older people through the Better Lives programme and are confident that this will reduce further this year. All new placements are closely scrutinised by Senior Managers and there is an action plan that is governed by the Better Lives board and the trajectory is very closely monitored.
2019/2	20 Corp	orate Plan: Fair & Inclusive							
FI1	BCP425	Increase the number of affordable homes delivered in Bristol	+	260	440	41	→	Tim Southall	Above agreed trajectory to meet annual target.
FI1	BCP310	Increase the number of private sector dwellings returned into occupation	+	537	490	167	+	Tom Gilchrist	Progress is ahead of target for Q1 as a result of the targeted action focussed on long term empty properties.
FI2	BCP227	Percentage of Final Education Health Care Plans issued within 20 weeks including exception cases	+	7.0%	61.3%	2.0%	•	Mary Taylor	Performance has dipped significantly in the past two years, partly as a result of a significant increase in applications for statutory needs assessments whilst staffing reduced within the local authority. Additional staff have been recruited early this year and further recruitment has followed a successful £1.3m Growth Bid agreed by Cabinet in July '19. This combined with new performance management clinics effective from June '19, changes to management from July '19 and a comprehensive review of business processes being undertaken at the present time are intended to deliver improved performance over the coming year.

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Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
FI2		KS2 - Increase the % of pupils achieving the expected standard in reading, writing and maths	+	63.0%	64.0%	64.2%	^	Richard Hanks	Provisional data indicates that 64.2% of pupils achieved the expected standard in reading, writing and Mathematics which is above target. This figure is subject to revision during the national validation process.
FI3	BCP218	Improve the % of 17 - 21 year old care leavers in EET (statutory return - recorded around birthday)*	+	65%	65%	65%	^	James Beardall, Maria Finlayson	This Performance Indicator has a statutory three month data lag and is reporting the 2018/19 outtrun figure in quarter 1 of 2019/20. There were 425 eligible care leavers on 31/03/2019. Of these, 274 were recorded as in Education, Employment or Training (EET) within their statutory birthday contact period. This is significant improvement due to the relentless focus by Personal Advisors, Practice Leads and the new Reboot Team in place through our regional innovation project. (2018/19 target was 58% - higher than any performance since 2015)
FI3	BCP261a	Increase the total number of apprentices employed by Bristol City Council	+	184	214	176	↑	Darren Perkins	14 apprenticeship completions and 3 withdrawals since end of quarter 4 2018/19 led to a slight dip in numbers. In the period 1st July to 30th Sept we have 81 planned starts in pipeline and 25 scheduled completions so remain on target to meet this measure by financial year end.
FI3	BCP261b	Increase the % of BCC apprentices starting apprenticeship training from priority groups	+	29.3%	31.0%	29.0%	^	Darren Perkins	Current recruitment of new apprentices continues to bring in a diverse range of candidates from target groups. Continuing to build upon our lead role in the 5 Cities Apprenticeship Diversity Hub project we are working with a range of external partners and some departments to improve accessibility, information and awareness of opportunities amongst under-represented groups. We expect to continue to move towards this stretch target in this way by year end.
FI3	R(D)632	Reduce the % of young people of academic age 16 to 17 years who are NEET & destination unknown	-	7.7%	6.5%	7.3%	^	Delyse Taylor	There will continue to be focused work around the reduction of the Not known and Not in Education, Employment or Training (NEET) numbers it has continued to reduce over this quarter.
FI3	BCP267	Improve the overall employment rate of working age population	+	76.6%	76.6%	77.1%	•	Paul Gaunt	Whilst there has been growth in the rate from the previous quarter, due to the accuracy of the data, +-2%, it is difficult to draw accurate conclusions.
FI3	BCP270	Increase experience of work opportunities for priority groups	+	New PI 2019/20	2,750	340	new metric	Delyse Taylor	There have been continued success at recruiting young people in priority groups and schools into experience of work and apprenticeship opportunities, including: > Career Coach programme for young people in care (26); > Work experience placements with Bristol City Council (7); > Apprenticeship hub activities (120); > WORKS experience of work activities take up by young people (187) The reduction in experience of work and work placements in this quarter is due to a seasonal dip between April and June. Already, by 15th July our Work experience numbers are 36 and WORKS numbers are 403 based on activity since 1st July. Also, due to our current focus on young people most at risk of non-participation in education, training and employment, most of our WORKS activity was with smaller groups (i.e. 6 per trip and visit)

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Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
2019/ W1	BCP279	Improve the monthly Delayed Transfers of Care for BCC (Delayed Days per 100,000 population)	-	187.8	187	254.9	\	Ros Cox	Totals for May '19: 931 Delayed Transfer of Care (DToC)/ 18+ Population of 365,292 We saw a spike in our DTOCs in May having recently overseen a downward trend in DTOCs. Poor performance was a result of a mixture of things. The performance was not acceptable and so some immediate measures have been taken, including: 1) A new team manager has been appointed and is now in place – tasked as a priority to address DTOC issues 2) A request to the acutes to move our local coding away from 2 days to allocate and 3 days to assess to a straight 5 day coding model. 3) An acknowledgment that Reablement and Pathway 3 intermediate care services need to be coded differently 4) A change to our rules around annual leave for the team which has been signed off at DTOC group and added to the Standard Operating Procedures. June '19 has already seen a fall in DTOCs and the number of social care referrals due to the growth of Home First and further application of a discharge to assess model in Bristol.
W1	BCP251	Reduce the rate of alcohol-related hospital admissions per 100,000 population	-	839	839	856	+	Thara Raj	The number of alcohol-related hospital admissions is above target, this has been acknowledged and we are currently undertaking the completion of a needs assessment for all substances (drug and alcohol) and will be developing a subsequent strategy that will address this need. In parralell we are using the alcohol CLeaR assessment tool to assess local arrangements and delivery plans to to support an evidence-based response to preventing and reducing alcohol-related harm at local level.
W2	BCP541	Increase the percentage of household waste sent for reuse, recycling and composting	+	45.70%	50.00%	47.57%	↑	Ken Lawson	Just below target; there has been an increase in the volumes of food waste recycling and some mechanical waste separation initiatives. Performance is slightly higher than the same period in 2018 when 46.7% was reported.
W2	BCP513	Increase the number of new electric and hybrid vehicle registrations	+	n/a	26	0	new metric	Sara Mannix	Q1 target is 0. We are currently producing a strategy paper in conjunction with the Energy Service which will enable the delivery of the EV infrastructure targets in the One City Plan, including one to install 35 charge points in the next year. This will help to increase the EV registration for our BCC fleet to more than double the current compliment.
W4	BCP253	Increase the number of attendances at BCC leisure centres and swimming pools	+	2,723,628	2,764,482	440,800	←	Guy Fishbourne	(April - May) 440,800 attendances at BCC leisure centres and swimming pools.
W4	BCP410	Increase the number of visitors to Bristol Museums, Galleries and Archives	+	1,323,783	1,100,000	277,987	^	Zak Mensah	The museums have had a busy q1 thanks to strong interest in the Leonardo, tattoo and Japanese prints exhibitions. The popularity of the events has led to improved secondary spend seeing retail activity approximately 35% above expected target. Our events and engagement activity during this period has also supported our visitor figures.
W4	BCP415	Increase the number of tourists to the city	+	4,487,329	4,625,000	1,180,697	^	Zak Mensah	This quarter sees the start of the tourist season and we're pleased to maintain last year's level of visits as other major cities have reported a mixed picture of tourism in the same period.

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Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
2019/2	20 Corp	orate Plan: Well Connected							
WC1	BCP474	Increase the number of single journeys on Park & Ride into Bristol	+	1,716,174	1,720,000	427,807	^	Pete Woodhouse	Figures made up of Bath Road & Portway Park & Ride and passengers boarding the m2 & 505 at the Long Ashton Park & Ride site. Figures for the m2 & 505 have been doubled to reflect that passengers will return to the site to collect their vehicles. Compared to the first quarter of 2018/19 passenger figures on the Portway service remain static and have increased on the Brislington & 505 service. Use of the m2 from Long Ashton has fallen compared to the last 3 months of 2018/19 (the m2 service did not commence operation until September 2018).
WC1	BCP475	Increase the number of passenger journeys on buses	+	42,216,084	43,061,000	9,973,872	4	Pete Woodhouse	Passenger numbers down 5.3% when compared to the same period last year.
WC2	BCP269	Increase digital skills development of those 19+ with no or few qualifications	-	New PI 2019/20	25.0%	19.0%	new metric	Elke Hein	The structure for recording and reporting digital skills built into new 19/20 courses but was not fully part of the 18/19 academic year. Current % is expected to increase with use of new recording process. It is intended that building digital skills and online learning into courses will support the public to become more confident in accessing services and support systems digitally. Enabling them to understand new ways to use the internet, and utilise smartphone and tablet resources to improve their skills, access information, find and secure work and access to services.
WC2	BCP308	Increase the number of people able to access care and support through the use of adaptive technology	+	568	568	175	n/a	Tom Gilchrist	Slightly ahead of target for Q1. The Technology-Enabled Care (TEC) service review is currently underway with proposed new team due to commence operation in Feb 2020, so there is likely to be considerable upsurge in delivery after this date. This is a new measure for 2019 so there is no trend available as this activity only became part of the division's work in late 2018.
WC3	BCP266	Increase % of adults with learning difficulties known to social care, who are in paid employment	+	7.1%	8.0%	5.1%	→	Paul Gaunt	In this period this has seen a significant drop in the percentage rate, despite the actual numbers of people with a learning difficulty in paid employment rise from 44 to 50. This is because there has been a 59% rise in the denominator, (people being counted) between the previous quarter and the current period from 688 to 998. We are currently investigating with the Data Team the reasons for this. The new Bristol WORKS for Everyone programme launches in September 2019 and we are working with frontline teams to ensure that they know about the employment support options available for people with learning difficulties. Furthermore we are awaiting the outcome of our recent ESF / WECA funding bid.
WC3	BCP268	Increase the number of adults in low pay work & receiving benefits accessing in-work support	+	New PI 2019/20	314	151	new metric	Paul Gaunt	The growth of the Future Bright in work support programme and the new Get Well - Get On programme which focusses on supporting people in work who have mental health of muscle, joint or bone conditions has contributed to performance which is above target this quarter.
2019/2	20 Corp	orate Plan: Workplace Organisational Pri	ori	ties					
WOP1	BCP531	Increase the percentage of all Corporate Plan PIs on target	+	44.0%	67.0%	39.0%	new metric	Mark Wakefield	There are 16 Bristol Corporate Plan (BCP) indicators On or Above Target, out of the 41 BCPs with data. Note: 1 BCPs is still "Data not entered". [Note - Q1 is not fully indicative as a further 42 BCPs do not have any Q1 data due, so are not included here]
WOP1	BCP532	Increase the percentage of all Corporate Plan PIs that are improving (over the last year)	+	62.5%	67.0%	50.0%	new metric	Mark Wakefield	17 of the 34 BCP metrics with a direct comparison to the same period last year have improved, with 17 performing worse than Q1 last year. [Note - Q1 is not fully indicative as a further 41 BCPs are annually recorded, and therefore are not included here]
WOP1	BCP523	Maintain appropriate staff turnover	-	14.2%	12.5%	12.6%	^	Mark Jefferson, Mark Williams	Target = 10-15%. Turnover remains stable at 12.55% and well below a figure of 15.5% for the same time last year.
WOP2	BCP517	Increase the percentage of Corporate FOI requests responded to within 20 working days	+	76.5%	90.0%	68.4%	+	Tia Corkish, Rizwan Tariq	Volumes received are consistent with previous periods. Performance levels has dropped. Hitting the target will be assisted by the installation of an improved electronic case management system as well as the planned introduction of smarter data retention policies.

