

Neighbourhoods Scrutiny Commission Agenda



Date: Friday, 31 March 2017

Time: 10.00 am

Venue: The Writing Room, Council House, College Green, Bristol BS1 5TR

Distribution:

Councillors: Margaret Hickman, Carole Johnson (Vice-Chair), Steve Jones, Matt Melias, Anthony Negus (Chair), Jo Sergeant, Mhairi Threlfall, Jon Wellington and Martin Fodor

Copies to: Alison Comley (Strategic Director - Neighbourhoods), Di Robinson (Service Director - Neighbourhoods), Becky Pollard (Director - Public Health), Gillian Douglas (Service Director Clean and Green), Mary Ryan, Steven Barrett (Service Director Landlord Services), Nick Hooper (Service Director Strategic Housing), Patsy Mellor (Service Director Citizen Services), Tracey Morgan (Managing Director Bristol Waste), Kate Murray, Mark Wakefield (Service Manager - Performance & Infrastructure), Gavin Banks, Ian McIntyre, Claire Lowman, Robin Poole, Lucy Fleming (Scrutiny Co-ordinator), Romaine de Fonseca (Policy Advisor), Jeremy Livitt and Andrew Mallin (Directorate Leadership Team Support Manager)

Issued by: Jeremy Livitt, Democratic Services

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

Tel: 0117 92 23758

E-mail: democratic.services@bristol.gov.uk

Date: Thursday, 23 March 2017



Agenda

1. Welcome, Introductions and Safety Information

(Pages 5 - 6)

2. Apologies for Absence

Apologies for absence have been received from Councillor Martin Fodor (Councillor Clive Stevens substituting).

3. Declarations of Interest

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

Please note that the Register of Interests is available at <https://www.bristol.gov.uk/councillors/members-interests-gifts-and-hospitality-register>.

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

4. Minutes of the Previous Meeting

You are requested to confirm as a correct record the Minutes for the meeting held on Friday 24th February 2017.

(Pages 7 - 14)

5. Public Forum

10.05 am

Public Forum Text

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by **5 pm on Monday 27th March 2017**.

Petitions and Statements - Petitions and statements must be received on the



working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest **by 12.00 noon on Thursday 30th March 2017.**

- | | |
|--|---|
| 6. Chair's Business | 10.15 am |
| 7. Council Tax Reduction Scheme
This report will be presented by Patsy Mellor (Head of Customer Services) and Ian McIntyre. | 10.15 am
(Pages 15 - 29) |
| 8. Update on Libraries Consultation
This item will be presented by Kate Murray (Head of Libraries) | 10.35 am
(Pages 30 - 32) |
| 9. Neighbourhood Partnerships - Progress Update
This item will be presented by Alison Comley (Strategic Director) and Gemma Dando (Deputy Service Director – Neighbourhoods and Communities) | 10.50 am
(Pages 33 - 41) |
| 10. Hot Food Takeaways
This item will be presented by Claire Lowman. | 11.20 am
(Pages 42 - 52) |
| 11. Multi Use Games Area At Manor Farm - Verbal Update Briefing
Alison Comley will provide a verbal update report on this issue. | 11.40 am |
| 12. Supermarkets and Waste
Alison Comley will provide an update report on this item. | 11.45 am
(Pages 53 - 99) |
| 13. Directorate Risk Register
Alison Comley will present this item. | 11.50 am
(Pages 100 - 120) |
| 14. Performance Information
Mark Wakefield will present this item. | 12.05 pm
(Pages 121 - 141) |



15. Finance Monitoring Report

Robin Poole and Alison Comley will present this report.

12.15 pm

(Pages 142 - 147)

16. Work Programme and Rolling Action Sheet

12.25 pm

(Pages 148 - 165)

17. Date of Next Meeting

12.30 pm

The next meeting is scheduled for 10am on Monday 24th April 2017 in the Writing Room, City Hall, College Green, Bristol



Public Information Sheet

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

You can find papers for all our meetings on our website at www.bristol.gov.uk.

You can also inspect papers at the City Hall Reception, College Green, Bristol, BS1 5TR.

Other formats and languages and assistance
For those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

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

Public Forum

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

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

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

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

We will try to remove personal information such as contact details. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement



contains information that you would prefer not to be in the public domain. Public Forum statements will not be posted on the council's website. Other committee papers may be placed on the council's website and information in them may be searchable on the internet.

Process during the meeting:

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

Webcasting/ Recording of meetings

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

Bristol City Council
Minutes of the Neighbourhoods Scrutiny
Commission



24 February 2017 at 10.00 am

Members Present:-

Councillors: Harriet Bradley, Martin Fodor, Carole Johnson (Vice-Chair), Steve Jones, Anthony Negus (Chair), Jo Sergeant, Mhairi Threlfall, Jon Wellington and Steve Pearce

Officers in Attendance:-

Alison Comley (Strategic Director - Neighbourhoods), Nick Hooper (Service Director Strategic Housing), Tracey Morgan (Managing Director Bristol Waste), Mark Wakefield (Service Manager - Performance & Infrastructure), Netta Meadows (Service Director, Strategic Commissioning & Commercial Relations), Helen Wheeler (Companies Project Officer), Simon Anthony, Tom Watton, Robin Poole, Romaine de Fonseca (Policy Advisor) and Jeremy Livitt

1. Welcome, Introductions and Safety Information

All parties were welcomed to the meeting.

2. Apologies for Absence

Apologies for absence were noted (see above).

3. Declarations of Interest

There were no declarations of interest.

4. Minutes of the Previous Meeting

Resolved – that the minutes of the meeting held on 26th January 2017 be approved as a correct record and signed by the Chair subject to the following alterations:

- (1) Minute Number 7 – Neighbourhood Partnerships – Asset Mapping to include action requiring an indication of how asset mapping would operate**



- (2) **Minute Number 8 – Housing Revenue Account Business Plan – Re-Lets – £484 to be altered to £484,000**
- (3) **Minute Number 10 – Supermarkets Dealing with Waste – Update on the Current Position – the words “in Bristol” are added to the end of Resolution (1) and Resolution (2) is altered to read “Waste and Resources Action Group” and various other minor changes**
- (4) **Minute Number 11 – Quarterly Financial Report – Period 6 (to the end of September 2016) – Voluntary Severance – This sentence to be altered to read “The voluntary severance cost was a one-off cost but there is a cumulative saving which was included in the budget but paid corporately”**

Action: Jeremy Livitt

The Chair commented that he did not believe it was appropriate for the Scrutiny Commission to note an article by the Mayor concerning the Voluntary and Community Sector item.

5. Public Forum

Members received statements and questions (together with answers) from Viran Patel relating to Agenda Item 8 (Strategic Business Case for a Housing Delivery Company) and Agenda Item 10 (Bristol Waste Performance and Report Feedback). Details of these statements, questions and answers are held in the Minute Book.

With the agreement of the speakers, members agreed that the statements from Hugh Holden and Francis Greenacre relating to Agenda Item 9 (Parks and Green Spaces Moving Towards Cost Neutral) should be considered at the beginning of that item.

The Democratic Services Officer advised that the statement by Julie Boston relating to the Jubilee Swimming Pool should be disregarded as Ms Boston had indicated that this had been sent in error.

6. Chair's Business

The Chair made the following points:

- (1) **MUGA Horfield** – There are further meetings taking place of this body. This body provided a fundamental role in the city, in particular in terms of tackling Anti-Social Behaviour
- (2) **Hot Food takeaways and Deprivation** – Councillor Mhairi Threlfall referred to the deprivation indicators in respect of this issue. It was agreed that this was an issue that needed to be considered at a future meeting. It was noted that a joined up approach was required between Public Health, Development Control, traders and neighbourhoods on this issue. There were concerns that local aspirations in Bristol could be restricted by national guidelines. In addition, 2 officers from the Public Health team would attend 13th March 2017 Planning Meeting to discuss this issue



(3) Supermarkets – At the request of the Chair, the Scrutiny Commission formally agreed to request the Mayor to pursue the actions in Minute Number 10 from 26th January 2017 Minutes relating to Supermarkets (that the Mayor be requested to take action to open up a conversation with the 8 leading supermarkets in respect of food waste, packaging and distribution)

Action: Romaine De Fonseca – Action Already taken

(4) Council Tax Reduction – there was a resource issue concerning the provision of this service. A report would be submitted to Neighbourhoods Scrutiny Commission, at which members of the Resources Scrutiny Commission would be invited to attend;

(5) Future Structure of Scrutiny – It was noted that the current arrangements for Scrutiny Commissions would continue until at least May 2016.

7. The Strategic Business Case for a Housing Delivery Company

Officers noted the above report and the following points were made by Councillors (with responses as required by officers) as follows:

(1) Officers confirmed that as much of the report as possible would be put into the public domain at the Cabinet meeting. Where it was not avoidable, some commercially sensitive information would not be included;

(2) In response to Councillors' questions about the Joint Venture Partners and the need for the Council to retain transfer and ownership of assets, officers confirmed that further detail was required concerning the Strategic Business Case. Whilst the organisational values of the organisation were significant, Housing Development expertise was also important – a private developer could provide investment or a quasi-commercial body such as a Housing Association. Any land asset arrangement was likely to be freehold;

(3) Officers confirmed that it was anticipated that 30 % to 40% of the arrangement would be some form of social housing – one possible approach would be to assess the value of the asset and then sell it on to the Housing Association. Approximately 100 hectares of City Council-owned developable land is available. The operations of the new vehicle are not planned to be restricted to the city boundary;

(4) In response to Councillors' concerns about any potential difficulties that could be caused by a mix of partners being chosen to deal with different scales of housing developments, officers stated that, whilst City centre sites would have higher end values, all sites had been assessed as providing a potential return to Bristol City Council and any potential Joint Venture Partner, subject to market conditions and specifics of the development;

(5) Councillors pointed out that developers primarily wanted high density small flats and, for this reason, any Joint Venture arrangement could cause difficulties. Therefore, it would be better for BCC to retain a controlling share in the Company. In response, officers pointed out that the single partner approach had not been pursued since it locked BCC into one partner and it was, therefore, felt appropriate to operate on a scheme by scheme basis. In addition, Bristol City Council has no experience of being a developer and managing risk.;



- (6) In response to a members' question, officers confirmed that the 3 modelled sites had been chosen to allow cross financing;
- (7) In response to a members' question concerning Right to Buy, officers confirmed that primary legislation would need to be passed to require an arms length holding Company to offer Right to Buy properties;
- (8) Officers confirmed that the long-term maintenance would be a consideration at the detailed business case stage;
- (9) Officers confirmed that there would be a procurement process for the partner and that BCC would also invest cash as well as land.. It was explained that the scheme had arisen following a series of workshops, and consideration by the Executive Board, which had agreed the objectives and criteria for the scheme from which 3 short listed options had emerged. The Business case had been very clearly developed on a coherent and rational approach;
- (10) Councillors pointed out that the balance between objectives and costs was important. There was a major housing problem in the city which needed to be addressed. Officers pointed out that this scheme would improve what the Council already had control of. It could not solve, on its own, the long-term problems of lack of housing that the city faced
- (11) Councillors indicated the need for other organisations to be involved in this project, such as Bristol Energy and Bristol Waste and also pointed out the need to look at measures taken elsewhere, for example Amsterdam where waste is held below the pavement;
- (12) In response to Councillors' questions, officers confirmed that the target of 30/40% affordable social housing was a total figure for the whole programme, rather than a specific requirement for each site. Councillors expressed concern that that officers should consider that it might be difficult to sell developments if this was strictly enforced;
- (13) Officers noted a question from Councillors concerning the extent to which the programme would achieve community and self-build housing. It was explained that, although achievement of increased housing in this area was a Council policy, this had not been specifically factored into the business case;
- (14) Councillors stressed the importance of short to medium term innovative solutions for housing to ensure structures were built as quickly as possible to sufficiently acceptable standards. Officers stated that, whilst the scheme was neutral about construction methods, if it made sense to use off-site manufacture, this could take place;
- (15) Officers noted comments from Councillors that there was no mention of a Metro Mayor. However, the devolution arrangements were mentioned in the Strategic Business Case and there were opportunities for involvement in West of England Combined Authority development corporation.

Resolved – that the report be noted.

8. Housing Delivery Plan

Councillors noted this report and made the following comments with officers responding as indicated:

- (1) Councillors stated that engagement was required with Community Planning Groups and commented that the east of the city in particular had lots of housing but little community resource. Officers pointed out that this was primarily an issue to be considered as part of the Spatial and Local Plan



but would also be part of housing delivery. They were aware that the approach had previously been piecemeal but it was intended that the newly created Integrated Delivery Team would address the scope of housing quality in the city;

(2) In response to a question from Councillors concerning the need for greater consultation with local communities, officers confirmed that part of the scheme would include a Community Engagement Officer;

(3) Officers noted Councillors' concerns about the need for oversight of housing sites, such as with the Bedminster Green development. Members' attention was drawn to the scheme in operation at Lockleaze which was one of the priority sites where such an approach was working. However, it was pointed out that only some sites had been included due to the limited resources available;

(4) In response to a Councillor's question, officers confirmed that a policy concerning Home Choice was being developed.

The Chair thanked officers for such a well prepared report and commented that he was pleased to see significant progress had been made on this issue over the last few years.

Resolved – that the report be noted.

9. Parks and Green Spaces Moving Towards Cost Neutral

Members received Public Forum statements from Francis Greenacre and Hugh Holden (Parks Forum) in relation to this item. Details of these statements are held in the Minute Book.

Resolved – that copies of these statements are sent to the relevant cabinet Member (Councillor Asher Craig – Cabinet Member for Neighbourhoods and Communities). Action: Jeremy Livitt

The following comments were made by Councillors concerning this report, together with comments from officers as follows:

- (1) The report did not seem to show a future direction for parks. Officers noted Councillors' concerns about this matter and indicated that officers intended to submit a report to the meeting for the Neighbourhoods Scrutiny Commission on Monday 24th April 2017. A scoping paper on the possible commercial use of parks was anticipated to be completed by May 2017. Since there was currently no in-house expertise in this area, a business case was being prepared to support the Neighbourhoods team and set out what was achievable. The person who had originally indicated that they would be accepting the vacant Head of Parks post had since refused it;
- (2) Councillors expressed concern that the report was too vague in respect of events in parks – in particular, the costs, what was involved and what information needed to be included. A strategy and a transparent approach was required for local people to enable a case for investment to be made;
- (3) Councillors pointed out that the impact on wildlife also needed to be included;
- (4) Councillors indicated the importance of involving community groups and for the role of Health and Safety Inspections. In addition, the responsibilities of individuals was also important;
- (5) Councillors drew attention to the need to address the issue of revenue from parks and any potential to cross subsidy between larger and smaller parks. In particular, there was concern about the



impact on the Parks groups' willingness to continue their role if their funding was taken away and they were also advised that they would need to carry out the work themselves. In this situation, the co-ordinated partnership between various local groups could prove difficult to maintain;

(6) The Cabinet Member advised that a hot housing event would be taking place with various groups before the end of May 2017. It was likely that most parks would need more than 1 event per year to be self-sufficient. There were examples of trusts and endowments operating in some parks outside the UK which were cost neutral.

Resolved – that it is noted that officers intend to submit a progress report on parks to 21st April 2017 meeting and that this report should also consider the role of the Health and Well Being Board for parks.

Action: Alison Comley/Gemma Dando to prepare report, Romaine De Fonseca to add to Work Programme

10 Bristol Waste Company

Bristol city Council Officers introduced this report and pointed out that they were looking with colleagues from the Bristol Waste Company at current KPI's and options for potential future KPI's (Performance Indicators).

Councillors made the following comments set out below and officers responded as appropriate:

- (1) Councillors expressed concern that, where there was evidence that the "carrot" was working, KPI's which increased the "stick" to meet a target could prove counter-productive. Such targets did not need to be increased where success was being achieved;
- (2) Councillors noted that in some instances it was currently cheaper to pay a fine for failing to meet a target than to address the problem – this urgently needed to be addressed;
- (3) Councillors pointed out the importance of monitoring the work of partnerships and of monitoring the effectiveness of collaboration between the Council and community groups;
- (4) Councillors stated that further analysis was required on the targets for litter picking (ie to make them target focused rather than time focused) and of the number of journeys required to transport weeds;
- (5) Councillors suggested that local communities, such as schools, could be involved in helping to dispose of dog excrement;
- (6) Officers acknowledged Councillors' comments about whether or not the target for a zero waste strategy by 2030 was achievable and the need for greater clarity on collaboration to tackle issues relating to bulky waste, as well as the need for repair where possible;
- (7) The Bristol Waste Company confirmed that they would be examining the KPI's relating to improved public engagement as part of a cultural shift towards greater involvement in this area. Officers acknowledged that changing behaviour was a major challenge. However, whilst it was labour intensive, it was very effective;
- (8) A Councillor pointed out that there was no information on the website about the following weekend's Spring Clean event;



(9) In response to issues raised by Councillors concerning measures for re-education of students, officers stated that they were working with Universities. However, this was an area where further work could be carried out. It was acknowledged that all KPI's needed to be measurable and based on the need to achieve the right outcomes;

(10) Officers noted that the Mayor had recently written to all Councillors concerning KPI's and stressing the need for everyone to play their part in helping to improve performance.

Resolved – that officers and Bristol Waste Company Representatives note the issues raised by Councillors above and take appropriate action as required.

Action: Netta Meadows/Tracey Morgan

11 Impact of Budget Decisions on Neighbourhoods

Officers introduced this report and circulated hard copies of the budget decisions that had been agreed at full Council as they related specifically to the Neighbourhoods Directorate. They explained that they would regularly report back on certain key areas (ie parks as previously indicated). If further detail was required, officers would be able to report back to a future NSC if required.

Councillors made the following comments, with replies by officers as indicated:

(1) Whilst the envelope of funding for the various categories of service had been provided, the form of the reduced services needed to be clarified;

(2) Councillors pointed out the need for a more detailed plan, including timescales, as well as information about savings in other Directorates which could impact on the service. Officers confirmed that the Director of Strategy and Policy (Di Robinson) was carrying out an asset mapping exercise across the city to assess what was available for Neighbourhoods and this could also include those areas which were cross-cutting affecting other Directorates;

(3) Officers noted concerns raised by Councillors about the percentage of the service remaining at the end of 2016/17 needed to be clarified for the forthcoming Financial year, as well as the need to address other issues such as the importance of Equalities Impact Assessments and Health Service Provision. Councillors noted that officers were preparing a map of service provision to ensure there remained a critical path for service delivery.

Resolved –

(1) that it is noted that officers are available to provide any further detail for future meetings of any particular savings areas;

(2) that the asset mapping work being carried out by Di Robinson also includes details of cross cutting areas of work with other Directorates.

Action: (1) Alison Comley to action, Romyne De Fonseca to note to add to the Work Programme as required, (2) Di Robinson



12 Work Programme and the Rolling Action Sheet

Members noted the Work Programme. It was noted that it was currently anticipated that the proposed new Scrutiny structure would be introduced in May 2017.

In relation to the Rolling Action Sheet, the Scrutiny Commission re-iterated that the request made at the previous meeting for the current Mayor to take forward the need for discussions with the 8 leading supermarkets in respect of waste, packaging and distribution. The Chair indicated that he would pursue this matter himself as required.

It was also noted that the reference to “Waste Action Group” should be altered to read “Waste and Resource Action Group”.

Action: Jeremy Livitt to re-iterate this in the Rolling Action Sheet.

13 Date of Next Meeting

Members noted that the next meeting was scheduled for 10am on Friday 31st March 2017 in the Writing Room, City Hall, College Green, Bristol.

The meeting finished at 1pm.

CHAIR _____



Neighbourhoods Scrutiny

31st March 2017



Report of: Service Director – Citizen Services

Title: Council Tax Reduction (CTR) scheme for 2018/19

Ward: Citywide

Officer Presenting Report: Patsy Mellor

Contact Telephone Number: 0117 352 6218

Recommendation

To inform Scrutiny's understanding of how Bristol City Council's Council Tax Reduction (CTR) scheme currently operates and seek feedback regarding possible options we may choose to look at under the review taking place this year for a scheme is 2018/19.

Possible options are shown in section 4 of this report (proposals) and appendix 2 (scheme examples).

Summary

CTR is a discount scheme that is operated by all English councils. Pensioners are protected from any changes under a prescribed national scheme. Bristol City Council has funded its working age scheme in full since its introduction in 2013.

The council's funding gap for 2018/19 is reported as £14.3million so should consider any savings from the scheme. However, to do so would mean reducing support to low income, working age households.

Any changes to a scheme must be agreed at Full Council and savings need to be reflected in the council tax surplus/deficit report by 31st January 2018 following a 12 week public consultation period.

The significant issues in the report are:

- Changes to the CTR scheme will result in financial losses to low income households who are already impacted by changes and freezes to working age benefits and tax credits
- All options that result in reduced support will disproportionately impact females, disabled people and BME communities
- The council can protect vulnerable groups through identifying them based on household circumstances or receipt of a specific benefit or income. Alternatively a discretionary fund may be set up to help those who cannot pay
- Collection of relatively small sums of money will result in reduced recovery of council tax and increased recovery costs



1. Policy

None

2. Consultation

Internal

Members (through workshops and scrutiny), Neighbourhoods Leadership Team, Citizen Services Managers, Consultation Team, Customer Insight, Scrutiny coordinators, Communications and Marketing

External

This proposal will be subject to a 12 week consultation period with the public and Voluntary and Community Sector (with a specific event for the latter). Initial feedback will be gathered from the Joint Planning Board for Welfare Reform and Advice Provision and VOSCUR.

3. Context

1. CTR is a discount scheme that is operated by all English councils and the Scottish and Welsh Governments (where national schemes operate). It was introduced in 2013, following the abolition of Council Tax Benefit (CTB). Pensioners are protected from any changes under a prescribed national scheme.
2. The current working age CTR scheme in Bristol is based on the default scheme that was produced as a 'template' for councils in 2013. This was imposed on councils that did not make a scheme by 31st January 2013. Bristol, along with many other English councils, chose to adopt it as its local scheme. This continued to provide the same levels of support as the CTB scheme it replaced.
3. Funding in 2013/14 was provided through a grant that was identifiable within the Revenue Support Grant, albeit with a 10% reduction in funding. The following year funding was included within the grant but was not identifiable as a discrete income stream. However, the council made a decision to continue funding for the scheme and has done so ever since.
4. Without changes to the scheme, CTR is forecast to cost the council £41.6million in financial year 2018/19. A proportion of this cost is met through monies included in the Revenue Support Grant. It is anticipated that this cost will be picked up by councils as they move towards 100% retention of business rates by 2020.
5. The council's funding gap for 2018/19 is reported as £14.3million. Therefore the council should consider any savings from the scheme. However, to do so would mean reducing support to low income, working age households. We also expect further rollout of Universal Credit (UC) to coincide with the start of the 2018/19 financial year.
6. This means consideration should also be given to making the scheme as UC compatible as possible. This can include introducing tolerances for changes in income to prevent monthly reassessment and rebilling or moving to an income banded scheme (see below in scheme options).
7. The Local Government Finance Act 2012 requires councils to operate a CTR scheme and review it annually. Any changes to a scheme must be agreed by 31st January each year. For Bristol this means a full council decision and proposed changes are subject to a 12 week consultation period.

8. CTR currently supports 38,065 households with the cost of their council tax. Almost 25,000 are working age households and the remainder are pensioners.
9. CTR supports citizens that are on low incomes or have high outgoings on the basis of family size and needs. Households that receive income replacement benefits such as Income Support, Income Based Jobseeker's Allowance and Income Related Employment and Support Allowance generally receive full support with their council tax.
10. Other households are subject to a means test based on their income and family size and needs around disability. Any income that the household has that exceeds their needs is used to reduce their CTR award at a rate of 20p for each pound that exceeds their needs assessment. This results in a gradual tapering away of entitlement as income increases.
11. 259 out of 326 English councils do not provide full CTR to low income households and charge a percentage of council tax (usually 8.5% or between 20% and 25% of the net council tax liability). This will impact on council tax recovery rates for low income households as experienced by other councils.
12. 199 councils removed 2nd Adult Rebate for low income adults living with CTR recipients whose income is too high to qualify for mainstream CTR. 52 councils have introduced minimum CTR awards and 86 reduced capital limits from those within the CTB scheme. These measures do not deliver significant savings but may streamline administration.
13. 57 councils introduced a restriction to support beyond a council tax banding. This has been modelled in the past for Bristol and did not deliver significant savings unless restricting to a band B liability (giving a £700,000 saving) and had a disproportionate impact on BME communities. Only two councils have reduced support altogether for households living in properties above a certain council tax band.
14. 133 of the councils that do not fully fund their schemes have set aside a discretionary fund to provide further support to low income households. Take up and amounts set aside do vary considerably between councils¹. This generally ranges from a few thousand to up over £250,000 in some cases.
15. In addition, some councils automatically protect households that they have defined as 'vulnerable'. This is usually around disability and/or young children in the household. Automatic protection of certain households does result in a higher minimum payment being applied to fewer households to achieve the same level of saving across the scheme and may result in reduced collection from CTR recipients.
16. Councils should have due regard to its duties under legislation when considering its CTR scheme. Guidance issued in 2014 by the Department for Communities and Local Government (DCLG)² highlighted the following:-
 - The public sector equality duty (The Equality Act 2010)
 - The duty to mitigate effects of child poverty (The Child Poverty Act 2010)³
 - The duty to prevent homelessness (The Housing Act 1996)

¹ Much of this information has been taken from New Policy Institute data gathered for all English Local Authority CTR schemes <http://www.counciltaxsupport.org/schemes/>

² 'Localising Support for Council Tax – Vulnerable people key local authority duties' https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/277176/140203Localising_Support_for_Council_Tax_Vulnerable_people_-_key_local_authority_duties.pdf

³ Although this legislation was abolished in 2016, the government committed to publish data on child poverty

17. Collection rates reduced in for most English councils in 2013. All councils that introduced a minimum payment in excess of 20% experienced this. The collection rates for these councils dropped by up to one percent and generally the higher minimum payments resulted in worse collection rates.
18. Only 59 councils did not experience a reduction in collection rates for council tax. Of these, 52 had minimum payments set between zero and 8.5%. Evidence suggests that collection does improve over time for councils that introduce a minimum council tax payment.
19. One aspect of collection that was identified was that drops in collection coincided with changes to the minimum payment. Councils tended to maintain or improve collection rates if they did not make changes to the scheme each year.
20. When looking at CTR recipients only, the collection rates ranged from 65% to 75% generally. This was even where overall collection rates were in excess of 97%. This means that the net savings for any scheme will be reduced.
21. All council that did reduce support within the CTR scheme have identified a much more resource and cost intensive recovery process is in place. This is exclusive of any additional costs of administering a scheme. Many councils altered their recovery processes for CTR recipients⁴.
22. In Bristol, 75,000 reminders are currently issued, with 21,000 going to summons stage. (38% and 11% of all domestic properties respectively). This is inclusive of those who receive CTR for all or part of their liability. It is anticipated that there will be an increase in recovery action if a minimum charge is introduced. Further work is being undertaken to establish the costs associated with each of these transactions and also the impact within other core cities that have introduced.
23. A trend that was identified was that unitary authorities and metropolitan areas experienced higher reductions in collection compared to shire districts. This is likely to be attributable to higher levels of deprivation and proportions of CTR applicants in such areas. A summary of schemes introduced by other council is included in appendix 1.

4. Proposal

The proposal is to develop a range of options for the CTR scheme in 2018/19 with input from members in the form of workshops and through the scrutiny process. Options on which to consult will need to be approved by cabinet prior to public consultation. Illustrative high level scheme examples are below and included in appendix 2:-

- Retain current CTR scheme for all working age households (included in appendix 2 as example 1)
- Minimum payment of a percentage of net council tax liability for all working age households (two examples are included in appendix 2 as examples 2)
- Scheme based on bands of income (included in appendix 2 as example 3)
- Remove 2nd Adult Rebate for all working age households (see 'additional features' section of appendix 2)
- Reduce capital limits for all working age households (see 'additional features' section of appendix 2)

Further support for vulnerable, low income households will need to be considered either through defining vulnerable groups within the scheme or the introduction of a discretionary fund (see 'vulnerability' and 'discretionary fund' sections of appendix 2).

⁴ Much of this information is taken from 'Three Years On: An independent review of Local Council Tax Support Schemes' by Eric Ollerenshaw – March 2016 (OGC)

5. Other Options Considered

None. It was a requirement of the Cabinet decision on 4th July 2017 to consider options for a scheme in 2018/19.

6. Risk Assessment

In order to change its working age CTR scheme for 2018/19, Bristol City Council is required to consult on any proposals. Any changes to a scheme must be agreed by 31st January 2018 by Full Council.

The scheme must remain unchanged if this process is not followed and the council will be obligated to continue to fund the scheme in full. This may exceed £41million by 2018/19.

Reviewing the scheme gives Bristol City Council the opportunity to consider how it can support low income households in future and whether it can continue to commit the level of funding to the scheme required to fully support households with their council tax costs.

Any savings stated within this report will not include the costs of recovery and assumes that all outstanding liabilities are recovered in full. This will not be the case for reasons stated within the body of the report and further decisions will need to be made on how to recover outstanding liabilities from households receiving CTR.

7. Public Sector Equality Duties

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

- i. Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii. Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to:-
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii. Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to:-
 - tackle prejudice; and
 - promote understanding.

An equalities relevance check has been undertaken for this proposal and confirms that a full Equalities Impact Assessment (EqIA) will be required.

Work has been undertaken to identify the characteristics of households who current receive support under the working age CTR scheme. This information will be refined into the EqIA as the options are developed for consultation. A summary of who is currently supported by CTR is included as appendix 3 (caseload demographics).

Legal and Resource Implications

Legal

(Advice sought at time of writing)

Financial

(a) Revenue

(b) Capital

(Advice sought at time of writing)

Land

Personnel

There are no immediate HR implications arising from this report. However, should this create an extra administrative burden within the team, a full resourcing plan will need to be developed with HR advice and support to address this.

(Personnel advice given by Alex Holly, HR business partner for Neighbourhoods, Talent and Resourcing)

Appendices:

Appendix 1 – Summary of core cities and other comparators

Appendix 2 – Scheme examples (illustrative only)

Appendix 3 – Caseload demographics

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

Appendix 1 – Summary of core cities and other comparators

Council name	Minimum payment	Key features	Vulnerable definition	Caseload size/split (PA/WA) ⁵	In year collection rate ⁶	Overall scheme cost ⁷
Birmingham	20%	<ul style="list-style-type: none"> Ends 2AR Discretionary fund Limit backdating to four weeks 	<ul style="list-style-type: none"> Disability premium ESA and disability benefit Carer's premium War pension/payments Dependant under 6 	129,453 45,769 83,684	94.6%	£96million
Bristol	None	<ul style="list-style-type: none"> As per default scheme 	<ul style="list-style-type: none"> None 	38,993 14,219 24,774	96.6%	£36.6million
Leeds (consultation)	25%	<ul style="list-style-type: none"> Income from benefits disregarded Applicable amount for recipient/couple only No tariff income Decreases income taper for working households Additional support for jobseekers after 6 months No deductions for NDs 	<ul style="list-style-type: none"> None 	74,969 27,924 47,045	95.9%	£48.5million

⁵ Taken from DCLG experimental statistics for 2015/16 quoted in House of Commons Library briefing paper 06672 'Council tax Reduction Schemes – 8th August 2016'

⁶ <https://www.gov.uk/government/statistics/collection-rates-for-council-tax-and-non-domestic-rates-in-england-2015-to-2016>. CTR specific collection rates not available but usually between 65% and 75% as per 'Three Years On: An independent review of Local Council Tax Support Schemes' by Eric Ollerenshaw – March 2016 (OGC).

⁷ See footnote 5. Note these figures differ from those quoted within main report as taken from national reporting for previous financial year

Council name	Minimum payment	Key features	Vulnerable definition	Caseload size/split (PAWA)	In year collection rate	Overall scheme cost
Leeds (consultation) (cont'd)		<ul style="list-style-type: none"> Discretionary fund 				
Liverpool	8.5%	<ul style="list-style-type: none"> As per default scheme 	<ul style="list-style-type: none"> None 	71,597 27,879 43,718	94.5%	£59.8million
Manchester	15%	<ul style="list-style-type: none"> Ends 2AR Discretionary fund 		65,356 21,103 44,253	92.4%	£38.8million
Newcastle	15%	<ul style="list-style-type: none"> Limit backdating to for weeks Additional earning disregard of £2.50 £1 minimum award 	<ul style="list-style-type: none"> Removed from 1st April 2016 	43,987 14,908 29,079	97.1%	£24.5million
Nottingham	20%	<ul style="list-style-type: none"> Ends 2AR 50p minimum award 	<ul style="list-style-type: none"> None 	34,523 12,490 22,033	92.5%	£26.5million
Sheffield	23%	<ul style="list-style-type: none"> Ends 2AR Discretionary fund 	<ul style="list-style-type: none"> None 	55,190 24,154 31,036	94.3%	£37.3million
Bath and North East Somerset (proposed 2017 scheme)	10%	<ul style="list-style-type: none"> Ends 2AR Changes made for those receiving UC Banded scheme applies for recipients of UC Additional amounts added to bands for couple or children 	<ul style="list-style-type: none"> None 	10,827 5,074 5,753	98.7%	£8.8million

Council name	Minimum payment	Key features	Vulnerable definition	Caseload size/split (PA/WA)	In year collection rate	Overall scheme cost
Bath and North East Somerset (proposed 2017 scheme) (cont'd)		<ul style="list-style-type: none"> HCE for UC is treated as income Capital limit of £6,000 Existing awards based on UC transferred from 2017 				
North Somerset	24.5%	<ul style="list-style-type: none"> As per default scheme 	<ul style="list-style-type: none"> None 	14,548 6,838 7,710	97.7%	£10.8million
South Gloucestershire	20%	<ul style="list-style-type: none"> Banded scheme applies for all households 65% of HCE for UC removed Capital limit of £6,000 	<ul style="list-style-type: none"> Disabled and 'long term sick' (but only moves households into band 1 for 80% maximum discount) 	14,444 6,701 7,743	98.3%	£9.6million

Appendix 2 – Scheme examples (illustrative only)**Example 1 – Do nothing scenario**

	3% cumulative ASC precept
Baseline for 2018/19	£41.6million

This has been calculated using Northgate's CTR modeller and assumes a 3% cumulative precept for Adult Social Care is applied for 2018/19 along with an increase of 1.99% to council tax.

Example 2 – Minimum payment of council tax liability (25% and 50%)

	25% minimum payment	50% minimum payment
Scheme cost in 2018/19	£34.3million	£27.3million
Saving against baseline	£7.3million	£14.3million
Number of households affected	24,862	24,862
Average additional weekly payment (band B)	£7.07	£14.13

Example 3 – Income band scheme (example taken from South Gloucestershire)⁸

Income band	Weekly income		% discount applied
	Minimum	Maximum	
1	NIL	£120.00	80
2	£120.01	£150.00	50
3	£150.01	£200.00	30
4	£200.01	£250.00	20
5	£250.01	£300.00	10

Additional features

Feature	Annual saving or cost	Households affected
Removal of 2 nd Adult Rebate from scheme	£43,000	227
Capital limit reduced to £6,000	£131,000	303
Removal of Non-Dependant Deductions	£245,000 (cost)	1,107
Minimum weekly award of £1	£2,100	233

⁸ Taken from 'Three Years On: An independent review of Local Council Tax Support Schemes' by Eric Ollerenshaw – March 2016 (OGC)

Rationale for additional features

Feature	Reason(s)
Removal of 2 nd Adult Rebate from scheme	Simplification of scheme
	Main council tax payer not necessarily low income
Capital limit reduced to £6,000	Simplification of scheme (no tariff income calculation required)
	Removes CTR for those with higher savings
Removal of Non-Dependant Deductions	Simplification of scheme (evidence requirements)
Minimum weekly award of £1	Simplification of scheme

Vulnerability – Based on non-cumulative 2% ASC precept

Proposed protected group	Number of households	Cost (25% payment)	Cost (50% payment)
In receipt of Disability Living Allowance or Personal Independence Payments	9,196	£2.6million	£5.1million
In receipt of care component of Disability Living Allowance (middle or high) or daily living component of Personal Independence Payments	5,924	£1.65million	£3.2million
In receipt of the Support Component of Employment and Support Allowance (or Universal Credit equivalent)	4,226	£1.18million	£2.33million
Lone parent with a child under 3 (ties in with work seeking requirements for Universal Credit)	2,664	£677,000	£1.45million

The total cost to protect all of the groups above would be £4.46million for a 25% liability reduction scheme and £8.9million for a 50% liability reduction scheme. This would reduce the savings made and result in scheme costs of £36.6million and £34.5million respectively. The gross savings from the schemes would be £2.4million and £4.5million respectively. The scheme costs are much reduced by only protecting some households that receive higher payments of Disability Living Allowance and Personal Independence Payments.

The above example needs to be remodelled based on a 3% cumulative ASC precept for 2018/19.

Discretionary fund

Where particular vulnerable groups are not already protected, many councils have included a discretionary fund as part of their local CTR scheme or set aside funds for applications under section 13A(1)(c) of the Local Government Finance Act 1992. With the latter, the council has the powers to reduce a council tax liability and this is not limited to those who are in receipt of CTR.

Consideration should be given to setting aside a discretionary fund in any case and the budget set according to whether the council decides to provide automatic protection to particular groups of applicants.

Appendix 3 – Caseload demographics

Income types

The table below gives a breakdown of working age households within the current CTR caseload and income types:-

Income type	Households
Income Support	4,276
Income Based Jobseeker's Allowance	1,794
Income Related Employment and Support Allowance	9,736
Standard (includes working households)	9,056

Single parents

Single parents make up 8,504 of the households currently receiving CTR and the majority of those receiving CTR based on an award for Income Support. The vast majority of single parent households are females (less than 5% are male households).

Disability

Just over 10,000 households within the entire CTR caseload receive some form of disability benefit, although many more households may be disabled and not claiming any disability benefits.

Around 40% of those households that do receive disability benefits get higher rates of Disability Living Allowance or the Daily Living Element of Personal Independence Payments and either lives alone or with a severely disabled partner.

Within the table above, almost 10,000 households are not required to be available for work through illness or disability and have been awarded Income Related ESA on that basis. Approximately a third is estimated to receive the higher support component of ESA and a many get this benefit on a contributory basis. Overall we estimate that around 4,000 households get the higher support component.

There are 918 households with a child where a disability benefit is in payment in respect of them. A further 148 households have two disabled children and 21 have three. It is likely that there are more disabled children within households receiving CTR due to the under claiming of Disability Living Allowance and awards being limited for younger people.

Ethnicity

Previous exercises indicate that 11% of CTR recipients declared as BME and 16% as ethnicity (other). Work has undertaken to identify potential impacts on these households at a Local Super Output Area (LSOA) level. Many of the LSOAs that have above average households receiving CTR also have a higher than average percentage of BME communities.

Overall the CTR caseload is estimated to contain 25% BME communities. They are overrepresented within the caseload when compared to the population of Bristol as a whole (where 16% of the population is from a BME community). Therefore any reductions in support are likely to disproportionately impact these groups.

Faith

Further work needs to be completed on the impact on faith groups as a result of any reduction in support

Sexual orientation

Further work needs to be completed on the impact on this group as a result of any reduction in support.

Gender

Households receiving CTR are predominantly female, although joint applications are made with a lead applicant. Most of the single parent households and a further 5,059 single households are female.

Households with children

Almost half of working age households have at least one dependent child or young person living in them. Overall there are 24,526 children and young people living in households that are receiving CTR. The distribution of households is shown below:-

Children in household	Number of households	Total number of children
1	5,019	5,019
2	3,564	7,128
3	1,979	5,937
4	859	3,436
5	324	1,620
6	135	810
7	46	322
8	16	128
9	9	81
10	2	20
11	1	11
14	1	14

Age

The age profile for CTR is shown below:-

Applicant age	Households
Under 25	1,298
25 to 34	5,665
35 to 44	6,398
45 to 54	6,845
55 to 64	5,491
Over 65	12,368

Households where the applicant or their partner is over state pension credit age (i.e. the current retirement age for females) are protected under the prescribed scheme for pensioners. However, most applicants are within the higher age brackets. This is likely a result of younger households living in shared accommodation without a council tax liability.

Wards

There are more households receiving CTR in areas that are likely to be more deprived with higher than average levels of people in receipt of working age benefits and tax credits. Hartcliffe and Withywood, Lawrence Hill and Avonmouth and Lawrence Weston are the wards with the highest numbers of households receiving CTR. These three wards account for over a quarter of the working age CTR caseload.