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Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
WOP2	BCP518	Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days	+	85.9%	90.0%	74.5%	y	Tia Corkish, Rizwan Tariq	Performance levels have dropped across the board. To achieve targets in the future the small number of officers dealing with Stage 1 complaints would need to prioritise this work or their managers will need to identify others to assist. Hitting the target will also be assisted by the installation of an improved electronic case management system as well as the planned introduction of smarter data retention policies.
WOP3	BCP522	Reduce the average number of working days lost to sickness (BCC)	-	9.09 days	8.00 days	8.02	→	Mark Jefferson, Mark Williams	Q1 target is 8.75 days. Sickness in Q1 has seen a further significant reduction from Q4 (9.09 days). We are continuing our work on revising our sickness absence policy to take a holistic approach to health and wellbeing. This reduction in sickness follows a renewed focus on regular trigger point review meetings to determine where and when action by managers may be most beneficial. Proactive management of casework by HR to resolve cases sooner.
WOP3	BCP528	Increase the percentage of employment offers made to people living in the 10% most deprived areas	+	n/a	6.5%	5.7%	new metric	Mark Williams	In Q1 2019 36% (16) employees were offered jobs from Bristol most deprived areas took up roles in Adult Social Care, with 13%(6) in Housing & Landlord Services, 11%(5) in Citizen Services and 9%(4) in Children's Service. 24%(11) of these employee are declared as being BAME and 9%(4) disabled. Positive action is being taken to recruit priority groups into new apprenticeship roles, and also to support existing staff from priority groups to progress through apprenticeship opportunities – 4%(7) of all apprenticeships were offered to residents in 25% most deprived wards.
WOP4	BCP428	Increase annual revenue generated from the council's investment estate	+	£275,243	£120,000	£19,555	*	Richard Fear	There is no target for this KPI. An additional £19,555 was realised during the first quarter of 2019-20; when added to the additional income already consolidated during 2018-19 contributes to the total of £294,789. There are no standard in-year quarterly targets for this measure as income is determined by the rent review cycle for the investment estates which is scheduled across the whole year.
WOP4	BCP514	Increase income generation from Commercialisation opportunities	+	n/a	n/a Establish baseline £0 new metric Sara M		Sara Mannix	We have a £250k target that we are working to, with opportunities arising in Fleet, Joinery, Education, Events and Conferences amongst others. It is likely that opportunities will not be realised until the latter end of the FY.	
WOP4	BCP501a	Projected forecast outturn as a percentage of approved budget (BCC)	-	99.4%	100.0%	100.8%	^	Denise Murray, Mike Pilcher	Overspend of £2.9m forecast at Q1, predominantly within Adult Social Care, Education and Facilities Management. Management actions are expected to be taken which will bring this will be in line with available resources by year end. This is monitored on a regular basis by management and reported to Cabinet.
WOP4	BCP502	Increase the percentage of invoices paid on time (BCC)	+	80.30%	90.00%	82.74%	*	Denise Murray, Mike Pilcher	After an initial improvement at the beginning of the year performance has dropped but is an improvement on the same point last year. A reporting framework has been implemented providing a high level analysis of the reasons for late payment with further improvements to these reports to be developed. Notifications to Budget Managers have been implemented but compliance to the Purchase Order process continues to be an issue across all directorates.
WOP4	BCP503	Maintain the percentage of Council Tax collected	+	96.82%	96.82%	27.96%	←	Martin Smith	In June/July, student exemptions fall to their lowest in the year . This increases the Council tax we collect but will balance itself out over the coming months and there is no concern over collection targets regarding the reduction and reinstatement of exemptions, at this stage. Changes in Council tax Reduction (CTR) has increased the overall Council tax debit by £220K in June. There was a delay in loading Universal Credit (UC) files for Council tax reduction but work to tackle a backlog of cases is now complete. The introduction of a new online 12 instalment form at the beginning of the year and the increased use of our other automated online forms has seen more citizens paying over 12 instalments. This has resulted in £2.2m of Council tax instalments being deferred to February and March 2020. The profile of collection will be amended if this trend continues.
WOP4	BCP504	Increase the percentage of non-domestic rates collected	+	98.31%	98.35%	28.38%	^	Martin Smith	The backlog in annual billing post is now cleared. The calculated debit has increased slightly from last month, this is as a result of new premises being billed. There is little concern over year end target not being met at this stage.

Corp Plan KC ref	Code	Title	+/-	2018/19 Outturn	2019/20 Target	Q1 Progress	Comparison over last 12 months	Responsible Manager	Officer Notes
CLB - 0	Q1 [Oı	itturn] Quarterly Reporting of the Co	rpo	rate Stra	ategy - [Annual	PIs] - By ex	ception	
EC3	BCP277	Percentage of adult social care service users, who feel that they have control over their daily life	+	77.7%	78.0%	n/a		Terry Dafter	Although this data is taken from the annual survey and therefore we cannot track progress on a quarterly basis —we do have outcomes within the Better Lives programme to ensure we are improving in this area. This includes the basic principle of ensuring that people remain as independent as possible in their own homes through the investment in tier 2 services to support them and avoiding admissions to care homes. Also through more outcomes based support planning that is focussed on the individual and the promotion of Direct Payments which are above national average and plans to implement Individual Service Funds.
FI2	BCP231a	Key Stage 4: Improve the Average Attainment 8 score per pupil	+	45.5 points	47.0 points	n/a		Richard Hanks	Reporting arrangements for GCSE results have been agreed with schools and provisional headline outcomes should be available on results day.
FI2	BCP/31a	Key Stage 4: Attainment 8 - Reduce the Points gap between the Disadvantaged and Non-Disadvantaged	-	16.2 points	15.0 points	n/a		Richard Hanks	Performance data for pupil groups will be provided to schools through the blackbox data agreement with Cabot Learning Federation. This will enable schools to plan strategically very early in the new academic year.
FI2	BCP245	Improve the level of Bristol Schools' pupil attendance	+	94.7%	95.2%	n/a		Richard Hanks	Further work to provide support for schools to improve attendance is planned for the 2019-20 academic year. The attendance strategy is being reviewed in response to the public consultation and development work on the attendance toolkit for schools is nearing completion and will be available to schools from September. A lead for attendance is being established to develop and lead the action plan in response to the attendance strategy.
FI2	BCP230b	KS2 - increase the % of disadvantaged pupils, at KS2, achieving the expected standard in RWM	+	49%	50%	n/a		Richard Hanks	Performance data for pupil groups is not yet available. Performance gaps between Bristol and national have narrowed this year and it is likely that this will be reflected in pupil groups. Schools will receive provisional pupil performance analysis through the blackbox data agreement with Cabot Learning Federation by the end of term. All primary schools opted to take part in this analysis this year.

Status Key	Improvement Key					
Well Above Target	_	Direction of travel IMPROVED compared to same				
Above Target	(period in the previous year				
On Target	II	SAME as previous same period in the previous year				
Below Target	 	Direction of travel WORSENED compared to same				
Well Below Target		period in the previous year				

<u>Corporate Strategy - Key Commitments</u>

EC1 Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm. EC2 Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'. EC3 Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.							
EC2 Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.							
EC3 Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.	Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.						
	Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.						
EC4 Prioritise community development and enable people to support their community.							
Fair & Inclusive							
FI1 Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.							
FI2 Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.							
FI3 Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.							
FI4 Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.							
Wellbeing							
W1 Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.							
W2 Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.							
W3 Tackle food and fuel poverty.							
W4 Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.							
Well-Connected Page 1997 1997 1997 1997 1997 1997 1997 199							
WC1 Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.							
WC2 Make progress towards being the UK's best digitally connected city.							
WC3 Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.							
WC4 Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.							
Workplace Organisational Priorities							
WOP1 Redesign the council to work effectively as a smaller organisation.							
WOP2 Equip our colleagues to be as productive and efficient as possible.							
WOP3 Make sure we have an inclusive, high-performing, healthy and motivated workforce.							
WOP4 Be responsible financial managers and explore new commercial ideas.							

Agenda Item

Decision Pathway – Report Template

PURPOSE: For reference

MEETING: Cabinet

DATE: 01 October 2019

TITLE	Local Government Association Corporate Peer Challenge Action Plan Progress Report					
Ward(s)	All Wards					
Author: I	Ben Mosley	Job title: Head of the Executive Office				
Cabinet lead: Cllr Craig Cheney		Executive Director lead: Mike Jackson				
Proposal	Proposal origin: Other					
	Decision maker: Cabinet Member Decision forum: Cabinet					
Purpose o	of Report:					

To brief Cabinet on the progress made by all directorates against actions as set out in the LGA Action Plan.

Evidence Base:

Context:

- 1. The Corporate Peer Challenge took place from 11 to 14 September 2018. The review was undertaken by a team of councillors and senior officers from local authorities around the UK who examined the Council's leadership, governance, financial planning and capacity to deliver its priorities.
- In September 2018, the Corporate Peer Challenge team found that following a period of change, the Council has worked hard to put the building blocks in place for long term improvement and delivery, including:
 - The establishment of a new Executive team structure, offering visible leadership and saving £1 million per year;
 - Rigorous budget management and stronger financial grip, in line with recommendations in the council commissioned Bundred report (February 2017) and evidenced by its medium term financial plan;
 - A 'One City' approach and plan through which the council and city partners collectively express ambitions and priorities for Bristol up to 2050;
 - The City Leap Prospectus which has drawn interest from investors and innovators to join the council in building a city-wide sustainable energy system;
 - The Operations Centre which by co-locating traffic management, emergency control and First Bus acts as the 'brain of the city';
 - **Accelerating Housing Delivery**
 - The Smart City Bristol initiative which leverages technological know-how and infrastructure to support the city's growth.
- 3. The Corporate Peer Challenge Team has made 7 key recommendations to support BCC's improvement journey (please see page 4 appendix A2).
- 4. In January 2019, the Cabinet noted the recommendations as set out the in LGA Corporate Peer Challenge Feedback Report (appendix A2) and agreed to develop and implement an action plan (appendix A3) based on the LGA's key recommendations.
- 5. The action plan provides a framework for delivering the on the seven key recommendations as out in the LGA CPC Feedback Report. There are 38 actions detailed within the action plan. All actions have been assigned to a responsible officer to ensure delivery.

Progress Summary:

6. Each action has been 'RAG' (red, amber, green) rated by officers to indicate the progress that has been made in to complete the action as outlined in the action plan.

- Red: Limited or no progress has been taken to deliver the action.
- Amber: Action is at delivery stage, work is ongoing to complete the action.
- Green: The action is complete/significant progress has been to deliver the action within the agreed timeframe.
- 7. Significant progress has been made towards delivery of all actions outlined in the action plan (Appendix A1). Out of the 38 actions agreed by Cabinet in January 2019, it is reported that 27 have been completed and delivered (rated green) and 11 actions are in the process of being delivered (rated amber). There are no actions where progress has not been made or where progress has stalled.