Wards are shown below with numbers of working age households receiving CTR (5 most and 5 least affected wards highlighted):-

Ward	Number of households
Ashley	1,373
Avonmouth and Lawrence Weston	1,521
Bedminster	406
Bishopston and Ashley Down	162
Bishopsworth	454
Brislington East	614
Brislington West	465
Central	787
Clifton	277
Clifton Down	163
Cotham	242
Easton	916
Eastville	929
Filwood	1,407
Frome Vale	700
Hartcliffe and Withywood	2,508
Henbury and Brentry	973
Hengrove and Whitchurch Park	856
Hillfields	765
Horfield	647
Hotwells and Harbourside	190
Knowle	615
Lawrence Hill	2,501
Lockleaze	913
Redland	175
Southmead	953
Southville	546
St George Central	777
St George Troopers Hill	171
St George West	420
Stockwood	608
Stoke Bishop	244
Westbury-on-Trym and Henleaze	164
Windmill Hill	622

Neighbourhoods Scrutiny

31st March 2017



Report of: Strategic Director, Neighbourhoods

Title: Library Update

Ward: Citywide

Officer Presenting Report: Kate Murray, Head of Libraries:
Strategic Director, Neighbourhoods: Alison Comley

Contact Telephone Number: 0117 3574357

Recommendation:

As a prelude to the forthcoming public consultation, the service would like a conversation with Scrutiny about how to assess all libraries as part of a new network of council run libraries. This is primarily about -

Criteria for assessing libraries to be included in the council run network
Whether weighting should be applied and if so what?

Summary

The library service is preparing for a citywide public consultation and is in the process of creating a consultation draft with updated supporting material as available in the previous consultation. We will be assessing our current libraries against criteria to establish a geographical spread of provision for the city which will be reduced in number. We would welcome input on the criteria to be used and how these might be weighted.



The significant issues arising are:**A. Proposed criteria to be used in assessing libraries**

In the last library review of 2014/2015, we assessed libraries in the city and did not include usage. The consultation feedback showed how strongly citizens felt about using this criterion. However in isolation, this criterion would exclude communities in need where opening hours and therefore usage is low but the service is needed. We have looked at the criteria that other local authorities have used in recent library consultations and have reviewed the last Bristol library consultation. This produced a long list of:

Quality of buildings and size,
 Parking and transport links,
 Offer to local and wider community and how can they be adapted for future flexible use
 Usage – visits, issues, computer use
 Geographic spread across the city
 Distance to the next library provision
 Catchment area
 Area of deprivation or need
 Whether it is an area of council support - other depts. have identified the need in the area (JNSA)
 Other provision (council and community) available in the area
 Current lease arrangement and rental costs within the library budget – 5 libraries are commercially rented
 Commercial retail value of the buildings

In discussion with our Executive Member and the consultation team who are experts in the field, we have simplified the long list. We want the citizens of Bristol to have a clear and simple explanation of how we have assessed the current libraries.

1. Building suitability & sustainability:

Costs over the next 5 years (include rents where appropriate, repairs etc.)

Accessibility

How well the building could cope with being one of a smaller number of libraries in the city (and therefore having more people using it).

2. Location:

Close to retail, close to community centres

Transport links and parking

If the location is suitable for future use as one of a smaller number of libraries in the city, with more people travelling to it.

3. Usage:

How well used the library is currently

Visits, items borrowed and computer bookings

4. Community need:

The Indices of Multiple Deprivation score

B. Weighting

We would welcome input on whether the criteria should all be equal or be weighted? A variety of options are possible.

Options can be generated using the following principles:

- Central Library reverts to full opening hours (increase from 45 to 54 hrs and Wednesday reinstated)
- Geographical spread of libraries is needed

Three different weightings can be applied (equal, weighted towards deprivation, weighted towards building suitability). These show that there is a core of libraries which appear in every option and some other libraries which change depending on weighting.

C. Draft Timescales

Consultation: 12 weeks from Mid- May to Mid- August 2017

Consultation Analysis and report: September 2017

Cabinet Paper: November or December 2017

Staff Review: December – July 2018

Changes begin: April 2018

Budget savings realised: August 1st 2018

Context

Budget – The budget proposal agreed was a saving of £1.4m. This was profiled as a saving of £300,000 in 17/18, £740,000 in 18/19, £360,000 in 19/20. This saving is 30% of the current library budget. The £300,000 saving has been achieved for 17/18. We propose to find the savings in one staff review and to implement a new structure and service by August 2018 with changes to libraries and buildings from April 2018.

Proposal

To move to a public consultation from Mid-May to Mid-August for 12 weeks about the future library service within a reduced budget and with a reduced number of council run libraries. To achieve these timescales, it is necessary to agree the consultation principles before Easter.

Appendices:

The future of Neighbourhood Partnerships – local decision making models for discussion

This paper sets out a number of ideas. We would like your feedback and suggestions. These are not fully worked up proposals. We understand there will be lots of questions about how things will work in practice. We are looking to develop these ideas and proposals with you. There will be time to work on the detail. During March we would like to have conversation about the broad ideas.

There will be a formal consultation which will start in May. This initial discussion is about helping us develop proposals which we can then consult on.

We would like feedback about these proposals and options by 7th April at the latest. We will be arranging a meeting with ward councillors to follow up these discussions. Please use this document to respond to each option or state your preferred option.

At the end of this document you will find some 'useful information' links where you will find some background information.

Priorities

- Retain access to some funding, especially in areas of most need
- Enable decisions about the local portion of CIL and other neighbourhood decisions to be made/informed locally
- find a mechanism that does not heavily involve paperwork for making local decisions

Options

A – Community 'Spaces'

There is a clear steer based on feedback from members that retaining something similar to a forum function is a priority. The proposal is to set aside £14k from the £271k remaining in the neighbourhood budget to support this, and for the money to be given to a nominated community organisation in the area so the community space is organised locally. Council colleagues will help where this is needed in the transition period as resources allow. Councillors will decide which community organisation will receive the funding to run the community space. This could be based on agreed criteria.

Option A1: To offer £200/£400/£600 per ward to organise 2 community events / spaces per year. This would be a universal offer across the city for every ward. Total cost £14,000 from the remaining budget. £200 would be offered to one councillor wards, £400 to two councillor wards and £600 to three councillor wards. For example, we know that St George want to keep the same boundaries and create a community partnership, this area would receive £800 to run their community spaces.

Option A2: To offer £1000 per existing NP rather than a set amount per ward. Universal offer across all NPs based on existing boundaries. Total cost £14,000.

Local decisions and allocation of funding

The way funding is currently devolved to members required a paperwork-heavy bureaucratic process. The important thing is for members (using feedback from local people) to inform the decisions in public on local relevant things, and for this to be something that a wider range of local people want to be part of.

C – Neighbourhood Funding

C.1 Neighbourhood budget (£271k minus £14k for community space costs and £7k for annual public event costs = £250k)

Option C1.1:

- £1,250 (one councillor ward) /£2,500 (two councillor ward) /£3,750 (three councillor ward) to be available each year to every ward that has access to less than £30k in CIL money via their community space. The money would be given to a local organisation chosen by the ward members and the idea would be that the money is then allocated via arrangements such as community soup* that engage with local people.
- Cost = up to £87.5k
- The remaining money (£169.5k+) to be distributed across the 42 LSOA in 10% most deprived (2015 data) for all areas that have less than £30k in CIL available in their community space area. For example, £4k per LSOA = Approximately £28k in Hartcliffe & Withywood. Cost = £168k.
- Total cost = up to £253k

NB CIL threshold needs to be considered so that it doesn't disadvantage wards that are working together and we don't create more back office administration. At the moment CIL is allocated by NP area – this needs more thought.

Option C 1.2

- Same as above but with amended thresholds / amounts?

S106 and CIL decision making

There is only one option being proposed – this is based on what is possible with future resources and funding. **The proposal for the future is for an annual public event to take place where all of the community spaces can come together over a wider geographical area (North, East/Central, South).** It would be in this setting that allocation of funding takes place. In order to reduce the need for paperwork, and to allow flexibility, the decisions may not be legally devolved in the same way as they are currently, but any formal sign off would

require the allocation decided at this meeting to be honoured unless there were legal implications. Formal sign off might sit with Cabinet Members, the Mayor or a combination of members and officers. This is being explored.

Cost: this will need some officer support (perhaps through democratic services using the time that is spent on current NP meetings?). There may also be venue costs. The proposal is to use the remaining £38k in the NP budget on officer support for these meetings, and allocate up to £7k a year from the £271k Neighbourhood budget for costs associated with these events.

C2: Section 106 budgets

Important context: since the introduction of CIL, the law now says that s106 must be very specific about the mitigation measure and the location, so new s106 agreements do not have much real decision making associated with them.

Option C2.1: No local allocation of remaining s106 budgets - officers / Cabinet leads in consultation with ward members prioritise and deliver works

Option C2.2:

- Allocate remaining flexible s106 budgets at the annual public event (North, East/Central, South). These will tail off towards zero over time due to the newer s106 rules.
- Remove local decision making on s106 budgets that are very specific and therefore don't have any real decision making associated with them (e.g. installing a pedestrian crossing at a set location) – these decisions to go back to officers / Cabinet leads.

Option C.2.3: Allocate/prioritise all local s106 agreements at the annual public events (North, East/Central, South).

C3: CIL budgets

The way that the local component of CIL can be spent has two main constraints. The first is that the CIL must be spent on measures to support the growth of the area, and the second is that the CIL must be spent in accordance with the wishes of the local community (i.e. the community that the development that paid the CIL is located within or near). There are no specific geographical limits to this, but it is clear that CIL cannot be spent in a way that does not relate to the wishes of the community in or near to the development that paid the CIL (for example, it would be difficult to show that money from a development in the city centre could be spent legitimately on the outskirts of the city).

However, there is a case to be made that the money can be invested more widely than the current geographical areas imposed via Neighbourhood Partnerships. For example, if there

are fewer libraries or other public facilities in the future, a case could be made for spending CIL money on facilities that are some distance away from the development – further than the existing NP boundaries. The options below try to take this into account.

The method of allocation is not specified here. It could be through direct allocation at meetings, or through an application process (this would need to be done via a third party as there will be little officer resource to manage these process in the future – and may involve a percentage of the money to be paid in a fee).

Areas with Neighbourhood Development Plans (these are formal plans which are part of the Localism Act) receive an additional 10% and would expect the full 25% to benefit the plan area. It is proposed that allocation of the CIL attached to NDPs is made within the community space covering that area.

For example, CIL allocations connected with the Old Market Neighbourhood Development Plan would be made by Councillors in the community space covering Lawrence Hill.

Option C3.1: Allocate CIL spend at the annual public event (North, East/Central, South). 50% of the local element of CIL is to be spent in the community space area (ideally 2 or more wards but this will be locally determined also some areas may decide ward boundaries do not work for them) with 50% to be spent over a wider geographical area on anything that can legitimately be connected to supporting the growth of the wider area and the rules of CIL. Councillors will need to agree area wide priorities for spend.

Option C3.2: Allocate CIL spend at the annual public event (North, East/Central, South) according to member discretion and planning/legal advice. No specific geographic parameters would be set in advance, the responsibility would sit with the councillors to ensure that the CIL spend could be directly be connected to supporting the growth of the area.

Option C3.3: Allocate CIL spend in the same way as current arrangements – i.e. according to existing NP boundaries. The process for this would have to be managed locally as there is no allocated resource for managing this.

Some worked examples based on some of the NPs that have started to decide their future

(Please note the budgets are based on spend commitments as known on 1st Feb)

St George Community Partnership (2 x one councillor wards, 1 x two councillor ward)

- St George are planning to keep the current geographical boundary and form an open community partnership, independent of the council and working collaboratively with councillors and local people.

Budgets available to St George Community Partnership if the suggested options are taken

- £800 for running the community spaces
- £18,000 in CIL to spend in the Community Partnership area
- £5000 neighbourhood budget, allocated via community soup / at community space events / other allocation methods
- Access to additional funding (CIL, s106) and participation in budgeting and decision making at the annual event for East/Central area.

Bishopston, Cotham and Redland Neighbourhood Partnership (3 x two councillor wards)

- BCR are planning to keep the same geographical boundaries and build on the success of some of their recent community events and grant allocation events. Councillors and local residents are currently working together on the plans.

Budgets available to BCR if the suggested options are taken:

- £1,200 for running the community spaces
- £6,000 in CIL to spend in the Neighbourhood Partnership area
- £7,500 neighbourhood budget, allocated via community soup / at community space events / other allocation methods
- Access to additional funding (CIL, s106) and participation in budgeting and decision making at the annual event for North area.

Greater Bedminster Community Partnership (2 x two councillor wards).

- Greater Bedminster have been a strong, independent community partnership for many years who also took on the role of the Neighbourhood Partnership. They will continue to retain the community partnership.

Budgets available to Greater Bedminster Community Partnership if the suggested options are taken

- £800 for running the community spaces
- £55k in CIL to spend in the Community Partnership area
- Access to additional funding (CIL, s106) and participation in budgeting and decision making at the annual event for South area.

You can find further information about Neighbourhood Development Plans, Bristol's approach to CIL and what we know about 'deprivation' in the city by following the links below:

<https://www.gov.uk/guidance/neighbourhood-planning--2>

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

<https://www.bristol.gov.uk/statistics-census-information/deprivation>

* **Community Soup** – this is based on the idea of ‘Bristol Soup’, a community-led project which support micro grants. People get together to have a light meal of soup. Everyone pays for the meal. This fund is then available to groups who present their ‘ask’ to the people gathered. The winning idea receives the finding and come back at a later date to share what happened. In Bristol this has led to groups receiving further funding and ‘in kind’ support. Crucially it minimises paperwork and is about local people deciding what’s important.

<https://bristolsoup.wixsite.com/home>

Neighbourhood Partnership transition – timeline DRAFT (1st March 2017)

This timeline is evolving and changing but it gives an idea of direction of travel and key milestones. We welcome feedback at forthcoming councillor and partnership meetings.

Action	Outcome	Timescale
Transition phase 1 – up to 12 week piece of work within each np area to consider priorities and options for the way forward. Support from the neighbourhoods team could include: <ul style="list-style-type: none"> a) make links with groups/activists that may not be involved b) Have a full picture of the assets and resources c) Agree priorities. d) Understand the risks. e) City-wide networking/learning event/s. f) Organisational governance 	This will result in a transition plan which will set out what communities and wanting/willing to do, where you want to be by 31 st March 2018 and the help you think you will need to get there.	4 th Feb – 28 th April 2017
Draft proposals and options to support local decision making and resource allocation including S106 and CIL to be considered by Councillors and NPs/communities and feedback ideas and suggestions.	These early discussions will inform firm proposals for consultation in May. BCC receive feedback 7th April, work up firm proposals during April for consultation starting mid May.	Cllr meetings – Feb/March NP meetings/local discussions – March Feedback by 7 th April
Set up 1 hr Cllr meetings every 4 weeks? (<i>What works?</i>)	Feedback/information sharing	Regular meeting
NP Team reduced by approximately 7 full time equivalent colleagues. Reallocation of team resource to support the transition process.	Reduction of officer support for NP transition process.	Process underway timescale depends on staff securing other roles – early part of 2017/18
Establish transition support group with partners.	Joint planning and pooling of resources so we can respond effectively to requests for support	March 2017
Discussions with equalities communities and young people (via the voice and influence groups)	Develop ideas about how we can work together to inspire and involve diverse	March/April 2017 agree a way of working together.

Action	Outcome	Timescale
and Youth Council) about	communities to be involved in and feel some ownership of neighbourhood conversations	
Neighbourhoods Scrutiny		31 st March 2017
<i>City wide networking event</i>	<i>Information sharing /Networking between areas. Consider feedback re decision making options/proposals Is this helpful?</i>	<i>Wk. com 3rd April TBC (2 hours evening)</i>
Transition plan complete	All NP areas will have a transition plan showing key actions and support needed between May and March 2018.	Complete by 30 th April 2017
BCC consider transition plans and with partners put together support package.	Offer of support for May 2017- March 2018.	Review plans wk. com 1 st May Respond wk com 8 th May 2017
<i>Citywide networking event –</i>	<i>Proposal of support in response to transition plans. Networking & information sharing - what would be useful?</i>	<i>Wk. com 15 May 2017</i>
Start of consultation on decision making/neighbourhood budget and s106/CIL proposals		May 2017
Final NP meetings/move community-led format where possible.	Meeting or event which is run by and for communities with support from the city council (rather than led by the city council)	June 2017
End of consultation	Consideration of feedback/revise and produce confirmed proposals	August 2017
Implement new arrangements		September 2017
Citywide networking event		Wk. com 11 th September
<i>SUBJECT TO CONSULTATION Introduction of new neighbourhood arrangements - annual area events: north/south/central & east</i>		<i>September/Oct 2017 –held at the same time each year.</i>
<i>SUBJECT TO CONSULTATION Community space (1) takes place</i>		<i>Commencing Dec/Jan (Timings of meetings to be locally determined)</i>
Transition phase 2 – Delivery of		May 2017 – 31 st

Action	Outcome	Timescale
action plans with agreed support		March 2018
Wider 'neighbourhoods' conversation including libraries, parks and community asset transfer		May 2017 – 31 st March 2018

Neighbourhoods Scrutiny

31st March 2017



Report of: *Becky Pollard, Director of Public Health*

Title: Proposal for a Health Impact Assessment of Hot Food Takeaways In Bristol

Ward: Lawrence Hill and *Citywide*

Officer Presenting Report: *Sally Hogg, Public Health Consultant, Claire Lowman, Public Health Principal*

Contact Telephone Number: 0117 92 23162

Recommendation

- To consider if the current policy on proximity of hot food takeaways (class A5) to schools and youth facilities which is currently controlled by the Development Management Policy (DM10) of over 400 metres, would benefit from a health impact assessment on increasing the radius to 800 metres.
- To consider if the current DM10 policy on cumulative impact would benefit from a health impact assessment specifically relating to the Stapleton Road area within Lawrence Hill ward.

Summary

Proposal for a health impact assessment of Hot Food Takeaways in Bristol

The significant issues in the report are:

National mapping shows that Bristol has high levels of hot food takeaways, which have a correlation to deprivation and levels of obesity.



Purpose

This paper outlines the background and current situation regarding the proximity of hot food takeaways to schools and youth facilities in Bristol. Current policy is controlled by the Department Management Policy (DM10) which recommends that hot food takeaways should be allowed within a radius of 400 metres or over from premises where there are young people. National mapping shows that Bristol has high levels of hot food takeaways, which have a correlation to deprivation and levels of obesity. Scrutiny is asked to consider whether the current policy would benefit from a Health Impact Assessment on increasing the radius to 800 metres.

Context

In October 2016 Public Health England produced data on fast food outlets by local authority. It showed the density of fast food outlets per 100,000 population (Appendix A). Bristol was highlighted as having a high concentration of hot food takeaways, 494 outlets, which equated to 111.6 per 100,000 population, against an average of 88 per 100,000 population. From this data Public Health England also highlighted an association between areas of deprivation (at a national scale) and the density of hot food takeaways.

In order to gain a fuller understanding of the local picture, Bristol public health produced maps of hot food takeaway locations layered over (1) deprivation by ward (2) child overweight at Year 6 by ward (3) adult obesity by ward. (Appendix B). It was not expected that these maps would show a clear correlation between deprivation/obesity and the density of hot food takeaways as the causes of deprivation and obesity are multi-factorial (including income levels, education levels, knowledge around healthy eating, level of cooking skills, access to fresh food ingredients, facilities in the home to store ingredients and facilities to cook, and physical activity levels). In addition, people may not access food from only within their ward boundary, therefore outlets in close proximity to their workplace, school or college may be accessed on a frequent basis.

At a population level the evidence suggests that elevated levels of obesity can be found communities with high concentrations of fast food outlets¹ and that calorie-for-calorie, unhealthy food (typically foods high in fat, sugar and/or salt) cost less than healthy products such as fruits and vegetables².

In addition, local concerns from residents have prompted the need to assess the impact that density of hot food takeaways in areas could contribute to public health issues:

- A planning application at 541-551 Fishponds Road for a freestanding two storey restaurant with associated basement, drive-thru, car parking and landscaping, which

¹ Reference: Zenk SN, Schulz AJ, Odoms-Young AM. How neighborhood environments contribute to obesity. The American journal of nursing. 2009 Jul;109(7):61-4.]

² [Reference Currie; DellaVigna; Moretti; Pathania. The Effect of Fast Food Restaurants on Obesity and Weight Gain. American Economic Journal: Economic Policy, Vol 2, Number 3, August 2010, pp. 32-63(32)]

falls under Class A3 as there are seated facilities for eating as well as food to takeaway. This permission was refused and an appeal is in progress. The local community have concerns around its proximity to a secondary school at 420 metres.

- Joint Strategic Needs Assessment data and community feedback through the Inner East public health team highlighting key health issues in Lawrence Hill ward and requesting an assessment of the balance of hot food takeaway outlets against the number of outlets selling fresh ingredients on Stapleton Road. A site visit on 2nd March 2017 provided a count of 22 hot food takeaways against 13 fresh food outlets (grocers, butcher, fishmonger, mini-markets). However, there is also recognition that supporting local businesses (of which many are hot food takeaways) contributes to the economic development of the area.
- Councillors across the city are concerned with levels of overweight and obesity in young people, and the health inequalities which exist between wards. In addition the wider issue of food access and affordability have been raised.

Planning definition of a hot-food takeaway

It is important to understand the planning definition of a hot food takeaway in order to assess the scope and impact on public health, and the local influence/powers available to the planning department.

A5 Hot-food takeaway premises are defined by the 2005 Use Classes Order as:
"Premises where the existing primary purpose is the sale of hot food to take away."

A3 Restaurants and cafes Use for the sale of food and drink for consumption on the premises.

Takeaways are differentiated from restaurants because they raise different environmental issues such as litter, longer opening hours, and extra traffic and pedestrian activity, from those generally raised by A3 restaurant and café uses.

In cases where different uses are taking place on the same premises e.g. A3 and A5, information would have to be provided to confirm the premises' primary use. Under an A1 (shop) use some hot food (and hot drinks) can be sold to take away, provided it is heated up rather than cooked from scratch, e.g. soup, pastries, paninis etc.

Examples of A5 Use Class types	Examples of non-A5 Use class types
Fish and Chips Pizzerias Chinese/Indian takeaway	Public Houses Restaurants Cafes Sandwich shop

Table 1; Examples of A5 and non-A5 uses³

³ <https://www.ssthelens.gov.uk/media/3181/hot-food-takeaway.pdf>

Planning Policy context

Within the framework of national planning policy and legislation, local planning decisions can influence the development of hot food takeaways. Bristol's Local Plan (Site Allocations and Development Management Policy DM10 – attached) sets out the approach to food and drink uses and the evening economy with reference to the character of the area, residential amenity and/or public safety. It addresses the individual or cumulative impacts of these uses.

The policy also deals with health impacts. A 2010 high court decision established that the health implications of takeaways near schools can be a material planning consideration. Policy DM10 – Food and Drink Uses and the Evening Economy states:

'Takeaways in close proximity to schools and youth facilities will not be permitted where they are likely to influence behaviour harmful to health or the promotion of healthy lifestyles'.

The implication of this is that planning applications for takeaways which do not accord with the policy may be refused or only permitted subject to conditions; for example, on opening hours.

Policy DM10 is only applicable to developments requiring planning permission. The approach cannot be applied retrospectively to existing takeaways; however, cumulative impacts with existing takeaways can be taken into account when considering proposal for new takeaways.

In addition to planning permission, takeaways may also require various licences under other legislation. The granting of one does not affirm the other and different regulatory regimes are subject to their own assessment criteria.

Licensing context for food businesses

UK law requires that premises used for a food business (including market stalls, delivery vehicles and other moveable structures) must be registered with the local authority. This enables local authorities to keep an up-to-date list of all those premises in their area so they can visit them when they need to. The frequency of the visits depends on the type of business.

Street Trading Consent to trade is required for all street trading activities such as hot food vehicles, ice cream vans and flower stalls.

All Food businesses may be subject to inspection. The Food Safety team assess businesses for food hygiene rating and investigate food safety complaints.

Next Steps / Proposal

Scope of a health impact assessment on A5 class use

A policy of hot food takeaways not being located within 400m of a school or place where young people meet may not sufficiently cover the areas used. Catchment areas appear to be defined by time not distance. In Brighton, a study found that an 800 metre radius was more relevant and covered significantly more lunchtime journeys. Some pupils will travel further than 800 metres.

A desktop assessment can be completed using an 800 metre area to ascertain future exclusion zones. However, this cannot be applied retrospectively to existing outlets and therefore work would need to take place on improving the food offer using the 'Bristol Eating Better Award' framework.

Other Councils have developed additional guidance for planning departments. For example, Medway Council has developed guidance⁴ which states that it will:

- restrict the hours of operation of hot food takeaways within 400 metres of schools
- restrict A5 uses to 10 per cent in town centres and 15 per cent in neighbourhood and local centres.

Limitations of a health impact assessment on A5 class use only

Hot-food takeaway premises only part of the problem, with newsagents, other non-A5 outlets and supermarkets being influential on unhealthy food choices.

School's lunchtime policies vary according to the volume of pupils leaving schools, which year groups are allowed to leave, the capacity of school dining facilities, and the menu offers including price and healthy options.

Financial Implications

3. Not applicable at present as this is a desk top exercise.

Legal Implications

4. Not applicable at present as this is a desk top exercise.

Public Sector Equality Duties

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

1. Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
2. Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to
 - Remove or minimise disadvantage suffered by persons who share a relevant protected

⁴ LGA Tipping the scales Case studies on the use of planning powers to limit hot food takeaways

characteristic

- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities)
- Encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

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

Scrutiny Function

The Scrutiny function plays an important part in assisting the Council in meeting its public sector equality duties and ensuring that the views of different communities and members of the public are taken into account in the development and delivery of services. Scrutiny work streams need to ensure that assessments of equalities impacts are an integral part of their work both in terms of scoping topics, gathering evidence and formulating recommendations.

Appendices

Appendix A – Public Health England produced data on fast food outlets by local authority. Density of outlets per 100,000 population.

Appendix B – hot food takeaway locations layered over (1) deprivation by ward (2) child overweight at Year 6 by ward (3) adult obesity by ward.



Public Health
England

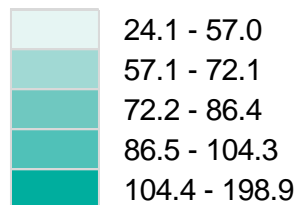
Obesity and the environment

Density of fast food outlets

Fast food outlets

by local authority

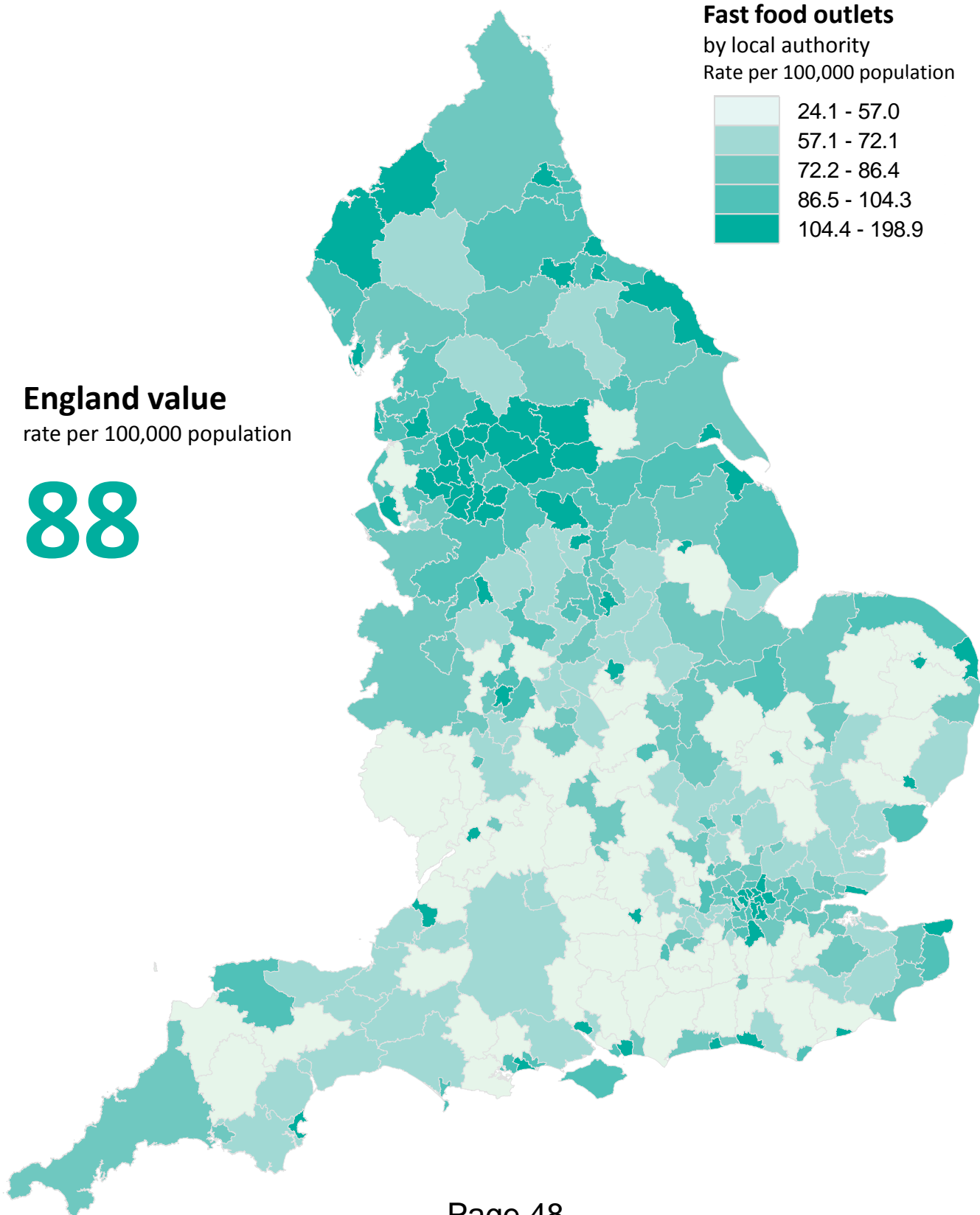
Rate per 100,000 population



England value

rate per 100,000 population

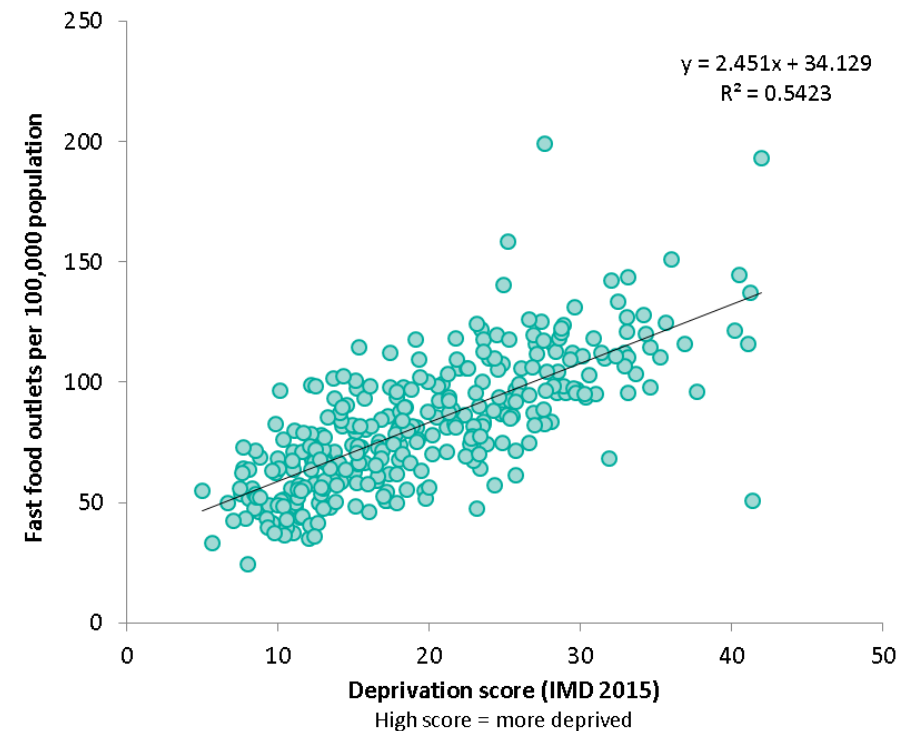
88



Density of fast food outlets in England

In this analysis 'fast food' refers to food that is available quickly, therefore it covers a range of outlets that include, but are not limited to, burger bars, kebab and chip shops and sandwich shops. The density of fast food outlets in local authorities varies across England. The map (overleaf) shows the number of outlets for every 100,000 people resident in the local authority. The density of fast food outlets in local authorities ranges from 24 to 199 per 100,000 population. Most fast food outlets are independent companies with only one or two outlets. There is a growing body of evidence on the association between exposure to fast food outlets and obesity, however some studies show conflicting results.^{1,2,3} There is strong evidence linking the availability of fast food outlets and increasing level of area deprivation.¹ Counts of outlets and rates per 100,000 population for each local authority, counts of outlets for wards and links to further reading are provided in the accompanying Excel spreadsheet. Please note that the fast food data presented here has a number of limitations and these should be considered when interpreting the data. Details of these limitations can be found in the accompanying Excel spreadsheet.

Relationship between density of fast food outlets and deprivation by local authority



This chart illustrates the association between density of fast food outlets and area level deprivation.

The local authorities with a higher deprivation score (i.e. more deprived) have a greater density of fast food outlets.

Evidence from health survey data shows that the prevalence of overweight and obesity also rises with deprivation and fruit and vegetable consumption falls with deprivation.^{4,5}

Data sources

PointX: Fast Food Takeaway Outlets England: (i) Fast food and takeaway outlets, (ii) Fast food delivery services, and (iii) Fish and chip shops.

Office for National Statistics, MYE2: Population Estimates by single year of age and sex for local authorities in the UK, mid-2014.

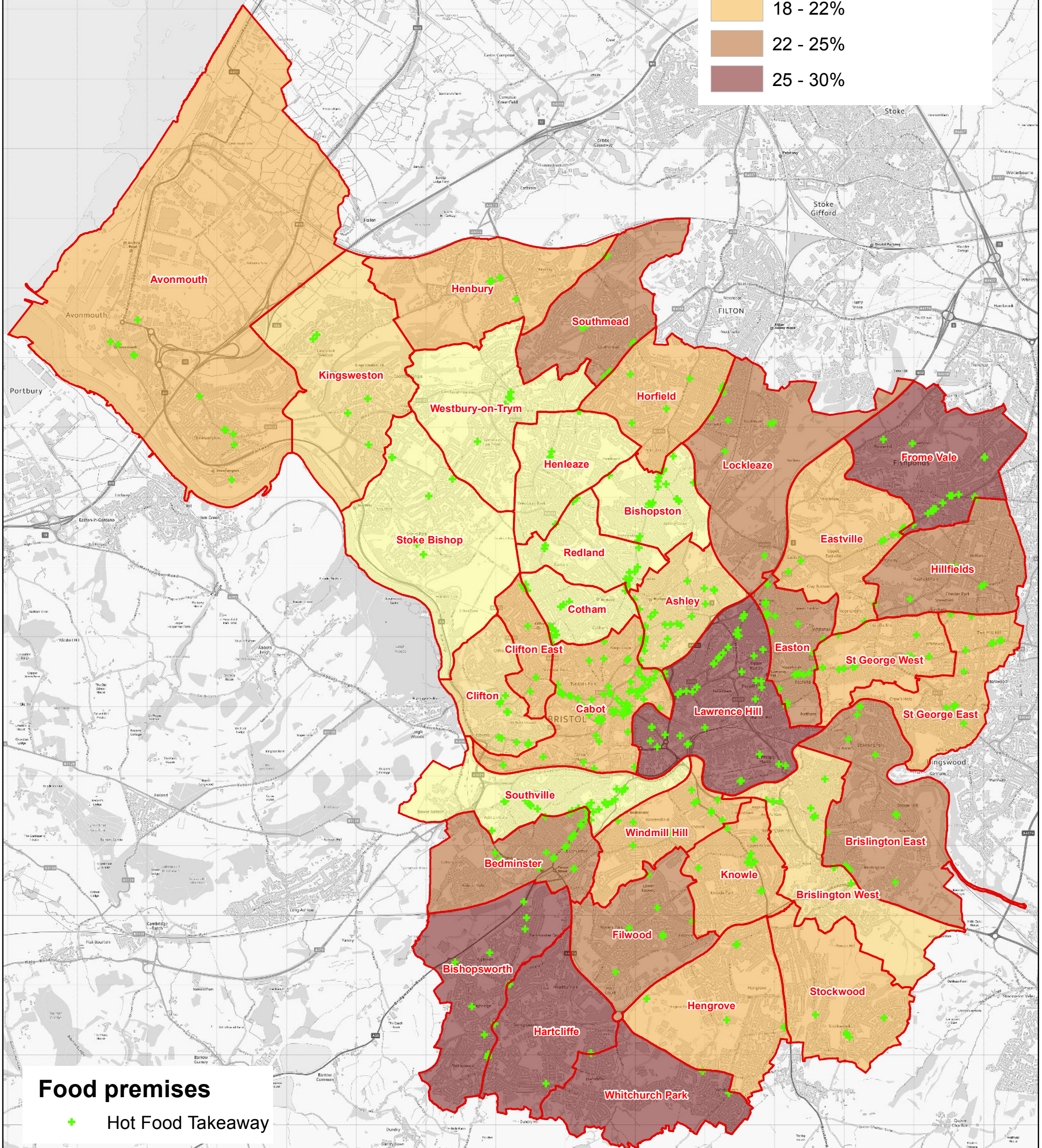
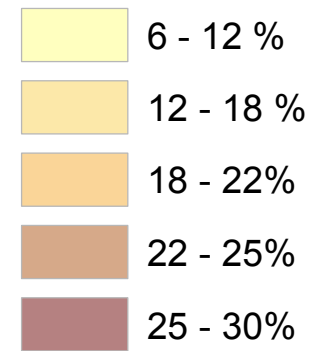
English indices of deprivation 2015, Index of Multiple Deprivation.

References

1. L K Fraser, K L Edwards, J Cade and G P Clarke. The Geography of Fast Food Outlets: A Review. *Int. J. Environ. Res. Public Health* 2010, 7, 2290-2308.
2. T Burgoine, N G Forouhi, S J Griffin, N J Wareham, P Monsivais. Associations between exposure to takeaway food outlets, takeaway food consumption, and body weight in Cambridgeshire, UK: population based, cross sectional study. *BMJ* 2014;348:g1464 doi: 10.1136/bmj.g1464.
3. T Burgoine, N G Forouhi, S J Griffin, N J Wareham, P Monsivais. Does neighborhood fast-food outlet exposure amplify inequalities in diet and obesity? A cross-sectional study. *The American Journal of Clinical Nutrition*. 2016;103(6):1540-1547. doi: 10.3945/ajcn.115.128132.
- 4 & 5. Public Health England, Adult Obesity/Child Obesity slide sets and Adult Diet/Child Diet factsheets http://www.noo.org.uk/NOO_pub/Key_data

Percentage of Year 6 children recorded as very overweight per ward

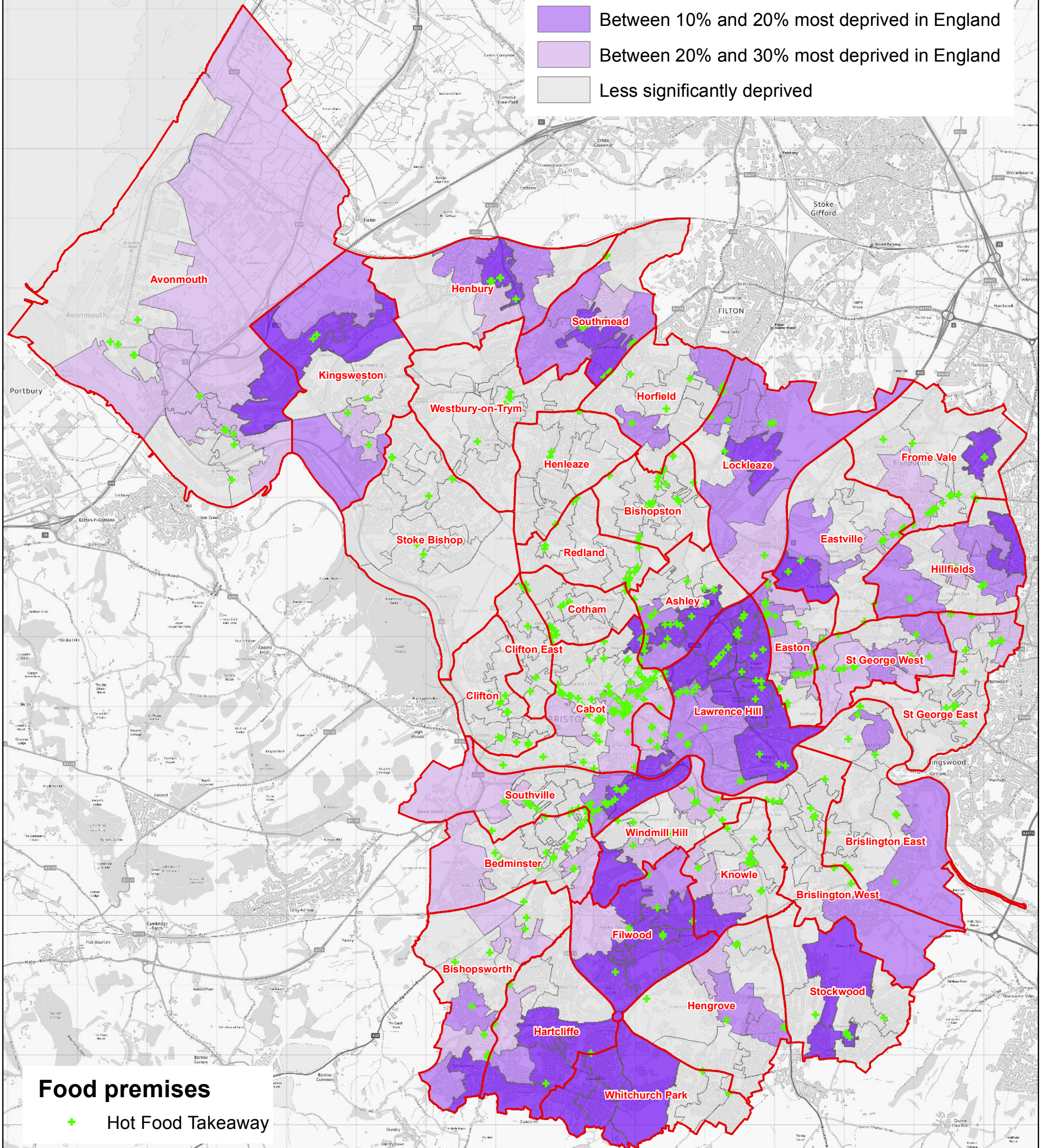
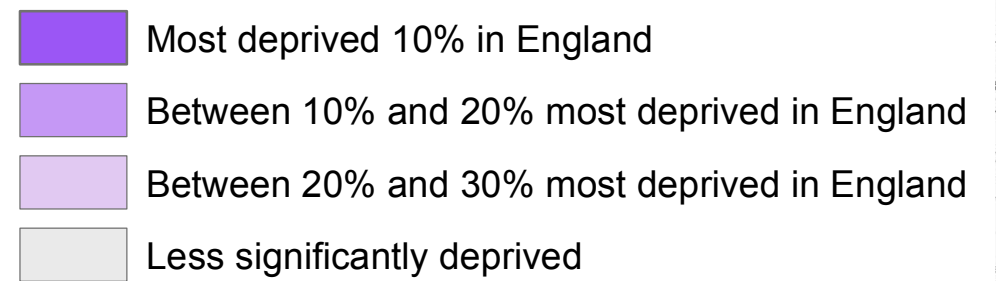
Year 6 % Very overweight



Bristol Indices of Deprivation and Hot Food Takeaways

Indices of Deprivation by LSOA11 2015

Index of Multiple Deprivation (IMD) % Rank



Food premises

+ Hot Food Takeaway



© Crown Copyright and database rights 2016.
Ordnance Survey 100023406.