Summary of Key Actions Delivered:

- 8. In January 2019 BCC published an Organisational Improvement Plan (OIP). The OIP contains six works streams, all of which in the process of being implemented/delivered. Key deliverables include:
 - The introduction of a staff survey, which was launched in March 2019 and completed in April 2019.
 - Implementing new ways of recognising and awarding success. Successes are now celebrated on the Council's internal intranet page known as 'the source'. A new awards cabinet has been installed in the foyer of City Hall to celebrate the organisation's achievements
 - An equalities strategy and policy has been established. A central professional team has established and a focus on refreshing staff led groups has been implemented.
- 9. In November 2018, the Head of Paid Service confirmed the Council's leadership structure. To increase visibility of BCC's corporate leadership, Leadership Forums have been established; weekly blogs from Directors have been introduced on the Source; Directors attend corporate inductions to meet new employees; the senior leadership structure with photos and contact information of senior leaders has been published on the Source; a 'meet and greet' event with elected members was held in September 2019 at City Hall.
- 10. A narrative and plan to underpin the 'One City' approach has been established. In January 2019 the One City Plan and Governance Structure was launched. Recruitment to roles in within the City Office was completed in June 2019, with ongoing focus on stakeholder engagement. Overview and Scrutiny Management Board members receive regular updates on the 'One City' approach.
- 11. BCC has undertaken a review of its governance arrangements. A new decision making pathway was formally implemented in June 2019 after being trailed for six months. The Mayor's Forward Plan included a forward view of items due to come to Cabinet up to May 2020.
- 12. Democratic Services have reviewed the structure and work programme of Scrutiny Commissions with elected members. Members have considered the structure of scrutiny for 19/20 and agreed to increase the number of commission meetings and reduce Task Group activities in order to work more effectively. A Health Scrutiny Sub Committee of the People Scrutiny Commission has been established in order to improve governance.
- 13. Members have been offered additional briefings on West of England Combined Authority (WECA) and its role with BCC and the wider region. A member briefing on WECA activity took place on 19th July 2019. Further briefings are being planned.
- 14. The Council is maintaining strong financial oversight and accountability. A range of governance boards have been established (e.g. Better lives, City Leap) providing oversight, accountability and transparency to the delivery of major transformation programmes. The Boards have strong corporate representation and engagement, including Finance, Internal Audit embedded in the assurance arrangements and risk identification considered in policy formulation, planning and decision making.
- 15. A Risk Management Assurance Framework has been developed and was approved January 2019. Financial reserves are aligned to the Corporate Risk Register, and considered throughout the year and more comprehensively at the end of the financial year as part of the annual budget process.
- 16. New governance arrangements are in place led by Corporate Leadership Board (CLB) and Delivery Executive, providing an oversight and stewardship role of the Council's Capital expenditure and delivery of the approved Capital Programme.

Summary and next steps:

17. Since the Cabinet approved the development and implementation of the LGA Action Plan in January 2019, significant progress has been made to complete all actions detailed in the plan.

18. There are 11 remaining actions that are in the process of being delivered. Cabinet will receive a further update regarding the delivery of the LGA Action Plan in March 2020.

Cabinet Member / Officer Recommendations:

That Cabinet:

- 1. Notes the progress made to complete actions within the LGA Action Plan and the measures underway to complete the actions as detailed in appendix A1.
- 2. Delegate authority to the Executive Director of Resources and Head of Paid Service, in consultation with the Deputy Mayor with responsibility for Finance, Governance and Performance to complete any outstanding actions and to amend and update the action plan (appendix A1) when required.
- 3. Will continue to review the progress made to complete the action plan at Cabinet on a bi-annual basis.

Corporate Strategy alignment:

This Action Plans contributes to the following Corporate Strategy priorities / principles:

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

City Benefits:

1. By embedding a strong performance culture to drive organisational change and to utilise the capacity BCC has to deliver better outcomes for the residents of Bristol.

Consultation Details: Not applicable.

Background Documents:

- 1. Corporate Peer Challenge Bristol City Council 11 -14 September 2018 Feedback Report
- 2. Corporate Peer Challenge Bristol City Council Feedback Report Action Plan (January 2019)

Revenue Cost	£ N/A	Source of Revenue Funding	N/A		
Capital Cost	£N/A	Source of Capital Funding	N/A		
One off cost	Ongoing cost \square	Saving Proposal Inco	ome generation proposal \square		

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

1. Finance Advice: There are no direct financial implications other than those outlined in appendix A.

Finance Business Partner: Michael Pilcher, Chief Accountant, 23rd September 2019

2. Legal Advice: There are no direct legal implications in this report. The action plan and progress to date, will however, assist the Authority to meet its duty to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness (Section 3 LGA 1999).

Legal Team Leader: Husinara Jones, Team Leader/Solicitor, 20 September 2019

3. Implications on IT: There are no outstanding IT-related actions within the Action Plan.

IT Team Leader: Simon Oliver, Director - Director - Digital Transformation, 23rd September 2019.

4. HR Advice: There are no direct HR implications other than those outlined in the Organisational Improvement Plan.

HR Partner: Mark Williams, Head of Human Resources, 18th September 2019

EDM Sign-off	Mike Jackson	30 th July 2019		
Cabinet Member sign-off	Cllr Craig Cheney	30 th July 2019		
For Key Decisions - Mayor's	Mayor's Office	20 th September 2019		
Office sign-off				

Appendix A – Further essential background / detail on the proposal	YES
Appendix A1: LGA CPC Action Plan Progress Update to Cabinet (October 2019)	

Appendix A2: LGA Corporate Peer Challenge: Bristol City Council, Feedback Report (September 2018)	
Appendix A3: Corporate Peer Challenge Bristol City Council Feedback Report Action Plan (January 2019)	
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO

No.	Recommendation	Action	Time Frame	Officer Responsible	RAG	Progress Update
	The council should continue to implement its new cultural plans, values and behaviours and regularly review their impact (through for example staff surveys - with a view to improving the level of staff satisfaction with the council's leadership). This should include staff engagement and communication plans.	To publish and implement BCC's Organisational Improvement Plan, which includes actions to continue to embed BCC's organisational values and behaviours through workshops and celebrating success; with values included in every process from recruitment through to annual reviews.	January 2019	Mike Jackson/John Walsh	G	Improvement Plan (OIP) was published in January 2019. HR Committee approved the OIP in November 2018. The OIP has six work streams to it all of which are in the process of being implemented and/or delivered. The plan will be reviewed annually with a progress report due to HR Committee in January 2020. Key deliverables include: - Staff survey was undertaken in March 2019 Implementing new way of recognising and rewarding success - Supporting 'Staff Led Groups' (SLG) representing BAME, LGBT+,disabled and young employees to have a more influential voice in

				the organisation
Refresh and publish an Internal Communications and Engagement Strategy, which is aligned to the council's Corporate Strategy priorities and values. Improve the cascade of strategic updates	May 2019	Tim Borrett /John Walsh	G	A refreshed internal communications approach and cascade is included in the adopted Communications Strategy, signed off by Cabinet Board in March 2019.
				Planning for further engagement activity for managers and staff is well underway, taking in to account feedback from the annual Staff Survey 2019.
Run an annual staff survey and	March 2019 and	Mike Jackson/John		Staff survey was launched
feedback mechanism to measure	annually	Walsh		in March 2019 and was
awareness, engagement and wellbeing of staff.	thereafter		G	completed in April 2019. The results were published in June 2019. There was a significant increase in response rate and a positive results overall. Directorates and Service Areas are developing action plans to deliver relevant outcomes based on the feedback received from the survey. Focus groups have been set up to explore four
				organisation-wide themes that emerged from the

						survey: 1)Wellbeing, 2)physical workplace, 3)senior leadership visibility 4)recognition. This also includes working with the Staff Led Groups to look at the results for equality groups.
		All performance reviews assess how values are understood and applied. To bring the values to life, BCC to produce case studies on each value demonstrating how the values have been implemented in the work place.	Annually	John Walsh	G	As part of the revised annual performance review process, management and staff are asked to reflect how they meet the values of the Council and how achieving their objectives relate to the Council's values.
2	To ensure sufficient capacity, stability and help reinforce confidence of partners and staff, BCC should seek to complete as soon as is practicable the outstanding permanent appointments to the rest of its senior structure.	Head of Paid Service confirms senior leadership structure	November 2018	Mike Jackson	G	Head of Paid Service confirmed senior leadership structure in November 2018.
		Senior Leadership Structure to be published on the source.	December 2018	Mike Jackson	G	Senior Leadership Structure was published on the Source in December 2019. This is regularly reviewed to reflect any changes.
		Increase visibility of BCCs Corporate Leadership Board and Directors among the workforce and elected members. To host a 'market stall – meet the directors' event for workforce and elected members.	March 2019	Mike Jackson/John Walsh	А	A market stall event was held for members on 10 th September 2019. Leadership Forums have been established with a 12 month forward plan.

			A number of quick wins were implemented following the employee survey, including: - Weekly blogs from Directors have been introduced on the Source New structure chart with photos of senior leaders published on the Source Directors attend corporate induction to meet new employees A programme of employee engagement events is currently in the planning stage - A recognition and senior leadership visibility focus group has been set up following the staff survey - Member 'meet the Directors' event was held in
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3	In collaboration with partners establish a narrative and plan which underpins the One City Approach: key stakeholders and BCC's staff, so that the One City Plan is known, understood and enacted.	Design and implement the One City Governance Structure and launch of One City Plan.	January 2019	Tim Borrett / Andrea Dell / Ed Rowberry	G	The One City Plan and Governance Structure were launched in January 2019. City Office roles were recruited to in June 2019, with ongoing focus on stakeholder / city communications.
		Internal and External communications strategy to support promotion of One City Plan going forward, including regular updates and workshops for BCC colleagues to increase awareness.	March 2019	Tim Borrett / Andrea Dell / Ed Rowberry	А	Engagement has occurred through Leadership Forum in March 2019. Ongoing operational engagement and wider comms work is underway including regular partner updates. Stakeholder Liaison and Engagement Managers were appointed in June/July 2019, and they will be developing the communications strategy further.
		Design and launch an Economy Board with key stakeholders to focus on 'good growth for Bristol?'	April 2019	Tim Borrett / Andrea Dell / Ed Rowberry	Α	A Terms of Reference has been drafted for the Economy Board. Recruitment to Board is underway. The launch if the board is expected in the Autumn 2019.

		OSM members to be updated on the progress of One City Approach including Action Plan on the 17th January 2019. One City Approach to be part of the ongoing scrutiny programme.	January 2019	Tim Borrett / Andrea Dell / Lucy Fleming	G	OSM received an update on the progress of the One City approach including Action Plan on the 17 th January 2019. A further update to OSM on One City Boards was presented on 17 th June 2019. The One City Annual Report will be taken to OSM in early 2020.
4a	Given that the mayoral model is still relatively new to BCC, there needs to be collective responsibility to make this work and BCC should review its governance arrangements to ensure they are more effective in enabling good decision making. Specifically	Design and implement a new approach to Mayor's Forward Plan to include a 12 month forward view of items expected to come to Cabinet.	December 2018	Mike Jackson/ Ben Mosley	G	New approach to Decision Making Pathway was trialled from December 2018 and formally adopted in June 2019. The Mayor's Forward Plan now includes forward view of items coming to Cabinet to May 2020.
	addressing: a. forward plan arrangements to make them more transparent and open, ensuring information is shared	Supporting documents to be published with Mayor's Forward Plan to ensure information is shared in good time.	December 2018	Mike Jackson/ Ben Mosley	G	Since December 2018, supporting documents have been published with Mayor's Forward Plan.