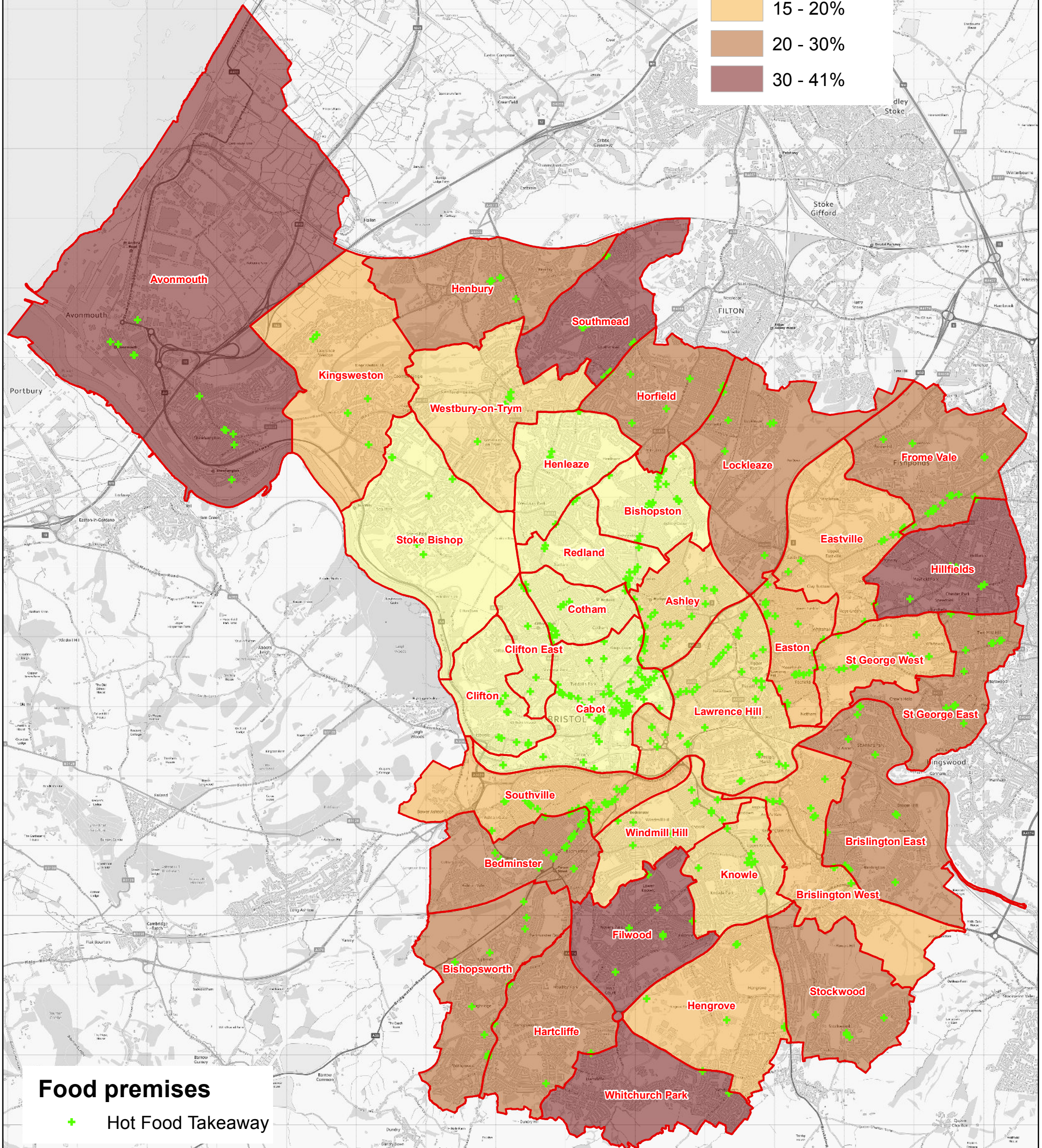
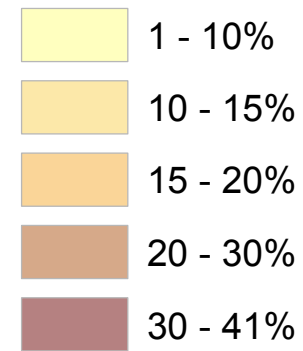
0 0.75 Page 51 3 km

Corporate GIS 16-031



Percentage of obese adults by ward

Adults % Obese



Neighbourhoods Scrutiny

31st March 2017



Report of: Strategic Director, Neighbourhoods

Title: Supermarkets and Dealing with Waste

Ward: Citywide

Officer Presenting Report: Strategic Director, Neighbourhoods: Alison Comley

Contact Telephone Number: 0117 3574357

Recommendation

That Scrutiny Committee members note the current position in relation to progressing the 'Dealing with Waste' item and comment on the route for progressing the work started by Neighbourhoods Scrutiny Commission.

Background

The 'Dealing with Waste' report was presented at Neighbourhoods Scrutiny Commission on 22nd February 2016 resulting in an updated report, following Scrutiny input, titled 'Dealing with Waste – Evidence Session' (see Appendix A). It was resolved that this item would be added to the 2016/2017 work programme for Neighbourhoods Scrutiny to progress and was not presented to Cabinet as we were entering a pre-election period

Following on from the February 2016 Scrutiny meeting the then Service Manager for Environment & Leisure (Waste) attended the February Core Cities Waste Sub-group meeting to test out the willingness of Core Cities members to engage in working with Supermarkets to progress this issue. The Core Cities group expressed an interest in developing this work at the July meeting of the group, however this was not progressed at that meeting and Bristol City Council was not represented given the changes in staffing and deletion of posts.

Follow-up enquiries have been made with the Core Cities Waste Sub-group Chair (Sheffield City Council) and despite the absence of group minutes the Chair has advised that this matter has not been progressed further by Core Cities as of yet. BCC have requested they are included in future Sub group meeting circulations and will identify BCC representation.



No further work has been undertaken as part of the work programme however a further discussion took place at Neighbourhoods Scrutiny Commission on 26th January 2017 where the Commission requested further action take place to enable and support a structured dialogue with major supermarket chains in Bristol to address the issues of –

- Food waste and re-distribution
- Packaging and waste reduction
- Food distribution to stores and customers across the city

In order to progress this piece of work, the Strategic Director for Neighbourhoods initiated discussions with the Waste and Resource Action Group to gauge interest as to whether the group would be willing and able to link in to progress this work.

Following the January 2017 Scrutiny Commission, a referral form (see Appendix B) was submitted from the Commission to the Mayor and Cllr Craig requesting that ‘the work started by the Commission at its evidence session in February 2016’ be progressed.

This referral expressed support for attempts to progress discussions with the Waste and Resource Action group and sought assurance this approach would be progressed without delay. This has been undertaken, and whilst this group are keen to support this work they are not in a position to take on this work immediately.

Furthermore, a resource has been identified within Bristol City Council to progress work with Core Cities. Simon Anthony, Business Relationship Manager – Waste will attend future Core Cities Waste sub group forums and take forward the work in Bristol.

A response from the Mayor to this referral has been compiled (see Appendix C) expressing support for working with supermarkets to reduce packaging and waste reduction and highlighted the establishment of the Clean Street campaign as potentially assisting with the wider issues.

Appendices:

Appendix A – Dealing with Waste – Evidence Session

Appendix B – Neighbourhoods Scrutiny Commission Referral to Mayor

Appendix C – Mayor response to Neighbourhoods Scrutiny Commission referral



Neighbourhoods Scrutiny Commission

Report on the 'Dealing with waste – evidence session'

22nd February 2016



1. Executive Summary

Bristol City Council's Scrutiny function is responsible for helping to develop innovative policies by examining key issues in detail and formulating recommendations to help create and progress Mayoral corporate priorities.

In October 2015 the Commission received an item called 'Scoping Plan: updating the 2009 Waste and Street Scene Services Strategy'. One of the key follow up actions was a request for officers to arrange for representatives of the eight major supermarkets to attend a future Scrutiny Commission meeting and provide evidence on their arrangements for waste management, distribution, disposal of packaging and distribution of food waste.

In order to draw out the evidence officers worked with the Chair to design an appropriate list of questions that would allow the commission to scrutinise supermarket operations in the aforementioned areas and at the same time allow the supermarkets the opportunity to highlight examples of best practice.

The questions addressed three key areas:

1. Packaging / waste reduction (including recycling) / processes
2. How supermarkets deal with food waste and re-distribution
3. How products are delivered to stores and to customers in the city

The full list of questions is attached in Appendix I.

Invites to participate were sent to Sainsbury's, Tesco, Aldi, Asda, Lidl, Morrisons, Waitrose and the Co-operative. Whilst all (with the exception of Sainsburys) responded with written answers only the Co-operative and Waitrose agreed to attend the Commission meeting.

On the day the session resembled a select committee with all commission members given the opportunity to ask the supermarket representatives questions and supplementary questions from the list the representatives had received in advance of the meeting.

The evidence session worked very well with commission members and the supermarket representatives addressing the list of questions for over two hours. A full list of responses, as noted on the day, can be found in Appendix II, along with the electronically submitted responses from five other supermarkets.

2. Key Findings

The responses submitted ahead of the evidence session and from Waitrose and Co-operative on the day demonstrated that the supermarkets have a significant understanding of the issues and there is a strong corporate emphasis to address them. Both representatives very much welcomed the opportunity to start a dialogue with Bristol City Council.

A full copy of the responses from Waitrose and Co-operative can be found in Appendix II but some key findings are included below:



- **Food Waste** – all supermarkets have ambitious targets for reducing food waste. Waitrose and Co-op have an over-arching ambition that no food should ever be thrown away. Where it cannot be redistributed to food banks, for example, it is sent to Anaerobic Digestion or if possible to be used as animal feed. Supermarkets work with suppliers and farmers to minimise surplus, employing modelling techniques and developing algorithms to match demand with supply
- **Reducing packaging** – most of the supermarkets have signed up to voluntary agreements such as the Courtauld Commitment (BCC has recently signed up to the latest Courtauld Commitment which runs to 2025). The Co-op and Waitrose have a set of self-set ambitious targets such as halving all waste by weight by the end of 2016 (from a 2005 base) and zero carbon production. The supermarkets also talked about the challenges of being able fully design out waste when producing for different demographic groups – single people / elderly / larger families
- **Recycling consistency** – for example black plastic. Some specific concerns raised ahead of the session that black plastic is rejected from recycling centre BCC uses and could supermarkets package products in different colour / material? The data shows that the West of England authorities are in a significant minority of authorities that do not recycle black plastic
- **Food re-distribution / food banks** – all the supermarkets have a firm commitment to working with food bank organisations to distribute food which is perfectly edible but approaching its use by date. Overall policy is to reduce and surplus food at all but where this is not possible the supermarkets work with national organisations such as the Salvation Army and Trussell Trust as well as locally based organisations such as the Real Junk Food in Leeds which distributes food to affordable cafés
- **Distribution** – the supermarkets emphasised how they are keen to keep working with local authorities to ensure that delivering stock creates minimal impact on the road network or on residential properties at antisocial hours
- **Environmental standards** – supermarkets are making efforts to minimise vehicle emissions, using engine modern technology and maximising vehicle capacity. Some of the supermarkets are looking to develop plans to gradually phase out diesel use and replace with gas. The majority of the stores and depot buildings the stores use are rated Very Good or Excellent against BREEAM and the supermarkets have significant targets to increase energy use from renewable sources

3. Recommendations

The most significant outcome of the session was the establishment of a productive dialogue between the supermarkets and Bristol City Council, a dialogue that is essential to be able to address the issues the Commission looked at and of mutual benefit to both parties. For most of the supermarkets this was the first time they had had this sort of interaction with the City Council and Waitrose and Co-op indicated how they would like it to be the beginning of a regular and structured dialogue.



The forum for this dialogue needs to be assessed. There are nearly 400 local authorities in the country so there was discussion on the day about how to utilise existing networks such as the Local Government Association, WRAP (the organisation which oversees the Courtauld Commitments) or the Core Cities Network that does have a working group looking at waste.

The session emphasised the breadth of activity the supermarkets create with their operations and the significance of their role in the city. Establishing a strong dialogue is essential in order to address asks local authorities have of supermarkets and equally the asks the supermarkets have of local authorities.

The City Council can employ enforcement levers to make supermarkets perform in certain ways but by working together through increased dialogue the idea is that these levers would not be required.

The Commission has recommended that the report is added to the Neighbourhoods Scrutiny work programme for 2016/17. Adding the item to the work programme would allow the Commission to re-visit and monitor report progress and feedback on the how conversations with Core Cities are evolving.

Adding the item to the 2016/17 work programme would provide the opportunity to take the report to internal meetings to emphasise the report findings with Cabinet, for example, and ensure that key positives can be shared with relevant BCC departments, such as Planning and partner organisations like the Food Policy Council.

4. Next Steps

Since the 22nd February Bristol City Council has signed up to Courtauld 2025, an ambitious 10 year voluntary agreement that brings together a broad range of organisations involved in the food industry to make food and drink production, and consumption, more sustainable. The majority of the major supermarkets are signatories which is another positive factor in developing and maintaining dialogue moving forward.

On the 29th February Bristol City Council officers attended a Core Cities waste working group, in Sheffield. Officers raised the prospect of the group engaging with the supermarkets to embrace the reciprocal value of increased dialogue between the two parties and to discuss how that group, working with the supermarkets, can support reductions in packaging and other related issues.

The Core Cities group expressed significant interest in engaging with the supermarkets and invited Waitrose and the Co-operative to attend a future meeting with both agreeing to attend the next working group in July 2016. Officers attending will feed back any outcomes from the July meeting.

5. Appendices

Appendix I – Question list

Appendix II – Supermarket responses



Appendix I

Bristol City Council Neighbourhoods Scrutiny Commission

22nd February 2016

Questions for Supermarkets about Food and Packaging Waste and Associated Issues

Initially:

1. Please set out the national policy of your company with regards to waste and food waste reduction. (NB please explain where local branches have scope for local variations and where the national policy takes precedence).

Packaging / Waste reduction / Processes:

2. With reference to the British Retail Consortium target to reduce waste sent to landfill to 1% by 2020, please comment on the progress your company is making towards this, include:
 - information on customer advice provided on recyclability of packaging
 - progress on redesigning packaging to achieve savings in weight/volume and developing reusable packaging
 - encouraging suppliers to reduce excess packaging and ensure recyclability
 - reducing packaging for products purchased online
3. Dealing with waste:
 - How do you store waste on site?
 - Who collects your waste?
 - How / where is your waste treated?
4. What specifically are you doing to reduce the proportion of your products sold in black plastic packaging (which is not accepted by most recycling services because it cannot be optically sorted?? Do you have a plan to reduce this to zero over a specified time period?

Food Waste:

5. Outline the work you are doing with farmers and producer groups to tackle food waste and losses in agriculture.
6. What are your practices in terms of proactive discounting of products as they reach the end of their shelf life?
7. What is your policy around promoting multiple purchases and smaller packs to meet customers' needs?
8. Do you make donations to food banks? If so, how often, and to which organisations? And what is your target for food redistribution in 2016?
9. How do you deal with surplus food (i.e. food suitable for human consumption which would otherwise go to waste)?
10. Do you work with organisations such as FareShare, FoodCycle etc? Please provide details.
11. How is food waste (i.e. food not suitable for human consumption) dealt with and what alternatives to anaerobic digestion have you explored?

12. Outline any ongoing work reviewing current specifications for produce, and opportunities to improve storage and transportation in the early stages of the supply chain.

13. How do you determine the shelf life of your products?

14. What is your policy regarding small or misshapen fruit and vegetables?

Distribution issues:

15. How is food brought into and moved around the city?

16. What is the impact of this on air quality?

17. How do you break down your loads into smaller ones to facilitate easier transport?

18. What are your access arrangements for local suppliers? Do you collect products from local suppliers or must they deliver the products to you?

19. What is your policy on deliveries during antisocial hours (where there are nearby neighbours) and impacts on rush hours and bus lanes?

20. Do you send freight by rail? Do you use electric vehicles, or other low emission?

21. How have you responded to limitations on vehicle size, emissions and access times from other local authorities?

22. At your depots, what are your BREEAM ratings? What is your EPC rating?

Recycling credits:

23. Do credits from the recycling points in your car parks go to the local authority, or are they kept by your company?

Other issues:

24. What steps are you taking to reduce energy demand and to switch to renewable energy?

25. What steps are you taking to develop the circular economy?



Appendix II**Supermarkets – Dealing with Waste: Evidence Session (Agenda Item 9)**

The Scrutiny Commission held an evidence session concerning the role of Supermarkets in dealing with waste. The following supermarket representatives were in attendance:

Iain Ferguson, Environment Manager, Commercial Team – Food Policy, The Co-operative (IF)

Quentin Clark, Head of Sustainable and Ethical Sourcing, Waitrose (QC)

Councillors asked a series of questions to the supermarket attendees (a copy of which is held in the Minute Book).

Members also received the following paperwork in relation to the hearing (copies of both also held in the Minute Book).

- (1) A Table of Responses Received From Supermarkets to Written Questions (including a late response from Aldi)
- (2) A context note which provides some background on the voluntary agreements that supermarkets sign up to in order to tackle waste reduction.

In response to each of the questions asked, the following responses were given:

Please set out the national policy of your company with regards to waste and food waste reduction. (NB please explain where local branches have scope for local variations and where the national policy takes precedence). Cllr Fodor

Iain Ferguson (IF): Our ambition is that no food should ever be thrown away. There had been recent redistribution trial with a charity (Real Junk Food Project) in some smaller stores. It was hoped to roll out this approach across all stores.

Quentin Clark (QC): A holistic approach from food to plate was the approach being taken by Waitrose to this issue. As part of a waste hierarchy, it was anticipated that there would be a reduction in the amount of waste for customers following a reduction at an earlier stage to store partners. Waitrose had adopted a “no waste, no food waste to landfill” policy since 2012 – all waste went either to AD (Anaerobic Digestion) or if possible as animal feed.