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	in good time and used responsibly by all	Design and implement a new Key Decision Making Pathway to enable good decision making.	February 2019	Mike Jackson/Tim O'Gara/ Ben Mosley	G	A new Key Decision Making Pathway has been designed and implemented. It was launch in June 2019 after being tried for 6 months.
		Review the procedure regarding exempt materials and update guidance for members. Briefings and development session to be offered members.	April 2019	Tim O'Gara	А	Draft guidance was prepared for V&E Subcommittee in March 2019. Workshops have taken place with members of the committee as part of a review of the Member-Officer Protocol. The guidance will be finalised once the revised Member-Officer Protocol has been adopted.
4b	Structure, focus and impact of its Scrutiny arrangements	LGA to be invited to provide further training for all members on good scrutiny.	May 2019	Elected Members/Lucy Fleming	G	The Member Development Steering Group is planning to include additional LGA Scrutiny training as part of the induction programme for the 2020 cohort.
		Review structure and work programme of Scrutiny Commissions and ways of working	May 2019	Elected Members/Lucy Fleming	G	Members have considered the structure of Scrutiny for 19/20 and agreed to increase the number of commission meetings and reduce Task Group activities in order to work more effectively. A Health Scrutiny Sub Committee of

						the People Scrutiny Commission has also been established in order to improve governance.
		Members to be offered additional briefings on WECA and its role with BCC and the wider region. Updates to be provided as requested.	On going	Mike Jackson	G	'Top Lines' and Project tracker developed for Cabinet Members, sent weekly. Cabinet Board receive WECA update from Head of Paid Service every fortnight. Mayor receives WECA briefings notes on a weekly basis. An all member briefing on WECA activity took place on 19 th July 2019.
4c	the effectiveness of the application of its member and officer protocol Note: Acton 11.1 from the Annual Governance Statement has been incorporated into this action plan. It has been identified that there is a need for the member development programme to focus on members' core skills,	Review the Member Officer Protocol and guidance for members. Member briefings and development session to be offered by the monitoring officer.	April 2019	Tim O'Gara/Lucy Fleming	G	The Member Officer Protocol has been reviewed in conjunction with a cross party group of Members and will be taken to the Audit Committee for approval on 30 th September 19. Member briefing sessions will be offered once the Protocol has been adopted by Full Council.

	community leadership and decision making roles.	Members in consultation with Democratic Services to design and implement a comprehensive induction programme for the 2020 cohort of new councillors.	December 2019 (Implementation May 2020)	Elected Members/Lucy Fleming	G	An induction programme for 2020 has been codesigned with the Member Development Steering Group. Colleagues from South West Councils have confirmed the content reflects best practice.
		Members to be offered briefing on the corporate values.	April 2019	Steph Griffin	G	Members briefing sessions on corporate values and organisational improvement plan were held in March and April 2019. Members have also been briefed on the Council's Equalities and Inclusion responsibilities.
5a	The council should ensure it has in place an effective performance management framework and culture. As part of which it should specifically ensure: a. all officers have a performance appraisal, starting from the very top of the organisation Note: action 12.1 in the Annual Governance Statement to implement a new performance strategy has been incorporated into this	As set out in greater details in BCC's Organisational Improvement Plan: Design and implement a new Performance Management and Strategy – to facilitate good quality annual performance management, set clear annual performance objectives linked to BCC's Corporate Strategy.	Starting February 2019 and incremental to April 2020	Mike Jackson/John Walsh	G	A revised performance management and annual appraisal process has been developed and implemented. This commenced in April 2019 and was led from the top down. Objectives have been set for all appraises which link their targets to the corporate priorities and the Councils values. A suite of online advice and guidance has been introduced, along with L&D sessions on effective

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action plan.					conversations, one to ones and effective performance management.
	Design and deliver a senior leadership development programme for the council's 1 st and 2nd tier Directors.	Launch April 2019	Mike Jackson/John Walsh	G	A senior leadership development programme has been designed and is in the process of being delivered. Three half day sessions have taken place which focus mainly on developing individuals and a team building. Coaching and mentoring is now available for all leaders.
	Design and deliver a senior leadership development programme for 3rd tier managers (such as Heads of Service). Performance reviews confirm all senior leaders visibly demonstrate our values and leadership qualities – and a development plan in place for any gaps	Starting February 2019 - incremental until April 2020	Mike Jackson/John Walsh	G	A 3 rd tier development programme is being developed which links to the programme designed for tiers 1 and 2. A pilot is currently taking place with managers in the People Directorate Performance reviews have taken place and include objectives and links to the Councils core values.

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		Pilot and roll-out a new 360 degree feedback review programme for senior leaders. Managers and directors use feedback to create their personal development plan – measured through performance review scores	Staring February 2019 - incremental until April 2020	Mike Jackson/John Walsh	A	A pilot 360 degree programme has taken place. Officers will review the feedback prior to rolling out a full programme for senior leaders.
5b	Alignment between the One City Plan, BCC's new Corporate Strategy, MTFP, resourcing and delivery plans	Policy Team to refresh Corporate Strategy in the context of the One City Plan approach.	March 2019	Tim Borrett	G	Policy Team has published Business Plan 2019/20 in the context of One City Approach. Corporate Strategy aligns to One City vision, and will be iterated in mid-to-late 2020 according to business need, taking account of One City Plan v2.
5c	It regularly reviews delivery plans so that it maintains focus and pace in this area	As set out in greater details in BCC's soon to be published Organisational Improvement Plan: Refresh Equalities Strategy and Policy.	December 2018	John Walsh	G	Organisation Improvement Plan has been published and is being implemented across the Council. The plan links to delivery and corporate plans. Equalities strategy and policy has been established. A central professional team established and a focus on refreshing staff led groups has been implemented.

		Design and deliver a programme of activity to improve recruitment and retention of underrepresented groups	Starting January 2019	John Walsh	Α	The recruitment process has been revised and will continue to be worked on during 2019 to ensure underrepresented groups are included in all aspects of recruitment. Staff led groups and the Trade Unions are involved in this process.
		All services have a workforce plan in place, aligned to the annual business planning cycle.	Starting January 2019	John Walsh	А	Workforce plans are in place although they are not consistent. From January 2020 we will have an application on the new HR Management Information System which will assist services to develop workforce plans that are consistent and relevant.
		Develop and implement a Corporate Workforce Plan.	Starting January 2019	John Walsh	Α	This will be developed from the processes similar to the service workforce plans and information from these plans will inform the corporate plan.
5d	key performance issues for the council or across partnerships e.g. DToC, are flagged and then tackled	Ensure that key performance issues are appropriately highlighted and addressed through regular performance reporting to cabinet.	Ongoing	Tim Borrett	G	Key performance issues are highlighted at CLB, Cabinet Board as well as OSM. More detailed reporting undertaken at Executive Director Meetings and Scrutiny Commission levels

						quarterly, enabling deeper dive in to relevant detail. Statutory Policy Board provides an assurance function for statutory officers to brief Deputy Mayor on statutory responsibilities such as safeguarding etc. A review of the approach to performance management and data insight conducted April/May 2019, with learning to be embedded throughout 2019/20.
5e	there is an effective balance between empowerment and control: equipping, enabling and then holding to account managers to deliver the outcomes required of them	Introduce a 'first steps to leadership' programme to cover the main principles of leadership and Bristol City Council policies and processes.	September 2019	John Walsh	G	First step to leadership programme is now underway. Part of the values framework includes empowering staff to deliver their outcomes. The senior leadership development programme has as one of its core principles the requirement for senior leaders to empower their teams.

		Design and implement a new way of recognising and rewarding success, sharing learning and celebrating colleague achievements.	September 2019	John Walsh	G	Staff successes are now celebrated on the Source each week. We will be holding a staff awards ceremony in the coming six months to celebrate success. A focus group on recognition has been set up following the staff survey and the outputs from this will be woven into a recognition strategy A new awards cabinet has been installed in the foyer of City Hall to celebrate the organisation's achievements.
6	At this critical stage of change, BCC's top team of Mayor, Cabinet and Executive Directors should prioritise their own development and working practices so they set they set the tone for the council in terms of values, behaviours and focus on delivery of priorities.	Organise a programme of development opportunities with the Mayor, Cabinet members and Executive Directors.	Starting January 2019	Mike Jackson	Α	Discussions are underway with Mayor, Cabinet and CLB regarding development opportunities.

7	The council needs to ensure it	Adopt an upstream approach to	Ongoing	Denise Murray		A range of governance
	maintains a strong financial	improving resilience against financial				boards have been
	oversight and accountability.	shocks, central and local policy				established (e.g. Better
	It must continue to develop its	changes or demographic pressures				lives, City Leap) providing
	transformation plans and	and ensure the basic financial				oversight, accountability
	approaches to demand	management systems are working				and transparency to the
	management so that its high	effectively:			G	delivery of major
	level budget plans become					transformation
	detailed delivery plans which					programmes. The Boards
	are credible and seen through.					have strong corporate
	C .					representation and
						engagement, including
						Finance, Internal Audit
						embedded assurance and
						risk identification
						considered in policy
						formulation, planning and
						decision making.
						decision making.
						A richer operational data
						set is being collected and
						_
						evolving financial models
						established for complex
						demand and needs led
						programmes.
						A Risk Management
						Assurance Framework has
						been developed and
						approved January 2019.
						Financial reserves are
						aligned to the Corporate
						Risk Register, and

					considered throughout the year and more comprehensively at the end of the financial year and as part of the annual budget process.
	Develop a MTFP and corresponding budget for approval that creates a stable medium term planning platform to enable sufficient development of the actions necessary to ensure the agreed savings can be delivered.	February 2019	Denise Murray	G	Proactive engagement in the spending review and local government financing consultations, roundtables regional and society finance networks, to ensure we remain abreast of national funding developments, BCC's views / potential impact fed in and the knowledge ascertained utilised to strengthen our financial modelling and insight.
					A rolling five year MTFP, Capital Strategy and budget was produced and agreed by the Council. We have sought to ensure that the outcomes from key policies, priorities and output from major transformation propositions can be delivered efficiently, effectively and sustainably whilst maintaining reserves

	Ensure that the financial framework	September 2019	Denise Murray		at a level that offers some resilience in this prolonged period of fiscal uncertainty. Recalibration to December
	that underpins the revised Financial Regulations (approved by Council May 2018) is refreshed, fully documented, widely communicated and published on the Source.			Α	The Financial Regulations and Procedure Rules are within the first tranche of the constitution review 2019. The draft documents along with the underpinning suite of documents will be refreshed in September with the expectation post engagement that the revised policies will be presented to full Council December 2019. In addition to the above in year budget management protocols have been refreshed, socialised and published on the source to ensure awareness of the financial management processes, timelines and expectations of officers with delegated financial responsibility.

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review, monthly - Housing, Prope Regeneration Bo	ne development, accountability rough Quarterly CLB delivery challenge rty and Growth & ard, with the ery to be overseen	Denise Murray/Colin Molton	New governance arrangements are in place led by CLB (through Capital Board) and Delivery Executive, providing an oversight and stewardship role of the Council's Capital expenditure and delivery of the approved Capital Programme.
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Corporate Peer Challenge Bristol City Council

11 -14 September 2018

Feedback Report

1. Executive Summary

Bristol City Council (BCC) is laying the foundations to underpin its improvement journey. The ambitious and collaborative leadership the Mayor has shown for the city is warmly welcomed by the council's partners. BCC has recently appointed a new senior officer leadership team which collectively has the potential to set a positive direction for the council's workforce. Two years ago the council was facing a funding crisis and commissioned an external review to assess its root causes and make recommendations to address them. Two years on the council's financial management and grip is stronger. Overall, BCC's 'green shoots' of improvement are visible but there is much more to do in order to turn that potential into reality. The council's leadership now needs to ensure it delivers, at pace, the agenda required to match the ambitions the Mayor and city partners are setting.

The sense of ambition for Bristol as a city is clearly evident and many stakeholders we spoke with talked variously about their hope and optimism for the future. The Global Parliament of Mayors, soon to be hosted by Bristol is evidence of this - Bristol rightly wants to position itself not just on a national but international stage too. Furthermore, the Mayor is setting a new tone for leadership within the city – working with partners to set a collaborative vision and new direction for Bristol, and one in which he is determined that BCC plays a full part. This is reflected in the developing 'One City Approach', and soon to be launched plan where partners are collectively starting to express ambitions and priorities for Bristol up to 2050. It will be important that as well as council partners, BCC's own members and officers are fully aware of and engaged in this so it is as successful as possible.

The churn in the senior officer's team in recent years at BCC has diluted both its managerial leadership capacity and impact, resulting in a significant void in terms of driving forward the council's plans. This has now been addressed proactively through the appointment of a new Executive Director team. This team are offering much needed leadership to the council's workforce. They have adopted and demonstrated daily the core values BCC has set for its staff. This refreshing new style must be allowed to prosper.

Even amidst the difficult period BCC has gone through, it has sought to be an outward-looking council with pockets of genuine innovation and this is something to be celebrated. Recent evidence, for example through its 'City Leap' prospectus, which issued a call to investors and innovators to join the council to build a city wide sustainable energy system, shows that this will continue. The fact that the council has seen a significant number of responses to this is an indication of the confidence that people have in the city and council. However, it also exemplifies a core and on-going challenge for BCC, which is how it best responds, acts upon and delivers change. This theme of effective response should be an area of significant focus for the council. In the past its delivery has not always matched its ambition, indeed it often lagged some way behind.

The council is seeking to engage the communities that make up Bristol in new and different conversations. This involves BCC discussing with them realistically the role of a council in a modern city, where public finances need to be targeted more carefully than ever before. The council is asking how it might support the growth in capacity and resilience of communities and as part of that move away from paternalism and delivery.

These are signs of an increasingly confident council and one that is becoming clearer about its own future role.

We found many initiatives in train or planned which have the potential to create an environment where BCC can lead and enable significant change for the city. However, some of these are in their infancy and the peer team recognise that several are in their early stages of development and implementation. We are confident the council is now on the right path and it should now consolidate and deliver the changes that all stakeholders we spoke with support, and do so at an accelerated pace. The pace of change is important. One stakeholder reflected the views of others, when they told us that BCC had 'lost a year', as a consequence of the inertia created by, amongst other things, a lack of officer leadership. Consequently delivery at pace and the demonstration of tangible achievements on the ground should be a key demand the council makes of itself.

Now more than ever the council needs clarity, certainty and stability, especially within its Executive Director team and in the top three tiers of senior management BCC has many impressive officers at a senior leadership level but there remains a significant number who are interim; this does not help effective partnership working and it will slow both confidence and delivery if not addressed. We witnessed the good relationships BCC has with partners but those partners told us they desperately need 'anchor points' to connect them to BCC – it is as simple as people in partner agencies having steady and confident relationships with people in BCC they know and trust.

Trust and relationships within and across 'system leadership' in the city is key if Bristol is to live up to the ambitions of its One City Approach. There are challenges for certain parts of the public sector leadership in the city, for example, the performance in respect of Delayed Transfer of Care across Bristol is disappointing and begs questions about the effectiveness of the collective arrangements that partners, including BCC, have in place to address it. It is important that BCC, firstly for itself, but also with partners embeds a performance management and development culture so that they are collectively 'on top' of the delivery of the One City priorities.

BCC has a leadership challenge in relation to its own workforce. The findings of the last staff survey in 2016 were telling, with 46% of respondents thinking that the Senior Leadership Team did not provide good leadership. Some basic and core building blocks, such as completed appraisals for all senior leaders being delivered will be signs of change where accountability, responsibility and the ownership of change will be visible. It is important that such change happens so the organisation as a whole can see that performance matters and this should start from the top.

As part of the drive for improved performance it struck the peer team that now was an ideal time to 'grow' and develop BCC's top leadership team (politicians and officers). We found good relationships and a sense of joint purpose across this group. With new people in role, and with the level of ambition clearly identified, the new political and managerial leadership team needs to invest both time and energy in order to establish strong, sustainable and effective working relationships.

Not all of the political management arrangements the council has in place are as effective as they should be. The Mayoral model is relatively new and is neither fully understood nor

accepted by some councillors. At times this is coupled with a lack of co-operation and on occasions a flavour of mistrust across the political system. Given the ambition referred to, if this is not addressed it will continue to slow down progress. This can be seen, for example, in Scrutiny, where the impact of the function is limited. The limitations arise from the politicisation of issues and we were repeatedly told of some challenge of officers which may 'cross the line' of appropriate behaviour by councillors. For scrutiny to be truly effective it is important that officers can attend and feel able to be open with councillors. There is, therefore, work for the council to do to address improvements in these arrangements so that its governance enables better decision making.

The council's recent history of failings in the management of its finances and associated lack of confidence have been the subject of public reporting. Two years on the council is putting its house in order and has employed competent financial expertise to help it do so. It is now setting a realistic medium term financial plan and has better grip, based upon improved financial stewardship. A key job will be to take these high level budget plans, align them to the new Corporate Strategy and flesh out costed delivery plans to ensure that this promising base bears fruit.

Perhaps understandably, given the previous concerns over financial management and accountability, BCC has adopted very tight and strict controls. Now is the time to review this, especially given messages around delivery. A balance around compliance and empowerment needs to be struck throughout the council, as we found that BCC is undoubtedly process heavy and one stakeholder echoed the views of many, 'at BCC there is a form for everything'. As BCC improves and matures it will be important that its controls are reviewed, so that it rebalances the relationship between compliance and empowerment and develops new, more effective systems, to ensure its managers deliver against those expectations.

We found much innovation and learning across BCC; the impressive Operations Centre, with ambitions to become the 'brains of the city' is evidence of this. Yet, despite such innovation we also found that learning was not endemic across the council. Time and again we heard from managers and staff that they learn from their mistakes but the same mistake could easily happen again elsewhere. This is something that must be addressed if BCC is to become a cutting edge local authority and truly become a learning organisation.

Bristol strives to be an inclusive city and BCC's ambitions reflect this. This aspiration we heard strong and clear and the inspiring vision the council is helping create for the city, around inclusive growth, is evidence of this. However, the current reality in terms of BCC's workforce composition demonstrates that it although it is making progress it needs to strive further and harder to ensure its staff group reflect the diversity of the city, especially at senior officer level, and that this is measured against the whole population and not only the 'economically active' population.

The council is now in a stronger position to take the critical decisions the city of Bristol needs to fulfil its exceptional potential. BCC's political and managerial leaders need to continue on that trajectory and build momentum and pace. If they do so they will shift a long held perception that the council has, as one stakeholder said, 'for many years punched below its weight'. If BCC builds upon the foundations it is establishing then such

perceptions will be replaced by belief, hope and trust in the council and its leadership - and it will lead to real change for Bristol.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some 'quick wins' and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team's key recommendations to the council:

- 1. The council should continue to implement its new cultural plans, values and behaviours and regularly review their impact (through for example staff surveys with a view to improving the level of staff satisfaction with the council's leadership). This should include staff engagement and communication plans.
- 2. To ensure sufficient capacity, stability and help reinforce confidence of partners and staff, BCC should seek to complete as soon as is practicable the outstanding permanent appointments to the rest of its senior structure.
- 3. In collaboration with partners establish a narrative and plan which underpins the One City Approach: key stakeholders and BCC's staff, so that the One City Plan is known, understood and enacted.
- 4. Given that the mayoral model is still relatively new to BCC, there needs to be collective responsibility to make this work and BCC should review its governance arrangements to ensure they are more effective in enabling good decision making. Specifically addressing:
 - a. forward plan arrangements to make them more transparent and open, ensuring information is shared in good time and used responsibly by all
 - b. structure, focus and impact of its Scrutiny arrangements
 - c. the effectiveness of the application of its member and officer protocol
- 5. The council should ensure it has in place an effective performance management framework and culture. As part of which it should specifically ensure:
 - a. all officers have a performance appraisal, starting from the very top of the organisation
 - b. alignment between the One City Plan, BCC's new Corporate Strategy, MTFP, resourcing and delivery plans
 - c. it regularly reviews delivery plans so that it maintains focus and pace in this area
 - d. key performance issues for the council or across partnerships e.g. DToC, are flagged and then tackled
 - e. there is an effective balance between empowerment and control: equipping, enabling and then holding to account managers to deliver the outcomes required of them
- 6. At this critical stage of change, BCC's top team of Mayor, Cabinet and Executive Directors should prioritise their own development and working practices so they set they set the tone for the council in terms of values, behaviours and focus on delivery of priorities.
- 7. The council needs to ensure it maintains a strong financial oversight and accountability. It must continue to develop its transformation plans and approaches to demand

management so that its high level budget plans become detailed delivery plans which are credible and seen through.

3. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected your requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with you. The peers who delivered the peer challenge at Bristol City Council were:

- Sir Steve Bullock, former Mayor of the London Borough of Lewisham
- Carolyn Downs, Chief Executive, London Borough of Brent
- Cllr John Lamb, Shadow Executive Member for Health and Wellbeing, Trafford Council
- Cllr Joyce McCarty, Deputy Leader, Newcastle upon Tyne City Council
- Anthony Payne, Strategic Director for Place, Plymouth City Council
- Lynne Ridsdale, Director of HR & OD at Manchester City Council
- Tasnim Shawkat, Bi-borough Director of Law, Royal Borough of Kensington and Chelsea and Westminster City Council
- Guy Ware, Director of Local Government Performance & Finance, London Councils
- Paul Clarke , Peer Challenge Manager- LGA

Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas we believe are critical to councils' performance and improvement:

- 1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
- 2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
- 3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

- 4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
- 5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

As part of the above the council, were keen that the Corporate Peer Challenge (CPC) helped them address the following questions which the team has sought to address within the body of the main report:

- Is BCC's vision and strategic direction of travel appropriate for achieving its aims and how well understood and embedded are they amongst colleagues and partners?
- Is BCC well placed to maximise the benefits of partnership working as part of the proposed 'One City Approach'?
- Is it appropriate and timely to reduce the burden on colleagues of a more restrictive 'compliance-based' operating culture?
- In the context of continued financial pressure, are BCC's ambitions considered achievable and well-enough focused?

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent four days onsite at Bristol City Council, during which they:

- spoke to more than 200 people including a range of council staff together with councillors and external partners and stakeholders
- gathered information and views from more than 60 meetings, visits to key sites in the area and additional research and reading
- Collectively spent more than 460 hours to determine their findings the equivalent of one person spending more than 13 weeks in Bristol.

This report provides a summary of the peer team's findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (11 - 14) September 2018). In presenting feedback to you, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its

nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things you are already addressing and progressing.