Supplementary Question: What is your business approach to balancing maximum sales with minimum wastage?

QC: Wastage was a cost to the Company. Crops were grown in a way that will minimise surplus, although there would always be some surplus due to climactic conditions. A large number of staff were employed in calculating an ordering algorithm to match demand with supply. In addition, there was an automatic ordering process when certain products were low ie bagged bananas.

IF: The Company operated performance indicators for sales and waste. Work had previously been



carried out on a project concerning the entire supply chain for potatoes and a similar one was completing concerning bacon.

Packaging / Waste reduction / Processes:

With reference to the British Retail Consortium target to reduce waste sent to landfill to 1% by 2020, please comment on the progress your company is making towards this, including:

- information on customer advice provided on recyclability of packaging
- progress on redesigning packaging to achieve savings in weight/volume and developing reusable packaging
- encouraging suppliers to reduce excess packaging and ensure recyclability
- reducing packaging for products purchased online. Cllr Negus

QC: Waitrose had a business target to halve all waste by weight by the end of 2016 as compared to 2005 and were currently on track to do so. However, this approach needed to go hand in hand with recyclability as heavier products were sometimes more easy to recycle than lighter ones.

IF: The Co-operative had achieved their targets in this area. Since targeting packaging reduction can increase waste in other ways, the approach was to aim for zero carbon production increase.

Follow-Up Question (Councillor Negus): Is there any common learning between supermarkets?

IF: Yes, there is regular contact and discussion between supermarkets.

Dealing with waste:

How do you store waste on site?

Who collects your waste?

How / where is your waste treated? Cllr Harvey

Supplementary Question: Is all of your various types of packaging disposed of locally to each store?

IF: All waste goes back to depots. Food waste is packaged and de-packaged and treated in AD. The aim is to gain full value for recycled material. A shrink-wrapped joint would be vacuum-packed to give extra life. However, the process was not popular for some products, such as park chops because colour changes in the process.

QC: Waste was consolidated into 5 different types. The use of clean segregation added value to the process. There was a different solution for different places. If it was necessary to use Anaerobic Digestion (AD), the process was kept as local as possible to avoid large transport costs. It was Waitrose's intention to transition to plastic wrap for meat packaging which would take a few years.



Supplementary Question: Specifically, what are you doing to reduce the proportion of your products sold in black plastic packaging (which is not accepted by most recycling services because it cannot be optically sorted). Do you have a plan to reduce this to zero over a specified time period? Cllr Denyer

QC: Foil was being used as a replacement. In addition, trials were being run on infrared plastic. The reason for the use of plastic trays was the design. Laminated card had proved difficult to use. However, plastic could be used as a fuel. Black plastic was harder to recycle. This was due to the complexity of using the MURF to set up the APET plastic trays. There were a large number of polystyrene trays that could be recyclable but they need to be recycled at the MURF. Waitrose had a target to achieve 90% kerbside recycling by 2020.

IF: Foil was also being used by the Co-operative. There were 290 Local Authorities who were collecting plastic trays. If there was consistency, this would help to drive a solution. However, at the moment, this was a problem. However, it was acknowledged that the use of a design to solve an immediate problem was not a long-term solution. The Co-operative had a target for all packaging to be recyclable by 2020. However, this was a big challenge and would require a great deal of work with Local Authorities, WRAP and other organisations.

Supplementary Question: What is your Company Policy on sourcing fresh food – do you have a local solution?

QC: Waitrose sourced from around the world. However, with the exception of New seasonal Zealand lamb, all primary agricultural products (ie fruit, vegetables, livestock, eggs etc.) were from the UK, such as chicken sourced from East Anglia and Northern Ireland and beef sourced from Dovecote Park. The Company operated with very few suppliers and with very short supply chains.

IF: 8 depots deliver to UK regions in a patchwork of local authority recycling provision. Where we have been able to match this patchwork of provision is with compostable carrier bags, made from starch based polymer for second use as a food waste caddy liner, available in selected stores where the local authority accepted them for food waste collections.

What is your policy around promoting multiple purchases and smaller packs to meet customers' needs? Cllr Fodor

What are your practices in terms of proactive discounting of products as they reach the end of their shelf life? Cllr Negus

IF: The customer was looking for products that will save money for them. However, providing food for single people was a challenge because of different portion sizes for different sized people. In response to a question concerning multiple purchases, there is no evidence that this leads to increased waste. However, it does make sense that it would. We don't do BOGOF's on perishable goods, using mix and match across ranges. Shelf life varied on a case by case basis, based on science – for example, the shelf life of skin packed steaks had recently been extended from 10 days to 17 days following microbiological testing. The Co-operative had stopped using display until dates some time ago to avoid confusion.

QC: The previous Company policy of “buy one get one free” did not operate any longer, apart from dishwasher tablets where there would be no waste. Shelf life is critical in this situation. Used by dates were assessed according to the bacteriological performance of food with standards set by the Food Standards Agency. Best before dates were based on stock rotation and were just a guidance for quality. Products were marked reduced to clear prior to the shelf life date being reached. The process after this was as follows: discount to staff, food share and then AD but not usually cattle feed as DEFRA had very strict rules governing this.

Do you make donations to food banks? If so, how often and to which organisations? And what is your target for food redistribution in 2016? Cllr Negus & Cllr Milestone

What targets do you have to redistribute to Fair Share?

IF: There is no national scheme by the Co-operative for food banks. Redistribution takes place where possible with Fair Share. A scheme in Leeds called Real Junk Food uses surplus food in store to affordable cafes. The Co-operative’s policy was to avoid surplus wherever possible but where this was not possible, they delivered to Fair Share. Products were discounted to staff, sent to Food Share and then to AD. Animal feed was a problem because of regulation. It would only be suitable for one or two products such as sliced bread, which actually produces relatively little waste.

QC: All stores share food banks working with the Trussell Trust. Each store had a local relationship ie Clifton with the Food café, the Salvation Army etc. All retained food was subject to AD (Anaerobic Digestion).

Councillors noted that the policy on food donation was likely to vary between supermarkets.

Do you recognise the process of gleaning? What do you do with food which is no longer suitable for human consumption? (Councillor Negus)

QC: Waitrose used a series of awards entitled “Project World” to promote the collection of leftover crops after they’ve been commercially harvested. However, this practice would never be able to resolve the problem due to climactic variations. Freeganism (the practice of reclaiming food from shops) was becoming a fashionable practice but there were other key issues to consider, such as the problems caused by the failure to store food appropriately. A variety of processes were used to deal with food that is no longer for human consumption including sending to zoos.

IF: The Co-operative is looking at the Real Junk Food Project as a way of dealing with this but before the food is no longer suitable for consumption.

How is the amount of waste reduced? Cllr Hickman.

How is food waste (i.e. food not suitable for human consumption) dealt with and what alternatives to anaerobic digestion have you explored? Cllr Negus

How do you deal with surplus food (i.e. food suitable for human consumption which would otherwise go to waste)? Cllr Negus



QC: Waitrose had done its best using techniques such as partner shopping. The Company sold approximately £6.5 Billion of food a year. The amount that went to AB was a very small amount of this – approximately half of 1%.

IF: It is expensive to get rid of waste by AD. The Company would prefer to use as much food as possible for human consumption. Food waste is only 1% of the total food waste in the UK.

Outline any ongoing work reviewing current specifications for produce, and opportunities to improve storage and transportation in the early stages of the supply chain. Cllr Negus

What is your policy regarding small or misshapen fruit and vegetables? Cllr Milestone

QC: Waste is not in the interest of the Company or of farmers. However, waste needed to be reduced in all its forms – for example, the cost of diesel in tractor fuel when sheep could be used instead. There may be particular solutions for certain types of crops – for example, the “Less Than Perfect” carrot packs which is part of a range of vegetables packed in a particular way outside the normal specification. In this instance, the focus is on an agricultural surplus at the rate of production which enables the farmer to have some growing and sorting costs enhanced by avoiding the manual processing of the different type of vegetable that can lower the retail return. Normally, vegetables would be sent form stock feed with the supply chain expert assessing what could go to the retailer.

Certain techniques would be used by the farmers to grow parsnips and carrots on stony ground. However, if a product was frost-damaged (ie weather-shaped apples and pears), these were sold as a separate pack. If necessary, these could be sold as cider or fruit juice, although this was not preferred since it needed to be sold at a lower price. Farmers wanted the best produce possible to maximise income.

IF: The Co-operative were now planning to provide “wonky veg” but this is to meet customer demand. Produce specifications had been relaxed in some years to continue with supply eg when we had excessive rainfall in 2012 which prevented harvesting.

How is food brought into and moved around the city? Cllr Negus

IF: This depends on the street where the delivery is being made. Many stores are in residential areas with difficult access.

QC: this was provided by articulated trucks, diesel vans and through trucks providing home delivery. Four vehicles a day delivered to the shop at Westbury Park. At the Clifton store there was a single vehicle delivering at 6pm in the morning.

IF: The Co-operative did not provide a home delivery service.

What is the impact of this on air quality? Cllr Negus

Supplementary Question: Do you have a policy of home delivery with vehicles more appropriate to local streets in terms of air pollution and physical impact?



How do you break down your loads into smaller ones to facilitate easier transport? Cllr Negus

QC: Euro 6 trucks were used which created very low emissions. Some electric vans were used but were in development. Hydrogen had been considered as an option but there was a problem with energy balance and, therefore, they were not favoured for use at the moment. Battery trucks were not practical for use. A fleet of vehicles was being developed using a bio gas cleaner and phasing out diesel in favour of gas. The difficulty with electricity was the energy density since the battery size was too big for lorries unlike cars. Separate compressors were used to reduce emissions.

IF: Euro 6 trucks were used from Avonmouth and operated at less than 5 years old. It wasn't yet clear if gas was being considered as an option but he could find the answer and advise officers accordingly. Deliveries are on mixed load vehicles – a mixture of chilled and ambient product. He noted that the Avonmouth distribution depot could be used to break down products into smaller sizes for –potential transport in smaller vehicles ie electric vehicles. Whilst the Company used its own depots, it would be useful to obtain further information concerning this.

What are your access arrangements for local suppliers? Do you collect products from local suppliers or must they deliver the products to you? Cllr Fodor

IF: The Co-operative uses local suppliers for some products. Arrangements for delivery or collection would be made with individual suppliers to suit both parties.

QC: Waitrose operate on a case by case basis. Collections are kept centralised to have fewer vehicle movements and better quality. However, often local suppliers cannot supply what is required (ie fresh products every day) and not a large amount at one time as local suppliers often did.

What is your policy on deliveries during antisocial hours (where there are nearby neighbours) and impacts on rush hours and bus lanes? Cllr Fodor

IF: The policy varies on a store by store basis.

QC: Deliveries took place between 8pm and 12pm and 5am to 7am. Whilst it was preferred to carry out deliveries when the roads were quieter, they were situations when this needed to take place during rush hour.

Do you send freight by rail? Do you use electric vehicles, or other low emission? Cllr Milestone

QC: Delivery by rail was difficult. Some citrus fruits were moved by rail to Scotland. Rail was frequently not suitable as many deliveries needed to be temperature sensitive in cities since the same lorry would frequently deliver different types of food, as well as fresh, chilled or frozen food.

IF: The Co-operative used the food distribution depot in Avonmouth. Members were free to visit this whenever they wanted.

How have you responded to limitations on vehicle size, emissions and access times from other local authorities? Cllr Negus



Can we tailor these to the requirements for Bristol? Cllr Negus

QC and IH: Both organisations indicated that they will comply with any regulations within which they were required to operate.

QC: Local organisations were urged to delay decisions on clean air until work had been completed concerning Euro 6 and Gas Trucks and co-ordinated to avoid a knock-on impact ie increased traffic moving to Bath.

IF: Local Authorities were requested to provide a good period of notice to allow supermarkets to take action.

At your depots, what are your BREEAM (Building Research Establishment Environmental Assessment Methodology) ratings? What is your EPC rating? Cllr Milestone

IF: Avonmouth was very good in terms of BREEAM and had an A rating EPC.

QC: Waitrose was working to obtain an Excellence Value BREEAM which would result in a green EPC (ie high rating). Most stores provided water or, in due course, cooled water. HCFC's were being phased out.

Do credits from the recycling points in your car parks go to the local authority, or are they kept by your company? Cllr Morris

QC and IF: There were no recycling credits. However, if there were, they would be happy for these to be provided to Local Authorities.

QC: Recycling points were normally owned and operated by charities. Fly recycling points operated in Waitrose car parks. However, often what was obtained in them was not what was required and this was not a satisfactory situation.

What steps are you taking to reduce energy demand and to switch to renewable energy? Cllr Negus

QC: Waitrose currently only used Green Electricity. Green Gas was not yet available. Energy reduction was important - the biggest drain was lighting in all LED and refrigeration units (Air Conditioning and Cooling). Bio boilers were used to provide stores with bio heat. Standard BREEAM operated in respect of insulation. There had been an increase in car charging points but its future success would depend on the future of electrical vehicles.

IF: The Co-operative are on track to reach a 25% renewable objective for micro electrical

regeneration. A fourth wind turbine has recently opened. LED lighting and doors on fridges were used as standard to reduce energy.

What steps are you taking to develop the circular economy? Cllr Fodor

IF and QC: Both supermarkets were involved in the Courtauld commitment.



QC: Waitrose operated a bio gas loop with cardboard and plastic recycling and also extensively using returnable plastic crates. Reverse vending was being considered for some products such as water cartridges. However, this would be considered on a case by case basis – it was not yet proposed to replace kerbside recycling. Whilst a closed loop brewery had been considered, there were currently no breweries using recycled bottles. My role is to develop innovative solutions in this type of area.

IF: It is difficult to use refill for food for hygiene reasons – attempts had been made with fabric conditioner but customers had found it too messy. Whilst business wanted to do the right thing, the customer needed to buy into it.

Co-operative stores operated longer hours than Waitrose. Did this pose any problems? Is Fair Trade used for local sourcing? Cllr Milestone

IF: None of our stores operate for 24 hours but the long hours do present challenges for some areas such as food waste. Fair Trade was not usually produced locally. However, there was more Fair Trade operated by the Co-operative for its size than other retailers. A great deal of the circular economy work took place through bodies such as WRAP.

QC: Waitrose operated an extensive Fair Trade business such as teas, coffee, bananas and sugar. However, the Company was careful to maintain a balance between Fair Trade and championing British produce. Our company would be interested in innovating in any areas that work.

Are vehicles left running during your deliveries? Cllr Morris

QC: Waitrose used plugged in compressor fans rather than vehicles. The preferred option for the company was less delivery times with bigger trucks.

When was the first time you were involved in discussions with Bristol City Council about these issues?

QC and IF: This was the first time that we have been involved in discussions. Both companies were eager to make this meeting the beginning of a regular and structured dialogue. However, it was noted that there were 391 Local Authorities operating across the country on a regional basis. Organisations such as WRAP or the LGA should provide mechanisms for this. It was also noted that there was a Core Cities Network that discussed waste.

Are all major supermarkets signed to Courtauld 2025?

IF: They were not signed at the moment but it was likely they would all sign. Aldi had currently signed.

There was often a wide ranging consensus between retailers. However, in some areas such as compostable carrier bags there had been a difference of view as a result of which the BRC had reflected the Co-operative view within a report to DEFRA as being “from one of our members”.



1. Please set out the national policy of your company with regards to waste and food waste reduction. (NB please explain where local branches have scope for local variations and where the national policy takes precedence)

Co-op

At the Co-op, we have an ambition that no food fit for consumption will be thrown away and we have been working hard to try and reduce the amount of food waste that we produce as a business, but we appreciate that we still have a long way to go. We have recently introduced a new depot level redistribution programme, which last year, enabled us to increase the amount of surplus food we send to the leading redistribution charity FareShare by over three times compared with 2014 (300 tonnes in 2015 vs 85 tonnes in 2014). We have worked with FareShare for a number of years, but this is a step change which helps us reduce food waste and gets food to people that are in need.

We are committed to reduce the waste created by our 2,800 strong store estate, and we are currently discussing opportunities at back of store with a number of redistribution charities. By law we are not able to sell or redistribute any produce which has passed its 'Use-By' date – it's classed as a food safety risk – and it has been our policy for many years to apply the same rules to 'Best Before' dates – despite these dates being just an indicator of quality.

We are currently reviewing our position on those products that have reached their Best Before date – there are now a number of charities throughout the country that have much better understanding of food 'waste' and how to use it to feed others and as an ethical retailer we want to work with these organisations and play a greater role in helping to address the growing problems of food waste and poverty.

Since 2014, we have been backhauling waste from our stores with a separate stream for card and polythene film which are sent for recycling. We also separate out food waste and dry mixed recycling. We do not send any food waste to landfill, it all goes to Anaerobic Digestion (AD) to produce energy and compost, and we continue to explore options to reduce any reliance on AD.

We are currently undertaking a number of projects to reduce waste, including depot and store redistribution, extending the shelf life of products, packaging recycling, waste backhauling and colleague training by WRAP for enable them to deliver community engagement activity on food waste.

Asda

As a responsible retailer, Asda is committed to eliminating waste across our business. We follow the waste hierarchy and through reducing, reusing, redistributing, recycling and recovering, we've already reduced the amount of waste we send to landfill to 98.9%, with 100% of our food waste being diverted from landfill. We have an ambitious target of zero waste, and we're working hard to achieve it.

We are signatories of the Courtauld 1, 2 and 3 agreements on reducing waste and we are part of the IGD Efficient Consumer Response waste working group. In addition, all of our stores have Key Responsibility Area targets to reduce waste and we continue to work with both the Waste and Resources Action Programme (WRAP) and Love Food Hate Waste, in order to help our customers reduce the amount of food they throw away.

We also work alongside our suppliers and the charity FareShare to redistribute surplus food from our depots, and continue to look at ways in which we can help our farmers to reduce their own waste, whether through relaxing product specifications, ensuring out-of-spec produce goes into further processed products like ready meals, or including produce in our Wonky Fruit and Veg range, which we are currently trialling across the country.

We reuse our George clothing hangers as many times as possible but once they can't be used any more, we recycle them. Like our hangers, we don't want any of our great George clothing to go to waste. So anything that

is damaged or returned and isn't fit for sale is donated to the UK charity Newlife Foundation for Disabled Children. Newlife can re-use, sell or recycle garments in order to raise money to fund specialist medical equipment for terminally ill and disabled children in the UK.

All our cardboard and plastic from stores is recycled. Some of our recycled plastic makes its way back in to store as our bags for life. Plastic isn't the only thing that gets reused – our cooking oil from the restaurants and rotisseries is used to make biofuels.

Lidl

We have developed and implemented a range of detailed waste management procedures for our stores and regional distribution centres to ensure waste is appropriately stored and segregated, waste generation is minimised and recycling/recovering rates are maximised.

Morrisons

Morrisons is different from other retailers because we make as well as sell food. This gives us unrivalled opportunities to reduce waste in the supply chain and pass savings to customers.

We buy and process crops and animals direct from Britain's farmers. Owning our own manufacturing and packing facilities means the food we source is sent to stores or used in our own brand ranges – with very little potentially edible food going to waste.

Our efforts to reduce waste do not stop once food reaches stores. We prepare more food in store than any other supermarket and our butchers and fishmongers can prepare exactly the cuts our customers want – whatever the size.

In store, through careful stock management and discounting products close to their best before date we are minimising the level of food that ends up as waste. We also work with charities to put this surplus food to good use in local communities. Each store is able to work with its own local connection.

We make life easier for customers by providing guidance on how to keep food fresher for longer. Storage advice appears on packaging, online and in our regular magazine, helping customers reduce food waste and save money.

We are long time participants in WRAP's Love Food Hate Waste campaign which offers practical advice for consumers and can help save money.

Tesco

As one of the world's largest food retailers, we're concerned that so much food is being wasted. For every two tonnes of food we eat, one tonne is being thrown away - either on farms, in stores, or in our homes. Not only is this putting massive pressure on our resources and the environment, but it costs British families around £700 each year.

We want to make it easier for everyone to reduce food waste, including our customers, colleagues and suppliers. We believe that it's our responsibility as a global retailer to take a lead on this issue and use the EU Waste Hierarchy to guide our principles on waste management.

As will be demonstrated throughout this document, we go through a sequence of activities to try and limit food waste. Where possible we send surplus food to feed people in need, through schemes such as our FareShare FoodCloud programme. The next best solution is to use surplus food to feed livestock, which is what we do with our bakery waste.