4. Feedback

4.1 Understanding of the local place and priority setting

Bristol City Council (BCC) has a good understanding of the challenges for Bristol and the extraordinary opportunities it offers. It utilises a good evidence base to underpin this, from State of the City Key Facts to Ward Profiles and undertakes a wide range of engagement activities directly with communities. To further inform and guide that understanding, the council, led by the Mayor, has been a driving force behind a revitalised One City Approach for Bristol, drawing together business, public and voluntary sector partners to know, understand and then collectively establish ambitions and priorities for Bristol to 2050.

The solid foundations referred to above have helped create a clarity of understanding of what is important for Bristol and why. This has informed the council's view of how it might best respond which is reflected in a new Corporate Strategy 2018 -23. This puts in place a clear vision for the council and core themes for itself to prioritise: empowering and caring, fair and inclusive, well connected and wellbeing. These are underpinned by principles about the way the council will undertake its business and associated values and behaviours to help steer and guide the organisation. This approach is refreshing and welcomed by the council's staff, but it is new and needs to be rolled out, communicated well and then delivered upon.

A key change in recent years is the way the council, led by the Mayor, is seeking to engage differently with its partners and communities. This is perhaps best shown in the way that council has, often leading from behind, been the key driving force behind developing the 'One City Approach', through a route of 'convene and ask' rather than 'lead and tell'. This may have taken longer for the partnerships and priorities to establish themselves but they have created a foundation of trust and engagement through which they are likely to be collectively owned.

The council seeks to reflect the needs and ambitions of Bristol as an international and inclusive city and, in certain areas, is now moving at pace. For example, it is seeking to 'up its game' in respect of accelerating housing delivery for the city and is prepared to be less risk averse and more dynamic in its pursuit of that priority. The forthcoming Bristol Housing Festival, epitomises this – BCC is driving a collaborative partnership agenda to promote innovative solutions designed to accelerate the delivery of quality, affordable housing. In this and associated areas, notably smart cities, Bristol is leading the way. The challenge for BCC is to demonstrate that same determination to deliver on the ground across its range of priorities.

The council is seeking to have a 'new' and more mature dialogue with its communities about its role and purpose and it should continue to do so. That is underpinned by the council's aim to establish sustainable communities moving away from a dependency culture and a default to BCC, to one which creates space for innovation and communities to take the lead. In the same way as the council's 'convene and ask' approach is driving change at a strategic level across the city, this approach is taking hold at a local community level too and it is evidence of a council seeking to know and respond to support its communities priorities as a true place shaper. While such approaches are welcomed it is important that the council engages more effectively with

some key groups. For example, the council's Citizens Panel was not always as well sighted at it might be on changes. In the peer teams view this panel, which needs to reflect the city's diverse communities, may be a useful resource for helping to shape the style of community wide messages and advice on the style of consultations but its potential is not being exploited to the full.

4.2 Leadership of Place

The Mayor is respected and trusted by partners and staff at the council and is setting the tone for collaboration across city leaders. That 'One City Approach' for Bristol has been fostered through significant engagement exercises with over 375 stakeholders. It is positive and refreshing as it is setting out a longer term vision for the city up to 2050 and is clearly not dominated by immediate and short term political cycles, timescales and ambitions. As one stakeholder said 'We need a plan for Bristol for the long term', and this is indeed what is being sought through this new approach.

That collective ambition is underpinned by a determination to drive improved outcomes for residents around seven overarching outcomes, which by 2050 will make tangible improvements for everyone in Bristol, for example, by giving people the opportunity to live in an affordable home that meets their needs within a thriving and safe community. Our main advice is that as the 'One City Plan' is rolled out that it will benefit from a strong narrative to back it up, so it is presented in a clear and practical way and avoids being all things to all people. As part of this, and reflecting the views we heard from many stakeholders, it will benefit from striking a balance between long term ambition and short (1-2 years) and medium (3-5 years) visible delivery on the ground. Giving more specific detail will give confidence to people that they will become a reality (seeing is believing)

The Corporate Leadership Board in the council is newly formed and provides a platform to help BCC achieve its ambitions, within the context of the One City Approach and overall leadership of place. They provide the strategic officer direction for the council but they equally have the wherewithal to create an environment for the more effective delivery of priorities. There was a strong recognition of the benefits and improvements this new group has the potential to create by all the staff with whom we spoke. As such it is a strong lever to drive change.

Those levers of change need to positively foster and spread the narrative and plan referred to above. As part of this, the One City Approach and BCC's own leadership of Place needs to reflect the priorities for the city's growth and regeneration ambitions but equally reflect and help embed the wider communities' agenda. This can best be achieved through alliances with key stakeholders, for example the Universities and health partners, so complimentary priorities which stimulate growth, jobs and health are effectively joined-up and delivered. BCC and indeed other strategic partners have significant assets at their disposal, both physical and non-physical. The delivery of the city's growth and regeneration priorities should look to maximize the use of those assets where appropriate to support deliverable propositions.

That potential for more effective leadership needs to be harnessed and improved in two key ways. Firstly, in terms of partners, we gained a clear view that whilst relationships are improving and the intent behind them is positive, everyone we spoke with said that understanding of joint priorities was not always clear, that delivery was often slow and impact not always evident. Indeed, BCC will need to build upon ways through which they can more effectively bring partners along with them. Secondly, in terms of BCC's own workforce the theme is the same - we believe greater buy-in, support, and commitment for the One City Approach and indeed the councils own Corporate Strategy needs to be garnered, in particular at the third tier where a consideration of appropriate resources is clearly required so that the priorities of the city and the council can be delivered.

Bristol is a city of innovation and in respect of this BCC is pushing boundaries. There are many examples including the councils Operations Centre, which hosts the 'First Bus Company' in its midst (the increase in use of public transport, year on year by 10% is bucking the national and international trend and others could learn from the approach). Furthermore, the Smart City Bristol initiative provides a massive opportunity to leverage tech know-how and infrastructure to support the city's growth. In addition it is evident that such positive conditions have led to greater confidence from investors, witnessed by the response to City Leap Prospectus aimed at attracting partners in a city-scale low carbon, smart energy infrastructure programme. It is self-evident that there has been a shift in culture and there exists real ambition to push out ideas and become bolder - BCC is really trying to be a catalyst for change.

Within the wider geography, Bristol is part of the West of England Combined Authority (WECA) and we came across a general view that relationships at a senior level are improving and there is recognition of the role and benefits that will flow from being part of the Combined Authority. This will need to be reflected at all levels within the council and across the political arena. The combined authority is a relatively new construct and ensuring that internal and external parties fully understand what it means for how work is done on strategic matters will be critical if it is to achieve its maximum potential. The role of the dominant city in a CA always creates tensions and this is the case in Bristol. Therefore, a clear understanding of the powers of WECA would be beneficial in developing the relationship further. Bristol has a large role to play in making the combined authority work and can ensure that a lot of its technical expertise can support the WECA agenda e.g. excellence in areas such as housing and energy. Structures already in place to support these agendas could be utilised beneficially to expand work across the wider geography and will help guard against the occasional view expressed that BCC was trying to take over the agenda of the wider area.

4.3 Organisational leadership and governance

The Mayor's approach has provided clear leadership and a sense of direction. It has won the hearts and minds of stakeholders as they are engaged in shaping Bristol's future in terms of the 'One City Approach and Plan'. There are infrastructure, resources and governance in place or being established to oversee the new One City Approach, for example a City Office and a City Fund and BCC has been instrumental in the development and drive behind all of this. The key task as always is to communicate

these changes across the partnership spectrum and engage people well in the developing that infrastructure to its maximum potential – some partners told us that this had not worked as well as it might have done to date, specifically in relation to the organisation of arrangements to work within the City Office and this may be worthy of reflection. In terms of BCC specifically, it has a responsibility to ensure the approach is shared more widely with its own staff, as at present it is not as socialised as it might be. The roll out of the council's own Corporate Strategy provides an ideal opportunity to do so.

The new Head of Paid Service and Executive Director team are welcomed and very well regarded by everyone with whom we spoke. These appointments will be crucial to the renewal of BCCs fortunes. They provide a new beginning and a platform for the stability of leadership that BCCs workforce needs. The opportunity should be grasped for the Mayor, his Cabinet and that team to both formally and informally establish strong working relationships. Providing space and time to develop themselves will be important, and create a great opportunity to strengthen collaborative member-officer leadership of the council. This is important since the collective strength of officer and member leadership at BCC has not as been as effective, in the past, as it should have been.

Between members and officers, for the most part we saw and heard about respectful relationships. However, this was not universally so and in some areas we heard examples where the opposite was true. BCC has this year sought to direct attention to reviewing its protocol and using the opportunity of the development of the new values and behaviours to undertake development with the senior officers within the council. The council has a Member Development Steering Group which has prioritised the need for similar training for Members. The peer team would endorse this as an effective way of ensuring the councils values are shared, owned and understood across the political as well as officer side of the council.

It is important that BCC members take opportunities like the one outlined above as they help to build more effective relationships across the political spectrum. Like many councils, there is political tension at BCC which manifests itself in a number of ways. For example, the Mayoral model is still relatively new to BCC and more time and effort needs to be taken by party leaders, the Mayor, and all members to make that work better for the benefit of the citizens of Bristol, and in the interests of good governance and decision making. All sides should positively utilise the learning arising from the experiences they gain to improve matters, for example the judicial review decision in respect of reduction in SEND funding could possibly be an area where BCC may wish to reflect whether, if its political management arrangements worked more effectively, the matter may have been better executed.

There are approaches that are reflective of good practice, openness and transparency at BCC. For example, we heard that the Mayor actively facilitates debate and questions from Members at Cabinet and there is delegated decision making from him to his cabinet. This demonstrates openness, inclusivity and distributive accountability. However, in the lead up to Cabinet decisions we also heard about a de minimis approach to forward planning and sharing of information in good time, which whilst it is within procedure is not necessarily within the spirit of good governance and decision

making. Collectively across the political spectrum, there has to be a strong sense of responsibly in terms of managing matters of sensitivity and confidentiality, and we would advise that the Mayor and Group Leaders reflect on how they all might improve arrangements in this area.

It is positive that opposition members chair scrutiny and can often be a sign of political maturity. However, we heard from nearly all those stakeholders we spoke (irrespective of political colours), that scrutiny is too often seen as a place for political point-scoring. We were told that at times some members may have crossed a line of appropriate challenge to officers. It is crucial that officers are both encouraged and enabled to be open and challenged appropriately, as the absence of this is not helping good governance.

The council has invested in training and development for scrutiny members and is rightly keen to strike that important balance to get the most effective value from scrutiny, including how the function can more effectively undertake policy development, pre decision scrutiny and post decision scrutiny. We believe building upon the recent masterclasses, there is an opportunity to revisit with purpose how BCC makes the best use of its scrutiny arrangements and as part of this establish a more strategic work programme, based upon improved knowledge, understanding and engagement around improved access to a longer term forward plan.

4.4 Financial planning and viability

The council's financial management has improved significantly since the independent report of February 2017. That report highlighted a range of issues including a failure of the Single Change Programme to realise savings and poor practices in terms of reporting accurate and timely budget monitoring information. In contrast there is now much more of a financial grip at BCC and the necessary expertise and competence in the financial team. However, as previously highlighted a number of key senior roles, in this case in audit, financial and risk management are filled by interim post holders. It is essential that the council appoints permanent postholders urgently. That said, overall we found more robust corporate ownership and better accountabilities in place for finance. The budget outturn for 2017/18 was a £300k underspend and the council is on track to complete all 85 recommendations arising from the independent report – it is clear that things are improving.

There is now more effective budget reporting and monitoring than was previously the case. The council produces regular monitoring reports that use risk ratings and key performance data effectively to highlight budget variances and identify the mitigating actions required. Aligned to this there is also a coherent medium term financial plan 2017-2022, with a clear line of sight to the end of that period. We saw evidence of developing but, importantly, realistic plans to bridge the necessary funding gap of £46.7m covering the lifetime of the plan. The MTFP and its progress is overseen by a 'Delivery Executive', comprising senior officers and cabinet members and as a consequence it is clear that there is now far more rigour in the way BCC manages its finances.

There are opportunities to further secure and sustain the council's financial future, of which BCC is aware and on which it is capitalising. It has a relatively strong asset and resource base including an extensive property portfolio and relatively robust revenue reserves. In line with its Corporate Strategy priorities, BCC is promoting a growth agenda around housing, business and population growth which will provide a growing tax base. Additionally, in line with its refreshed approach to communities it is supporting them to be more sustainable, looking to grow social capital and seeking to leverage funding with partners to help better manage demand this should be maintained .

Importantly, the council appears aware of its key risks and challenges. The medium term financial strategy includes a number of significant – and inherently risky - savings targets based on transformation of operating or funding models, income generation and broad cost reduction programmes such as those relating to third party procurement or requiring directorates to absorb incremental salary increases. Such initiatives will require both strong strategic oversight and robust operational project and programme management to deliver them successfully. Our advice is to maintain that focus on effective financial stewardship and never return to the complacency which led to the external review and for a period held the council back. BCC is aware and making plans for Spending Review in 2019 and likewise the Fair Funding/Business Rates Review. It knows that it has 'red' savings, in adult social care for 2018/19 i.e. identified savings that will not be achieved. Likewise there are spending pressure concerns across its Education spending plans including the Dedicated Schools Grant. Therefore, the council also needs to respond to these unbudgeted pressures and mitigate against risks.

In common with many councils, BCC has articulated a strategic ambition to shift the balance of expectations from dependence upon these services to greater personal and community resilience. In the long run this will help transform the operating model, the demand for - and cost base of - key local services. There is some evidence of real progress, for example in the "Better Lives" strategy for older people within Adult Social Care services. However, the council needs to ensure that it has in place the clear and robust implementation programme and the strong financial management arrangements it will need to translate this strategy into cashable savings. Furthermore, this must be extended into the broader and more challenging social care services for people with physical and learning disabilities.

The council is investing in its IT infrastructure, equipping itself with the capacity and capability to support such transformation plans more effectively, and in some areas, notably smart cities and the use of predictive analytics, it is very strong indeed. Such progress should now form the basis of a broader digital strategy to support the council's ambitions in terms of service transformation, cost reduction, user satisfaction, and completion rate and take up.

In finance especially, but across the board in terms of its systems and processes BCC needs to agree a more effective balance between compliance and empowerment. We have highlighted the substantial improvement in financial controls but equally there are still a number of 'significant' annual governance statement issues and limited audit assurance. So in line with earlier comments BCC should not be complacent. That being said, having strict rules is not the necessarily the same as effective control and BCC has many strict rules. For example, one senior manager told us they had to complete

several forms in a day to authorise minimal spending in a priority area. Such practice slows progress and is at odds with the council's new values. BCC needs to strike the right balance between robust oversight and embedded control through empowered but accountable managers reinforced through consistent performance management framework.

4.5 Capacity to deliver

The partners, politicians and staff we spoke with, expressed a desire and motivation to deliver real change for Bristol and its communities. Many described their hope for a more positive future for the city and council. However, whilst they were able to express hope, they were less able to describe with clarity how they would deliver this ambitious change agenda nor how they would collectively create the focus and capacity to so do. The council needs to take a leading role in establishing a coherent resource and delivery plan which responds both to the ambitions within the One City Approach and its own Corporate Strategy. In turn this should be cascaded into clear objectives for officers to deliver, within the framework of a meaningful performance and development plan. We know that the Council is underway with the refresh of its performance management framework and think it is right that this is prioritised. As well as a key tool for organisational engagement, effective performance management will also allow some of the burdensome resourcing governance, which is not consistent with BCC's aspirational culture, to be relaxed by mainstreaming corporate priorities and individual accountability.

Culture change takes at least 3 years to effect and 5 years to embed and BCC is only just starting on this journey. A good start has been made and the right building blocks are now in place but much more needs to be done. The council has worked hard during the last 6-12 months to develop far more progressive employee engagement approaches. BCC staff we spoke with welcomed the change in the leadership culture and embrace the newly established values and behaviours. They now want to see these adopted from the top down and become enablers to achieve real change, in terms of more effective management and delivery. This is important since the most recent staff survey, albeit back in 2016, shows a lack of faith in the leadership of the council. As such this new approach, if sustained should signal a sea change in approach and result in far improved results from the next scheduled survey. To make this a reality, it will be important to ensure that all BCC policies are aligned with the new values. We know, for example, that BCC took a values-based approach to recruiting senior managers recently and think this good practice could be extended to other tiers of recruitment and the wider employment and organisational policy framework.

The council's new officer leadership have made simple but quick and effective changes that epitomise good leadership. We heard that there has recently been more routine communication of success to staff from the Executive Directors and the Head of Paid Service – an antidote we were told from some previous communication, which was reflective of an organisation of strife and discontent. Such changes are warmly welcomed and a clear signal for a new change in approach to staff.

BCC has invested in its management and leadership programmes and has adopted a new Leadership Framework, which sets out the qualities and behaviours expected of

managers working at BCC. These, alongside the soon to be published Organisational Improvement Plan demonstrate BCC's efforts to embed a new culture, values and behaviours. Indeed middle managers and staff told us they were certainly now more engaged than ever before, but there is still much to do as they also said they didn't routinely feel 'in the know', about changes and developments in BCC nor fully engaged in the new and changing corporate direction for the council. The roll out of the Corporate Strategy will provide a good springboard to link with the launch of the currently draft Organisational Improvement Plan and ensure everyone is up to speed with both, using that opportunity to tighten the core relationship to and with the councils key strategic and operational delivery plans.

It is plain that there is an emerging stability in workforce. There are real strengths to report in certain areas, notably children's services where they are bucking the national trends in respect of agency staff, with no more than ten at present and as a consequence there is certainly and confidence in that work area. The appointment to senior officer posts is continuing and whilst that is of course very positive, there remained many key posts still filled at a number of levels on an interim basis. BCC should therefore continue with vigour to roll out its appointments to these posts. Customers need certainty, partners need certainty, staff need certainty and the council needs good leaders to ensure the delivery of a significant agenda of change

In some areas BCC is leading the way nationally in terms of innovation around as reported smart cities. Whilst no-one could expect this to be reflected across the whole organisation we had hoped to see a more systemised approach to learning across the council, but this was not the case. The council clearly will have learnt from the way that its approached its engagement with communities about, for example, the future of libraries, yet we had the impression that some of the opportunities it missed in terms of that engagement might as easily repeated next time around on another significant change - as such learning is not embedded. There will be many more changes to come and as such BCC needs to learn from them for the benefit of the council as a whole, as it will help speed delivery through avoiding as one stakeholder described it 'banana skins and blind alleys'

The city-wide ambitions for equality and diversity are strong and clear, the concept of inclusive growth resonates with stakeholders and overall there is a strong strategic policy and delivery framework for Bristol. The council has sort to confront, respond to and accelerate its own approaches in respect of equality and diversity, for example, it is working through the recommendations arising from its independent review of the Equality and Diversity function at the council which reported in June this year. As such this is positive but very much work in progress and BCC knows it has to further invest in and drive its own equality, diversity and inclusion strategies to keep pace with those of the city as a whole.

The council is in the midst of establishing a new suite of strategic policies and is aware of the need of ensuring synergy between them all. The Organisational Improvement Plan is soon to be launched and there are a key themes and actions which will, if delivered enable capacity covering: An empowering organisation, Diversity and inclusion, Performance and talent management, Workforce health and wellbeing, Structure, pay and policy, our brand and recruitment. With that strategic framework in

place it will be crucial that BCC embeds a strong performance culture to really drive organisational change and utilise the capacity it has to deliver better outcomes for the residents of Bristol.

5. Next steps

Immediate next steps

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Andy Bates, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). Andy's contact details are: andy.bates@local.gov.uk

In the meantime we are keen to continue the relationship we have formed with the council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

Follow up visit

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the council. Our expectation is that it will occur within the next two years.

Next Corporate Peer Challenge

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every four to five years. It is therefore anticipated that the council will commission their next Peer Challenge before 2023.

Corporate Peer Challenge Bristol City Council Feedback Report Action Plan

1. Introduction

- 1.1 This Action Plan has been produced in consultation with the Local Government Association (LGA) and Bristol City Council's (BCC) Corporate Leadership Board following the publication of the LGA's Corporate Peer Challenge (CPC) Feedback Report in November 2018.
- 1.2 The aim is for the Action Plan is to provide the framework for delivering the on the seven key recommendations as out in the LGA CPC Feedback Report (see Table 1, section 5 of this report).
- 1.3 There are actions for each of the recommendations identified, which have been allocated to BCC's Corporate Leadership Board for implementation.
- 1.4 This Actions Plan should be reviewed bi- annually by Cabinet with quarterly updates to be provided to the Deputy Mayor with responsibility for Finance, Governance and Performance.
- 1.5 This Action Plan should serve as the starting point for developing and influencing a wide range of projects across Bristol City Council. This document will contain actions that will be part of other projects due to be implemented in 2019 such as BCC's Organisational Improvement Plan.

2. Context

- 2.1 The LGA Corporate Peer Challenge was undertaken in September 2018 by a team of councillors and senior officers from local authorities around the UK who examined the council's leadership, governance, financial planning and capacity to deliver its priorities.
- 2.2 The team spent four days onsite at BCC, during which they:
 - spoke to more than 200 people including a range of council staff together with councillors and external partners and stakeholders
 - gathered information and views from more than 60 meetings, visits to key sites in the area and additional research and reading
 - collectively spent more than 460 hours to determine their findings the equivalent of one person spending more than 13 weeks in Bristol.
- 2.3 The peers who delivered the peer challenge at Bristol City Council were:
 - Sir Steve Bullock, former Mayor of the London Borough of Lewisham
 - Carolyn Downs, Chief Executive, London Borough of Brent
 - Cllr John Lamb, Shadow Executive Member for Health and Wellbeing, Trafford Council
 - Cllr Joyce McCarty, Deputy Leader, Newcastle upon Tyne City Council
 - Anthony Payne, Strategic Director for Place, Plymouth City Council
 - Lynne Ridsdale, Director of HR & OD at Manchester City Council
 - Tasnim Shawkat, Bi-borough Director of Law, Royal Borough of Kensington and Chelsea and Westminster City Council
 - Guy Ware, Director of Local Government Performance & Finance, London Councils
 - Paul Clarke , Peer Challenge Manager- LGA
- 2.4 Peer challenges are improvement focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement.
- 2.5 The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing.
- 2.6 The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

3. Scope and focus

- 3.1 The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas which the LGA believe are critical to councils' performance and improvement:
 - 1. Understanding of the local place and priority setting: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?
 - 2. Leadership of Place: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?
 - 3. Organisational leadership and governance: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
 - 4. Financial planning and viability: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
 - 5. Capacity to deliver: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?
- 3.2 In addition Bristol City Council asked the LGA CPC team to address the following questions which the CPC team has sought to address within the body of the Feedback report:
 - 1. Is BCC's vision and strategic direction of travel appropriate for achieving its aims and how well understood and embedded are they amongst colleagues and partners?
 - 2. Is BCC well placed to maximise the benefits of partnership working as part of the proposed 'One City Approach'?
 - 3. Is it appropriate and timely to reduce the burden on colleagues of a more restrictive 'compliance-based' operating culture?
 - 4. In the context of continued financial pressure, are BCC's ambitions considered achievable and well-enough focused?