Wherever practically and economically possible, we segregate recyclable materials such as cardboard, plastic and metal for reuse. Where segregation is not practically possible, we send mixed waste to be converted into energy or for the production of Refuse Derived Fuel (RDF). We divert 100% of our operational waste from

landfill.

We employ a national policy on waste management, for ease of communications, compliance purposes and to ensure auditability across our c.2,500 stores. This has been adapted to meet new requirements in the devolved nations (e.g. in Scotland and Northern Ireland, which have introduced food waste segregation at source).

Packaging / Waste reduction / Processes

2. With reference to the British Retail Consortium target to reduce waste sent to landfill to 1% by 2020, please comment on the progress your company is making towards this, include:

- **information on customer advice provided on recyclability of packaging**
- **progress on redesigning packaging to achieve savings in weight/volume and developing reusable packaging**
- **encouraging suppliers to reduce excess packaging and ensure recyclability**
- **reducing packaging for products purchased online**

Co-op

Our reuse/recycling rates have increased significantly over the past two years, reaching 95% in 2014. These improvements have largely been made due to backhauling waste from our Food stores to regional depots.

Having rolled out waste backhauling across our food store estate, we will continue to drive up recycling levels and reduce overall waste striving to achieve zero waste to landfill.

Information on customer advice provided on recyclability of packaging

We use the On Pack Recycling Label (OPRL) labelling to indicate recyclability on our packaging. We feel that this is the best that is available as it reflects the disparate nature of UK waste collections.

Progress on redesigning packaging to achieve savings in weight/volume and developing reusable packaging

Since the start of the Courtauld Commitments back in 2006, we have progressively reduced the weight of the packaging that we use. We have been a leading user of lightweight wine, beer and spirits bottles which had delivered significant weight reductions.

We were involved with the 2010 WRAP project to develop a system to dispense fabric conditioner in reusable containers. The system was trialled in 5 ASDA locations around the UK for a minimum of 5 months. Although initially there was significant uptake, this dropped dramatically after 2 weeks and the sales did not pick up again. We therefore believe that although customers say that they would like to see reusable container systems, the reality appears to be that they do not use them.

Encouraging suppliers to reduce excess packaging and ensure recyclability

We set out our aims for packaging reduction and packaging recyclability in our Packaging Policy which is reviewed regularly.

We also engage with local authorities directly via LARACS, the recycling industry directly and via CIWM and RECOUP, and manufacturers of products and packaging to understand recycling issues and how we can help address them in our packaging design and selection. We also use the information that we gather to help to set the criteria for the OPRL label.

We get involved with WRAP projects to help to improve recycling and recyclability.

We are also looking at ways to simplify the pots, tubs and trays that we use to make it more attractive for local authorities to collect them for recycling which will involve some technical work on heat seal layers and colours.

We have started a programme of engagement with our major suppliers of Co-operative brand products to ensure that we do not cause other problems with product safety and shelf life.

Reducing packaging for products purchased online

We do not sell Co-op food produce online

Asda

Whether it's recycling cardboard, reusing fixtures and fittings, donating clothes and food or creating energy from waste, we view all waste as a resource and reuse, recycle, redistribute or recover wherever we can.

In 2015, we diverted 98.9% of waste away from landfill. We know that we still have work to do to reach our zero waste target. Our team are working hard, training colleagues, reviewing processes and looking at product composition and recycling methods to understand what more we can do.

Lidl

Information on customer advice provided on recyclability of packaging. We provide recycling information on the back of packaging if space allows, either by standard UK graphics and text, or text only.

Progress on redesigning packaging to achieve savings in weight/volume and developing reusable packaging. Our buying teams negotiate product packaging format and materials. Packaging reduction in conjunction with increased likelihood of product damage is considered during negotiation.

Encouraging suppliers to reduce excess packaging and ensure recyclability. Through negotiations we encourage our suppliers to continually improve products this includes expectations to use appropriate levels of packaging. As set out in our Code of Conduct When Dealing With Our Business Partners '*We expect our business partners to improve and optimise their products and services and support them in doing so.*'

Reducing packaging for products purchased online. Lidl does not offer an online service to customers.

Morrisons

Nearly all Morrisons store waste (currently 98%) is diverted from landfill. We operate a strong reduction and recycling programme treating waste as a resource and work with our contractors to maximise reprocessing.

Since 2011, we've been moving on-pack recycling information from our old 'Recyclopedia' messaging to the industry recognised On-Pack Recycling Label (OPRL) system providing a simpler, UK wide recycling message. Our compliance team will now reject any food specifications that do not have an OPRL symbol reference on packaging, where space allows.

As part of every new product development, we aim to reduce the environmental impact of our packaging. Our aim is to optimise packaging, increase recycled content, improve recyclability and improve our customer recycling messaging on pack where possible.

Tesco

Tesco has signed up to the 'On Pack Recycling Logo Scheme'. This informs consumers of the likelihood of their packaging being collected for recycling purposes. The scheme use the following terms to guide consumers:

- 'Widely recyclable' – where over 75% of local authorities will collect for recycling
- 'Check local recycling' - where between 20% and 75% of local authorities collect for recycling
- 'Not currently recyclable' – where less than 20% of local authorities collect for recycling

We use the above scheme to measure our performance on recycling. In 2014 we reported our performance as follows:

- 79% 'Widely Recycled'
- 14% 'Check Local Recycling'
- 7% 'Not Currently Recyclable'

Our aim is to continue to improve these figures although our performance is dependent on the ability of local

councils to offer recycling services, which varies considerably.

Progress on redesigning packaging to achieve savings in weight/volume and developing reusable packaging

Our data shows that, over the past seven years, we have continuously reduced the weight of packaging transiting through our business. This has been supplemented by other measures, such as introducing returnable crates into our supply chain.

Tesco performance on reducing packaging weight since 2007

It is important to ensure that, in reducing the weight of our packaging, we do not inadvertently increase damage to products and, as a result, generate more food waste in our supply chain.

We are delighted to be signatories to the voluntary Courtauld Agreement and partners of the Waste & Resources Action Programme (WRAP). We report our performance against various sustainability criteria. These include:

- Food waste in stores
- Food waste in the home
- Carbon impact
- Packaging weight
- The use of recycled content in plastics
- Recyclability
- The amount of paper and board sourced from FSC or PEFC forest sources (a measure of sustainable forest management)
- The use of recycled board

We support and deliver against the objectives set by WRAP. Last year, we were delighted to find out that we had over delivered against these objectives.

Encouraging suppliers to reduce excess packaging and ensure recyclability

We employ a range of options to help suppliers reduce excess packaging. We are confident that these options are industry leading.

As a business we brief all our direct suppliers on our packaging requirements, as part of a Product Development Process. This includes providing guidance on optimising packaging weight and the materials we recommend. We also work directly with key packaging suppliers, who supply our direct suppliers, to provide guidance on the innovation we're looking to see in the realm of product packaging and the recyclability technologies available to suppliers.

Tesco employs a Packaging Manager who is a qualified Chartered Environmentalist and can offer professional guidance on packaging waste. We have also set up a 'knowledge network', a system which enables us to communicate with our global supply base on matters pertaining to packaging and food waste, through various discussion forums. This forum encourages our suppliers to talk to one another, sharing case studies and promoting best practice in a non-competitive environment.

Reducing packaging for products purchased online

Our online purchases are delivered in returnable green trays. In order to encourage our online customers to think more environmentally, we provide them with the option of not having their goods delivered in plastic bags. Elsewhere, the same improved packaging that is available for our customers in store is made available online.

3. Dealing with waste:

- How do you store waste on site?

- **Who collects your waste?**
- **How / where is your waste treated?**

Co-op

We operate a backhaul process which aligns with our store deliveries. The same vehicles that deliver goods to store collect our segregated store waste.

Biffa collects our backhauled, segregated, bulked-up waste from each of our depots around the UK for further processing.

As part of the Courtauld commitment, information on the destination of waste is reported on an annual basis to WRAP.

Asda

Recyclables are reversed back daily. General waste is either put in a compactor for a large store, or bins for a smaller site and collected when needed. We work with a number of waste management companies with a full duty of care process in place.

We have 10 recycling points in the UK: Falkirk, Washington, Skelmersdale, Bedford, Wakefield, Erith, Lutterworth, Magna Park, Rochdale and Bristol. Last year alone we recycled over 180,000 tonnes of card and plastic across these centres. Our recycling centres sit right next to our distribution centres. Asda delivery trucks take waste from local stores to their nearest recycling centre after dropping off their products. This approach cuts our road miles, saves fuel and money, and reduces pollution.

Lidl**How do you store waste on site?**

Store: Cardboard bales, plastic wrap bales, general waste and food waste are segregated and stored on internally on store premises.

Distribution centre: All waste streams received from stores are further segregated in to food wastes, cardboard bales, plastics and general waste. Each waste stream is stored large dedicated skips.

Who collects your waste?

Store: All store waste is collected by our goods in deliveries and returned to our distribution centres, utilising the reverse logistics approach.

Distribution centre: Various contractors are used to collect the following segregated waste streams from our distribution centres:

Cardboard bales
Plastic bales
Anaerobic digestion waste
Wood waste
Scrap metal
General waste

Local contractors are used where possible to minimise transport impact.

How / where is your waste treated?

Cardboard: Recycled
Plastics: Recycled
Food waste: Anaerobic Digestion/Charitable donations
General waste: Landfill

Waste is collected and processed/recycled at regional facilities by a third party contractor. We work closely with our various waste contractors ensuring, where economically possible, we send zero waste direct to landfill. We have operated this policy for a number of years.

Tesco

Our waste storage facilities vary depending on the type of waste being stored in them, the size of the waste site in question and the volume of waste. Some of our waste is collected directly from stores while some is transported to a consolidation point in order to be collected in bulk by the waste collector.

All our waste storage processes are approved internally by our Operational Risk Team and externally by either our Primary Authority contact or other relevant authority (e.g. APHA for animal by- products).

We tailor our waste storage facilities to suit the type of waste.

The waste contractors we work with vary, depending on the waste stream. Similarly, how the waste is treated will vary depending on the waste stream. For example:

- Cardboard waste is sent to a UK paper mill and recycled back in to boxes
- Plastic waste is sorted in to different polymers and recycled (the majority of it being reused in carrier bags)
- Bakery waste is reprocessed in to animal feed
- Used cooking oil/chicken fat is reprocessed in to biodiesel
- Food waste that is not suitable for our charity donation programme (FareShare FoodCloud) is sent to anaerobic digestion for the production of energy
- Mixed recycling waste is sent to Materials Recovery Facilities (MRFs) for sortation
- General waste is sent to Energy From Waste
- Since 2009 we have diverted all operational waste from landfill

4. What specifically are you doing to reduce the proportion of your products sold in black plastic packaging (which is not accepted by most recycling services because it cannot be optically sorted?) Do you have a plan to reduce this to zero over a specified time period?

Co-op

We have been involved with WRAP's work on making black plastic detectable as we believed this would offer a solution to the problem. We have carried out our own investigation which shows that of the 290 local authorities collecting pots, tubs and trays, only 14 say no to black plastic and a further 2 say no to ready meals.

When we spoke to recyclers about making black trays detectable, they told us that it would adversely impact the quality of their PET recycling.

We have been working closely with packaging suppliers to develop and bring to market card-based alternatives to black plastic trays. This is a slow process as it involves multiple requirements – food safety, compatibility with factory processes, shelf life maintenance (avoiding food waste), durability and stability through the supply chain, price competitiveness, and customer acceptance.

Asda

We only have a limited range of products in black packaging. We are awaiting results from new trials to understand further changes we can make.

Lidl

We do not use black plastic packaging in our operations. Waste returned from our stores is stored in clear or clear yellow plastic liners.

Morrisons

Products contained within black packaging are listed below:

- Black RPET – used within cake shop, platters, sandwiches is made from recyclable material and is recyclable
- Black Linpac Expanded Poly Styrene (“EPS”) - butchery trays are not currently recyclable
- Black multivac - Manufacturing production - shelf ready packaging for butchery and fish products

We currently have no immediate plans to reduce the number of products sold in black plastic packaging, but will continue to keep this under review.

Tesco

The majority of our ready meals range is now packaged in non-black plastic trays.

We are working with other retailers on the manufacture of black trays which incorporate a material which can be sorted optically, in order to increase the likelihood of it being recycled. For more information see here:

<http://www.foodmanufacture.co.uk/Packaging/Black-CPET-now-in-recycling-mix>

It is worth noting that current black packaging or ‘black trays’ can be recycled into products such as wood plastic composite substitute products. The occurrence of this is dependent on the MRF.

Food Waste

5. Outline the work you are doing with farmers and producer groups to tackle food waste and losses in agriculture

Co-op

We have been involved in WRAP projects to look at waste issues in potato and bacon production. These have involved full process investigations from farm to shelf. Areas for action have been identified and shared with industry via the Potato Council and the Agriculture and Horticulture Development Board (AHDB) Pork.

Asda

Tackling food waste remains a high priority for Asda and we have worked hard across our agricultural supply chain to reduce waste, whether that's by relaxing specifications to allow more crops onto our shelves, ensuring out-of-spec produce goes into further processed products like ready meals or including it in our Wonky Fruit and Veg range. By reviewing standards around superficially damaged veg, over 340 tonnes of carrots and 300 tonnes of sweet potatoes that would have previously been rejected have been put on shelf at Asda, which significantly benefits farmers.

We led the industry in introducing ‘wonky’ fruit and veg last year through our *Beautiful on the Inside* range, which trialled the sale of knobbly, but perfectly edible fruit and veg sold at a discounted price. We are currently trialling a ‘Wonky Veg Box’ in 128 of our stores, selling a range of seasonal vegetables to feed a family of four for £3.50 – 30% cheaper than standard lines.

Lidl

We are proud to have developed and maintained strong, long-standing relationships with our suppliers and work very closely with them to ensure the specifications they work towards are realistic and fair. We are fully understanding of the challenges surrounding fruit and vegetable production. We therefore take a pragmatic and open approach to specifications with our supply base. Within the context of a rapidly growing business effective crop utilisation is an important issue therefore we regularly review our product specifications with our suppliers and actively seek to reach mutually beneficial outcomes whereby the supplier can use their crop as effectively as possible and our customers can still enjoy excellent quality produce.

We are also in the process of committing to the NFU Fruit and Veg Pledge to enable us to improve our transparency and secure a range of beneficial measures for our suppliers. We hope to have this pledge committed to by Spring 2016.

Morrisons

Our vertically integrated model means that at the start of the food journey, we are able to buy more fresh food *direct* from primary meat and produce producers in the UK.

We buy whole animals and where practical, we have the capability to process whole crops directly through our manufacturing facilities. This means we have to take an active approach to use more of what we buy and consequently the management and reduction of associated waste is our responsibility. By having a greater degree of control over more of our fresh UK food chain we believe we are also able to drive efficiency through flexibility from farm gate to our customers.

We work closely with our primary fresh producers to minimise waste because it is in all of our interests to do so. Our business model allows us to respond to the challenges that arise from buying, manufacturing, moving and selling fresh food.

We routinely adjust the specification of fresh produce to support changes in growing pattern, particularly following adverse weather. Recently, for example, we have changed our requirements for the width and length of our parsnips, carrots, onions, and potatoes.

Our re-branded 'wonky veg' range (was previously 'Savers') has been trialled in a selection of stores and sold separately to our standard range and is cheaper in price. Following the success of the range, 'wonky veg' will be rolled out to all stores in the UK this year. This gives us a more focussed brand to sell out graded produce when required because of seasonal variation.

Tesco

In order to better understand why and where our food is being wasted we have developed Farm-to-Fork Food Waste profiles for over 25 of our most popular food products. Along with our suppliers, we are using this information to understand the real causes of food waste and to tackle the problem at source.

Furthermore, we have set up 'Agricultural Hubs' in different parts of the world, such as Europe, South America and Africa. These hubs are staffed by trained agronomists and act as our eyes and ears on the ground, providing insight on levels and causes of on farm waste.

We have also launched the Supplier Network, an online platform which shares information on the causes of food waste between us and our suppliers. It also promotes best practice in reducing food waste. Our driving purpose is to ensure that all of the edible parts of a crop are used and not wasted. We are striving to achieve this by broadening our specifications to include 'Wonky Fruit and Veg', introducing new product lines, processing, working with the food service industry and giving surplus food to charities and community groups.

6. What are your practices in terms of proactive discounting of products as they reach the end of their shelf life?

Co-op

Fresh products are discounted in two stages. The day before end of life, a first discount is applied, with further discount being applied on the day of end of life.

Asda

Asda's number one priority is to stop waste from occurring in the first place. We reduce to clear with a 'Whoops' label on the last day of their 'use by' period, so that customers can purchase goods still in date at a reduced price. The price is established by a sophisticated order and mark-down system algorithm.

However, in order to ensure the safety of our customers, the law does not allow us to sell products beyond their use by date. Ambient products such as tinned food have best before dates (as opposed to use by dates) up to one year, which means very few remain unsold. Where this does occur, we will again look to sell the item to our customers at a reduced price. Any products, fresh or ambient, that we are not able to sell in date are then either used to produce pet food (in the case of bakery items) or to produce energy through the process of

anaerobic digestion.

Lidl

When products are approaching their end of life we discount by 30% as a standard. These products are promoted by highly visible labelling and stored in a dedicated section of the store so our customers can locate them easily.

Morrisons

We have a number of procedures in place to carefully manage stock levels, which include store specific sales reporting, forecasting and just in time deliveries to replenish stock. On a daily basis we require colleagues to rotate date codes when replenishing shelves, and discount products that are close to their best before date. If some products cannot be cleared through discounting then we may, in some circumstances, use them within our staff canteen or offer them at a further discounted rate to colleagues.

Tesco

In order to minimise the amount of surplus food we have in store on any given day, we employ a “reduce to clear” process to incentivise customers to buy products nearing their end date. We start reviewing products the day before their ‘best before’ date. If we find we have a large amount of a product, we’ll mark them with a reduction that evening or the following morning. We then follow up with a further reduction in the afternoon if stock still remains. If the stock is still remaining near the end of the day, a final manual reduction is applied in order to clear it. The purpose of our FareShare FoodCloud store surplus distribution programme is to redistribute any remaining, unsold food to people in need.

7. What is your policy around promoting multiple purchases and smaller packs to meet customers’ needs?

Co-op

We have no formal policy on this. However, we don’t tend to offer multibuy on single item perishable goods. Our multibuy tend to be across a range of products. For example, we might offer 2 for £7 within protein which might be on red meat, chicken, raw fish and smoked salmon. These are the type of promotions that customers prefer, and they are less likely to drive food waste.

Asda

We have always prioritised low prices over promotions, but we also understand that it’s about getting the right balance for customers, so sometimes offer “linksave” products, whereby customers receive a discount when they buy multiple products (e.g. £1.50 each, two for £2). We are pleased to see our competitors are finally coming around to our way of thinking, but we will continue to lead the way. For example last week alone we’ve removed 133 multi-buys in favour of everyday low prices and we haven’t used Buy One Get One Free offers since 2009.

Lidl

We don’t offer multi-pack promotions. Our main promotional activity focuses around our weekly reductions of regular food lines (i.e. fruit and veg pick of the week) and promotional lines ‘specials’.

We offer a number of selected fruit and vegetable lines loose to enable our customers to purchase the exact amount they require. Our business model is leveraged on efficiency to ensure we can offer high quality products and highly competitive prices, as a result, we minimise the number of product variants including pack sizes.

Morrisons

Over recent years we have done a great deal of work on smarter packaging so that our customers can store and retain products, extending their shelf life. This includes packaging that offers greater protection for individual items, moving meat to more effective packs that can extend shelf life from 4 to 16 days, re-sealable bags for fresh and chilled products and clearer labelling and storage advice. This is now very much part of business as usual.

Tesco

We know that customers have been concerned that some marketing promotions can encourage more food

waste. To tackle this, we have not run any “Buy One, Get One Free” promotions in fruit and veg since April 2014. Instead, we have been focusing on multibuy offers which span a broad range of products and simple price reductions meaning customers can get both value for money and more variety in their shop.

We offer a range of pack sizes and loose products to offer our customers choice. Where a single pack size is available, this is optimised for the average customer or family. In addition, we have introduced a range of packaging innovations such as resealable packaging to extend product freshness and help customers reduce waste.

8. Do you make donations to food banks? If so, how often, and to which organisations? And what is your target for food redistribution in 2016?

Co-op

There is no national scheme for donations to food banks, but there are local arrangements. These are not centrally controlled. Redistribution is detailed in the next question.

Asda

Our stores have the flexibility to work with local food banks as part of our Community Life Programme and we have also held a number of national food drives. The Asda Foundation, our charitable arm, also works alongside the Trussell Trust as one of its national partners. Our surplus product is also delivered to food banks via the FareShare and InKind networks. (The Matthew Tree project locally)

Lidl

All food surplus (i.e. end of line recalls) are sent back and collected from our distribution centres by charities which distribute these to vulnerable communities.