4. Next Steps

- 4.1 BCC is keen to continue the relationship it has formed with the LGA throughout the peer challenge. BCC will update the LGA on progress it has made to meet the recommendations set out the CPC Feedback Report and outlined in this Action Plan.
- 4.2 LGA Corporate Peer Challenge Team will be invited back to Bristol City Council for a follow up visit. The purpose of the visit is to help the council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. It is expected that the follow up visit will take place in September 2019. This Action Plan will help form the basis for the follow up visit.

5. Key recommendations

5.1 Table 1 set out CPC team's 7 key recommendations to the council.

Table 1: Key Recommendations

Recommendation	Description
1.	The council should continue to implement its new cultural plans, values and behaviours and regularly review their impact (through for example staff surveys - with a view to improving the level of staff satisfaction with the council's leadership). This should include staff engagement and communication plans.
2.	To ensure sufficient capacity, stability and help reinforce confidence of partners and staff, BCC should seek to complete as soon as is practicable the outstanding permanent appointments to the rest of its senior structure.
3.	In collaboration with partners establish a narrative and plan which underpins the One City Approach: key stakeholders and BCC's staff, so that the One City Plan is known, understood and enacted.
4.	Given that the mayoral model is still relatively new to BCC, there needs to be collective responsibility to make this work and BCC should review its governance arrangements to ensure they are more effective in enabling good decision making. Specifically addressing: a. forward plan arrangements to make them more transparent and open, ensuring information is shared in good time and used responsibly by all b. structure, focus and impact of its Scrutiny arrangements c. the effectiveness of the application of its member and officer protocol
5.	The council should ensure it has in place an effective performance management framework and culture. As part of which it should specifically ensure: a. all officers have a performance appraisal, starting from the very top of the organisation b. alignment between the One City Plan, BCC's new Corporate Strategy, MTFP, resourcing and delivery plans c. it regularly reviews delivery plans so that it maintains focus and pace in this area d. key performance issues for the council or across partnerships e.g. DToC, are flagged and then tackled e. there is an effective balance between empowerment and control: equipping, enabling and then holding to account managers to deliver the outcomes required of them
6.	At this critical stage of change, BCC's top team of Mayor, Cabinet and Executive Directors should prioritise their own development and working practices so they set they set the tone for the council in terms of values, behaviours and focus on delivery of priorities.
7.	The council needs to ensure it maintains a strong financial oversight and accountability. It must continue to develop its transformation plans and approaches to demand management so that its high level budget plans become detailed delivery plans which are credible and seen through.

6. Action Plan

6.1 It should be noted BCC is in the midst of establishing a new suite of strategic policies and is aware of the need of ensuring synergy between them all. This Action Plan refers to several documents that are due to be published in 2019 such as the Organisational Improvement Plan that contain actions which will, if delivered enable capacity covering: An empowering organisation, Diversity and inclusion, Performance and talent management, Workforce health and wellbeing, Structure, pay and policy, brand and recruitment.

6.2 Table 2 sets out the actions BCC will undertake in response to the recommendations made by the LGA Peer Review Team.

A ation

Table 2: Action Plan

No Decommendation

No.	Recommendation	Action	Time Frame	Officer Responsible
1	The council should continue to implement its new cultural plans, values and behaviours and regularly review their impact (through for example staff surveys - with a view to improving the level of staff satisfaction with the council's leadership). This should include staff engagement and communication plans.	To publish and implement BCC's Organisational Improvement Plan, which includes actions to continue to embed BCC's organisational values and behaviours through workshops and celebrating success; with values included in every process from recruitment through to annual reviews.	January 2019	Mike Jackson/John Walsh
		 Refresh and publish an Internal Communications and Engagement Strategy, which is aligned to the council's Corporate Strategy priorities and values. Improve the cascade of strategic updates. 	May 2019	Tim Borrett
		 Run an annual staff survey and feedback mechanism to measure awareness, engagement and wellbeing of staff. 	March 2019 and annually thereafter	Mike Jackson/John Walsh

		 All performance reviews assess how values are understood and applied. To bring the values to life, BCC to produce case studies on each value demonstrating how the values have been implemented in the work place. 	Annually	John Walsh
2	To ensure sufficient capacity, stability and help reinforce confidence of partners and staff, BCC should seek to complete as soon as is practicable the outstanding permanent appointments to the rest of its senior structure.	 Head of Paid Service confirms senior leadership structure Senior Leadership Structure to be published on the source. Increase visibility of BCCs Corporate Leadership Board and Directors among the workforce and elected members. To host a 'market stall – meet the directors' event for workforce and elected members. 	November 2018 December 2018 March 2019	Mike Jackson Mike Jackson Mike Jackson/John Walsh
3	In collaboration with partners establish a narrative and plan which underpins the One City Approach: key stakeholders and BCC's staff, so that the One City Plan is known, understood and enacted.	 Design and implement the One City Governance Structure and launch of One City Plan. Internal and External communications strategy to support promotion of One City Plan going forward, including regular updates and workshops for BCC colleagues to increase awareness. Design and launch an Economy Board with key stakeholders to focus on 'good growth 	January 2019 March 2019 April 2019	Tim Borrett Mike Jackson/Tim Borrett Tim Borrett

		 OSM members to be updated on the progress of One City Approach including Action Plan on the 17th January 2019. One City Approach to be part of the ongoing scrutiny programme. 	January 2019	Tim Borrett/Andrea Dell
4a	Given that the mayoral model is still relatively new to BCC, there needs to be collective responsibility to make this work and BCC should review its governance arrangements to ensure they are more effective in enabling good decision making. Specifically addressing: a. forward plan arrangements to make them more transparent and open, ensuring information is shared in good time and used responsibly by all	 Design and implement a new approach to Mayor's Forward Plan to include a 12 month forward view of items expected to come to Cabinet. Supporting documents to be published with Mayor's Forward Plan to ensure information is shared in good time. Design and implement a new Key Decision Making Pathway to enable good decision making. Review the procedure regarding exempt materials and update guidance for members. Briefings and development session to be offered members. 	December 2018 December 2018 February 2019 April 2019	Mike Jackson/ Ben Mosley Mike Jackson/ Ben Mosley Mike Jackson/Tim O'Gara/ Ben Mosley Tim O'Gara
4b	Structure, focus and impact of its Scrutiny arrangements	 LGA to be invited to provide further training for all members on good scrutiny. Review structure and work programme of 	May 2019 May 2019	Elected Members/Lucy Fleming Elected Members/Lucy Fleming

		 Scrutiny Commissions and ways of working. Members to be offered additional briefings on WECA and its role with BCC and the wider region. Updates to be provided as requested. 	On going	Mike Jackson
4c	the effectiveness of the application of its member and officer protocol	 Review the Member Officer Protocol and guidance for members. Member briefings and development session to be offered by the monitoring officer. Members in consultation with Democratic Services to design and implement a comprehensive induction programme for the 2020 cohort of new councillors. Members to be offered briefing on the corporate values. 	April 2019 December 2019 (Implementation May 2020) April 2019	Tim O'Gara/Lucy Fleming Elected Members/Lucy Fleming Steph Griffin
5a	The council should ensure it has in place an effective performance management framework and culture. As part of which it should specifically ensure: a. all officers have a performance appraisal, starting from the very top of the organisation	As set out in greater details in BCC's soon to be published Organisational Improvement Plan: • Design and implement a new Performance Management and Talent Pipeline Strategy – to facilitate good quality performance management, set clear objectives linked to BCC's Corporate Strategy, organisational leaders and managers reflect the diversity of the city and reflect on how our organisational values are being demonstrated.	Starting February 2019 and incremental to April 2020	Mike Jackson/John Walsh

		 Design and deliver a senior leadership development programme for the council's 1st and 2nd tier Directors. Design and deliver a senior leadership development programme for 3rd tier managers (such as Heads of Service). Performance reviews confirm all senior leaders visibly demonstrate our values and leadership qualities – and a development plan in place for any gaps. Pilot and roll-out a new 360 degree feedback review programme for senior leaders. Managers and directors use feedback to create their personal development plan – measured through performance review scores 	Starting February 2019 - incremental until April 2020 Staring February 2019 - incremental until April 2020	Mike Jackson/John Walsh Mike Jackson/John Walsh Mike Jackson/John Walsh
5b	alignment between the One City Plan, BCC's new Corporate Strategy, MTFP, resourcing and delivery plans	 Policy Team to refresh Corporate Strategy in the context of the One City Plan approach. 	March 2019	Tim Borrett
5c	it regularly reviews delivery plans so that it maintains focus and pace in this area	 As set out in greater details in BCC's soon to be published Organisational Improvement Plan: Refresh Equalities Strategy and Policy. Design and deliver a programme of activity to improve recruitment and retention of underrepresented groups 	December 2018 Starting January 2019	John Walsh

		 All services have a workforce plan in place, aligned to the annual business planning cycle. Develop and implement a Corporate Workforce Plan. 	Starting January 2019 Starting January 2019	
5d	key performance issues for the council or across partnerships e.g. DToC, are flagged and then tackled	 Ensure that key performance issues are appropriately highlighted and addressed through regular performance reporting to cabinet. 	Ongoing	Tim Borrett
5e	there is an effective balance between empowerment and control: equipping, enabling and then holding to account managers to deliver the outcomes required of them	 Introduce a 'first steps to leadership' programme to cover the main principles of leadership and Bristol City Council policies and processes. Design and implement a new way of recognising and rewarding success, sharing learning and celebrating colleague achievements. 	September 2019 September 2019	John Walsh John Walsh
6	At this critical stage of change, BCC's top team of Mayor, Cabinet and Executive Directors should prioritise their own development and working practices so they set they set the tone for the council in terms of values, behaviours and focus on delivery of priorities.	 Organise development opportunities with the Mayor, Cabinet members and Executive Directors. Design and deliver a senior leadership development programme for the council's 1st and 2nd tier Directors. 	Starting January 2019 Staring February 2019, ongoing thereafter	Mike Jackson John Walsh
7	The council needs to ensure it maintains a strong financial oversight and accountability. It must continue to	Adopt an upstream approach to improving resilience against financial shocks, central and local policy changes or demographic pressures and ensure the	Ongoing	Denise Murray Denise Murray /Colin Molton

develop its transformation plans an approaches to demand management that its high level budget plans become detailed delivery plans which are crand seen through.	t so effectively:	February 2019	Denise Murray
	 Ensure that the financial framework that underpins the revised Financial Regulations (approved by Council May 2018) is refreshed, fully documented, widely communicated and published on the Source. 	September 2019	Denise Murray
	 Improvements to the process of capital programme development, governance and accountability arrangements through Quarterly CLB review, monthly delivery challenge - Housing, Property and Growth & Regeneration Board, with the tracking of delivery to be overseen by Delivery Executive. 	March 2019 and Ongoing thereafter	Denise Murray