At store ad hoc food donations are organised. However, we are currently exploring wider opportunities to maximise the redistribution of food surplus, see response below.

Morrisons

Together with our customers, we support on average around 150 food banks working with various community organisations across the country. We aim to ensure that edible surplus food within stores and our supply chain is redistributed where possible.

Tesco

We work with two partners in our Neighbourhood Food Collection (NFC) programme, the Trussell Trust and FareShare. The NFC is a twice yearly event we run in our stores whereby we invite customers to donate longlife food to people in need. Tesco tops up the value of the food customers donate with a 20% cash contribution. As well as these events, we also have over 500 permanent food collection points that customers are able to use throughout the year. Again, the contributions made by customers in these bins are topped up by Tesco. We are rolling out 100 more of these collection points in March 2016.

The combination of our seven food collection events each year and permanent collection points have contributed over 30 million meals to the Trussell Trust and FareShare, for redistribution through their network of food banks.

We are working with the Trussell Trust for them to become a beneficiary of our store-level surplus fresh food, as part of the roll-out of our FareShare FoodCloud programme.

9. How do you deal with surplus food (i.e. food suitable for human consumption which would otherwise go to waste)?

Co-op

By law we are not allowed to sell or redistribute any product which has passed its Use-By date as this is a food safety risk. It has been our policy for many years to apply the same rules to Best Before dates to help avoid any potential for mistakes that could lead to a safety risk. We have reviewed this position because there are now a number of charities throughout the country that have much better understanding of food and also because as

an ethical retailer we want play a greater role in helping to address the growing problems of food waste and poverty.

Over the last few months we have launched a new project to improve the way we redistribute surplus food from our depots to FareShare, the UK's largest food redistribution charity who collect food destined for waste and send it to charities and community groups that turn it into nutritious meals for vulnerable people.

In a bid to reduce the waste created by our store estate we have recently conducted a trial in Leeds with our charity partners, the Real Junk Food Project. We are currently evaluating the learnings from this trial.

The Real Junk Food Project have locations across the UK, but that will never be sufficient to cover our whole estate, hence the need to understand how we select other partners to work with on a local basis.

We are working to develop a sustainable and workable model for redistribution of food at store level which is an area of greater challenge for a convenience retailer than for a retailer with larger stores.

Asda

In an ideal world, when stock arrives at an Asda distribution centre it is exactly what we've ordered. But sometimes this isn't the case. Suppliers send 'overs' or stock that we haven't ordered – even a couple of extra cases of food here and there can quickly add up to thousands of surplus cases each week.

This fresh food is in date and perfectly edible, but risks being disposed of as food waste. As the supplier still technically owns this surplus stock, it gets sent back. But by the time that's happened it's often out of date and goes straight into the bin.

That's why, in April 2013, we forged an innovative partnership with our suppliers and FareShare to redistribute surplus food to UK charities and community projects. As the largest partnership project of its kind in the UK grocery sector, we have delivered enough food to make over 3.1 million meals at over 2,000 charities.

Lidl

All our food recalls and end of line ambient products are sent back to our regional distribution centres and collected by charity partners and are redistributed to vulnerable and needy communities.

In collaboration with The Salvation Army we rolled out a new model to collect edible food waste directly from selected stores in one of our busiest regions and redistribute to local charity and community groups. The first phase, rolled out in 2015, has proved extremely successful and we are now expanding the model to twice as many stores. We feel this is a great local approach truly utilising the local connections and building strong relationships between our stores and communities.

In 2015 we met with a host of national and local redistribution partners to explore in detail the differing operational models available to us from innovative social platforms to national frameworks. From this we have identified two separate pilot programmes to test which solution/s will work best for our business model. We are currently looking to roll these out over the next 3-4 months with an ambition to define a successful model that can be launched nationally to redistribute 100% of our edible food waste directly from store dependant on demand.

In collaboration with national partners we have investigated possible models to collect and redistribute all food waste generated across our regional distribution centres. We are now working with a potential partner to define a pilot at a regional level that we can scale up nationally. We are expecting the pilot stage to be completed by summer 2016.

Morrisons

All Morrisons stores are now linking up with local charities and community organisations to redistribute food which cannot be sold, but is still safe to eat.



We aim to work with community organisations that are able to use a variety of unsold goods (including fresh produce and products past their 'Best Before' dates) to cook meals with; examples of this include soup kitchens, community cafes, day centres, hospices and schools. 459 Morrisons stores are currently connected with local community groups on the programme.

Where edible surplus is unavoidable within our supply chain we also work with our partners Company Shop, Community Shop and His Church to ensure that as much as possible is redistributed.

In addition, we redistribute products from our food online service to Community Shop that become surplus because of the strict shelf life promise we've made to our online customers.

Tesco

We have a programme to manage everyday donations to charity of surplus store food: Community Food Connection, run in partnership with FareShare FoodCloud. We are in the process of rolling this out nationally. This service uses FareShare FoodCloud to match interested charities and community groups with the surplus food available in our participating stores. We'd be delighted to hear from any organisations interested in taking part in the programme and the prospect of being linked to Tesco stores in the future. They can register at www.fareshare.org.uk/fareshare-foodcloud.

10. Do you work with organisations such as FareShare, FoodCycle etc? Please provide details.

Co-op

We currently work with FareShare and have recently carried out a trial with the Real Junk Food Project.

Asda

Yes – please see answer above. We also work with InKind Direct, Salvation Army, His Foods and Company Shop to redistribute any surplus product, whether that is food or general merchandise.

Lidl

We are currently in discussions with a number of redistribution partners, including FareShare, to roll out pilot projects (as explained above).

Morrisons

See previous response above.

Tesco

Since 2012 we have donated 6.6 million meals of surplus food to FareShare, from our fresh food Distribution Centres and dotcom centres; over 4.4 million meals of these meals were donated in the last 12 months alone. We have recently made a donation to FareShare of ambient stock equating to over £1 million in value/ over 1 million meals worth of ambient stock. This came from our range change programme. At the end of 2015, we started ongoing donations from ambient depots.

In May 2015 we announced plans to extend food surplus donation to our stores through our partnership with FareShare FoodCloud. The aim of this partnership is to eliminate the need to throw away food in our stores that could have been eaten (at least 30,000 tonnes). Through this service FareShare FoodCloud will be matching interested charities and community groups with a Tesco store or stores. FoodCycle have been one of these organisations in our pilot stores in Liverpool and London. We are working with them to include them in the FareShare FoodCloud programme where this is useful to them.

We'd be delighted to hear from any other organisation which would be interested in taking part in the programme and the prospect of being linked to the Tesco stores in the future. They can register at www.fareshare.org.uk/fareshare-foodcloud. We have already rolled out FoodCloud to all 113 of our Irish stores, donating the equivalent of 990k meals through 300 charities and community groups. The scheme is being piloted in 14 stores across the UK. Since May, the scheme has donated over 55,000 meals (over 25 tonnes of food) to over 50 charities. We are starting our national rollout in February 2016.

11. How is food waste (i.e. food not suitable for human consumption) dealt with and what alternatives to anaerobic digestion have you explored?

Co-op

We backhaul all food waste from our stores including animal by-products. As explained in Question 1 none of our food waste is sent to landfill – it all goes to Anaerobic Digestion (AD).

We have looked at the possibility of diverting some food not fit for human consumption to animal feed but there is currently insufficient volume of suitable product with a high risk of legal contravention.

Our priority is feeding people first so we want to embed that process before committing resources to animal feed.

Asda

As noted, we keep all food waste away from landfill. Our primary objective is to sell as much food as possible, but where waste occurs through out-of-date or recalled products, we primarily send to anaerobic digestion. We have, however, established a route for our bakery waste to be turned into pet food and are constantly looking at new opportunities to utilise our food waste.

Lidl

Our food waste that is not collected by charities is currently sent to anaerobic digestion. We have explored diverting our food waste to animal feed.

Morrisons

Where food waste does occur in our stores we maximise recycling and reprocessing where possible and it can be utilised for uses such as animal feed which retains food within the supply chain in addition to energy production. This is dependent on regional facilities and the third party contractors we work with.

12. Outline any ongoing work reviewing current specifications for produce, and opportunities to improve storage and transportation in the early stages of the supply chain.

Co-op

We are involved in the NFU/BRC round table on on-farm food waste which will look at:

- Definitions and approaches to assessing and recording crop utilization and food losses on farm
- What the impact of retail on on-farm food waste is as distinct from growing practices and conditions
- Clarify where responsibilities for reducing food waste lie in the supply chain
- Understanding potential actions needed to reduce food waste on farm and ways in which to quantify that action
- Understanding the support that farmers and growers would want to see from retail to address on-farm food waste

Pre-farm gate losses are included in the planned work program under Courtauld 2025

Asda

We constantly review our produce specifications and have recently relaxed specifications for carrots and sweet potatoes, resulting in an extra 340 tonnes and 300 tonnes respectively making their way to Asda's shelves.

Lidl

See answer 5

Morrisons

Our manufacturing capability gives us greater flexibility which can help to reduce waste for fresh, farm produced food. We can gear up or down more quickly depending on sales forecasts. We have also acted on specific requests from grower groups to relax some specifications when there have been difficulties with particular crops due to climatic pressures.

We have changed our requirements for the width and length of our parsnips, carrots, onions, and potatoes. The 'wonky veg' range has been trialled in a selection of stores and sold separately to our standard range and cheaper in price. Following the success of the range, 'wonky veg' will be rolled out to all stores in the UK this year and recently included cauliflower. New lines will be available depending on seasonality.

Tesco

We frequently review our produce specifications as part of our overall aim to ensure all of the edible parts of a crop are used and not wasted. For example, weather conditions over the course of this year resulted in 45% of the Gala apple crop falling outside our specification for sugar content. We worked in partnership with our apple suppliers to temporarily adjust our specification, preventing 7500 tonnes of apples from going to waste.

With regard to storage and transportation, we recently announced the removal of a packing stage in the journey from farm to fork. The result is that many popular fruit and vegetable products including citrus fruit, lettuce, tomatoes, cucumbers peppers broccoli and celery will gain up to an extra two days of freshness, helping customers to reduce food waste in the home.

13.How do you determine the shelf life of your products?

Co-op

We are conducting a full review of the shelf-life of all of our products, to ensure they have the maximum life possible while maintaining the safety and quality our customers expect. We are working with our suppliers and scientific advisors to explore a number of different avenues to extend the shelf life for different products. Shelf life of different types of product depends on varying factors. High risk products have shelf life set according to microbiological standards to ensure food safety. Other products would generally have shelf life set based on quality criteria.

Asda

We undertake regular testing to check the physical, chemical, microbiological changes to products throughout the supply chain and determine a shelf life that minimises waste and threats to food safety. We also use mathematical and chemical analysis to plot shelf life based on a range of metrics, including product formulation, packaging and storage and distribution conditions.

Lidl

It is our suppliers responsibility to carry out the relevant microbiological testing to determine the shelf life of our products.

Morrisons

We follow relevant food safety guidance from regulatory bodies.

Tesco

The shelf life of Tesco own brand products is determined by microbiological parameters that can affect both food safety and quality. Many of these parameters are set in EU law e.g. EU Regulation No. 2073/2005, or by official guidance e.g. FSA guidance on the safety and shelf life of vacuum and modified atmosphere vacuum packaged chilled foods. Microbiological safety is most commonly the limiting factor for chilled perishable products and these carry a 'Use By' date for this reason. For ambient, shelf stable foods the life is determined by quality characteristics. These are evaluated during shelf life studies conducted by the manufacturer and carry a Best Before date. Foods consumed after the Best Before date are not unsafe but they may not be of the highest quality.

14.What is your policy regarding small or misshapen fruit and vegetables?

Co-op

As a convenience store retailer with relatively limited shelf space, it is important for us to strike a balance between cosmetically attractive fruit and vegetables that encourage healthy eating, and relaxing standards as appropriate.

We do occasionally relax our standards in response to specific issues in the supply chain, but when we do we always inform customers that the produce may not meet the usual appearance standards they might expect.

We regularly ask customers about their expectations of produce and their response is consistently that they look for good quality.

Asda

Asda led the way in introducing 'wonky' fruit and veg when we trialled our "Beautiful on the Inside" range in a number of stores last year. Owing to the success of this, we have recently launched a trial of a "wonky veg box", which contains nine seasonal, misshapen vegetables – enough to feed a family of four for a week – on sale for £3.50, 30% cheaper than standard lines.

Lidl

See answer 5

Morrisons

See response to question 11.

Tesco

We've included produce of different shapes and sizes in our Everyday Value range for years and we've done a lot to ensure greater quantities of 'ugly' or 'wonky' fruit and veg are available to our customers.

Our overall aim is to ensure all of the edible parts of a crop are used and not wasted. We do this through a range of measures such as broadening specifications to include 'Wonky Fruit and Veg', new product lines, processing, working with the food service industry and giving surplus food to charities and community groups.

Distribution Issues

15. How is food brought into and moved around the city?

Co-op

The Co-operative has a composite distribution centre in Avonmouth that serves the whole of the South West and South Wales. All Co-operative food stores in Bristol are served by this depot.

All store generated waste is then backhauled to the Avonmouth depot through the distribution network of deliveries.

Asda

Supplier volume is delivered into our chilled depot at Avonmouth or ambient depot at Chepstow. All product is then picked & despatched for all stores in the city.

Lidl

We operate a regional distribution centre (RDC) at Weston Super Mare which services the city of Bristol. Food is delivered in to the RDC, as 'goods in', from our suppliers and distributed by our logistic partners, as 'goods out', directly to our stores on a daily or twice daily basis.

Morrisons

We deliver all food to our stores on trucks. Deliveries to customers' homes from our online service is done using smaller vans which are better suited to residential areas.

Tesco

Most of the food that is delivered to Tesco stores in Bristol is delivered by Tesco from our distribution centres in Avonmouth and Magor. Each recipient store is risk assessed in order to understand what type and size of vehicle can be used to make the delivery.

We use the return journey from store deliveries to bring waste and recycling back from these stores to our recycling service units. In addition to this, we may also use return journeys to pick up goods to take back to our distribution centres. We aim to reduce empty running as far as is possible.

16. What is the impact of this on air quality?

Co-op

Backhauling of waste in delivery vehicles has removed 250,000 in store waste collections annually across the UK. All the vehicles operating from Avonmouth are currently less than 5 years old, and comply with the latest Euro5 and Euro6 exhaust emissions standards.

Asda

We do not have this data.

Lidl

We follow an efficient delivery procedure. The centralised delivery control system for all transport activities enables the optimum capacity of loading aids and short haul journeys.

For our listed lines, we focus primarily on German and UK production and therefore tend to enter into business agreements with German and UK medium-sized businesses. The transportation of goods is handled by our pan European distribution centres, at which the delivered goods are consolidated centrally. This allows us to import smaller amounts whilst still maximising our vehicle capacity to ensure the minimum amount of haulage is required on our roads. Our delivery structure enables us to guarantee the best possible freshness, even of perishable items, as well as allowing us to organise the transportation in the most efficient and environmentally friendly way.

Morrisons

All of our current fleet use modern engine technology to help limit emissions and reduce air pollution. We continue to reduce our haulage emissions year on year and report on our progress every year in Morrisons annual Corporate Responsibility Review.

Tesco

Tesco is committed to reducing our impact on the environment. In distribution, we aim to minimise the number of journeys we make, thus reducing the amount of diesel consumed and its impact on air quality. Our entire fleet of vehicles meets Euro 5 or 6 emissions standards.

17. How do you break down your loads into smaller ones to facilitate easier transport?**Co-op**

The access to the store determines the vehicle type used for delivery. Large articulated vehicles are not always the best and most efficient vehicle type, therefore we run with rigid vehicles or small trailers that have flexibility to move easily around the high street or residential areas.

We also need to understand each store's capability to receive and hold the order that is generated to replenish the store. We prioritise fresh, including milk, to be delivered in the morning and provide a higher frequency of deliveries, all stores get 6 per week.

Goods are packed onto cages and delivered to stores on multi-drop vehicles.

Asda

Due to the size and nature of our stores, we tend to use larger, consolidated loads, rather than breaking down into small loads. Where possible, we will use high cube double-deck trailers to reduce the number of vehicles on the road. We also backhaul our recycling on our delivery trucks so as to minimise road miles.

Lidl

Our focus is to maximise vehicle utilisation. Due to the size of our stores and operating a flexible model we can carefully plan vehicle redistribution routes to ensure close to 100% optimisation (by volume). This approach ensures we can operate fewer vehicles.

Morrisons

For online home deliveries, product is trunked down from the Midlands in large vehicles (to reduce road miles) to a local Distribution Centre in Bristol where it is reloaded on smaller vans for onward delivery to customers' homes.

Tesco

In order to minimise road miles and our impact on the environment, we maximise the amount of goods that are carried on each journey.

Each store has a risk assessment showing the vehicle size that can be used to deliver safely to that store.

18. What are your access arrangements for local suppliers? Do you collect products from local suppliers or must they deliver the products to you?

Co-op

Locally sourced suppliers fall into different categories. If they are specific to a small number of stores, eg local bakery, then these orders are delivered direct to the store. If the supplier is local but serves stores in a wider catchment then this supplier could deliver to the Avonmouth depot and the products merged with other wider ranged products.

Different commercial arrangements can exist with local suppliers. If the arrangement suits both parties then the Co-operative can arrange to collect directly from the supplier for consolidation at the Avonmouth depot. This is subject to a number of factors- timing of product, location and access, type of product.

Asda

We have arrangements with transport companies who collect & consolidate supplier volume, before they deliver full loads into our depots. We then distribute across our store estate.

Lidl

All products, local or regional, are delivered to our regional distribution centres.

Morrisons

We collect products as well as accept deliveries from suppliers.

Tesco

Our local suppliers can choose how they deliver to our distribution centres. They can either bring in their own products or they can use Tesco's Primary Distribution. This is where we collect loads from suppliers and can use our scale to consolidate goods from multiple suppliers to maximise trailer fill and reduce road miles.

19. What is your policy on deliveries during antisocial hours (where there are nearby neighbours) and impacts on rush hours and bus lanes?

Co-op

Each individual store has a risk assessment which shows any restrictions on deliveries and impacts on travel. This ensures that certain delivery times and locations are avoided.

Asda

We comply with all local council delivery restrictions & have procedures for quiet deliveries. All drivers are given a driver information card to remind them how to keep noise to a minimum (e.g. don't leave engine running, don't let tailgates slam). Chilled deliveries where we have no delivery restrictions are typically delivered through the night. We believe it would be beneficial to all if we could deliver more volume through the night & therefore take fleet off the road through peak times. We do not use bus lanes.

Lidl

Our logistics team carefully plan distribution routes to ensure the quickest delivery times meaning avoidance of high congestion times/areas. In accordance with planning conditions we do not deliver in antisocial hours to stores located close to residential properties. In addition we are trialling a new silent delivery approach this year.

Morrisons

Some stores are subject to curfew conditions to avoid making deliveries at unsociable/inconvenient times. We always adhere to these curfew times.

Tesco

No answer

20. Do you send freight by rail? Do you use electric vehicles, or other low emission?**Co-op**

Rail freight is used between our National Distribution Depot at Coventry to our depot in Scotland at Newhouse via Mossend. Not all freight goes this way due to timings but where possible we try to use this as much as we can. No other depots utilise rail freight.

We do not have any electric vehicles in use at present.

Asda

We send rail freight between Teesport, Daventry and Grangemouth, totalling approximately 200 containers per week. In January 2014, Asda introduced a fleet of 50 Volvo dual fuel vehicles that operate out of our chilled distribution centre in Avonmouth. This fleet runs on either methane-diesel (a more environmentally friendly form of diesel, or liquid nitrogen gas). The fleet is now achieving the expected diesel to gas substitution rate of over 50%... that means that these trucks are using half the amount of diesel of a standard truck.

Introducing double-deck trailers on ambient Asda store deliveries was the single biggest boost to our 'Fewer Cheaper Miles' campaign. In 2014, we introduced another ten double-deck trailers. This alone has saved 2,000 journeys – a reduction of 210,000 miles.

Lidl

We currently do not send freight by rail. All fork lift vehicles are electric powered and we are currently trialling a Liquid Nitrogen based fuel for our main distribution fleet with our major logistics partner.

Morrisons

Not in the Bristol area, but we do use rail extensively in other parts of the country.

Tesco

No answer

21. How have you responded to limitations on vehicle size, emissions and access times from other local authorities?**Co-op**

Co-op transport operate 19 different types of vehicles (7 types of rigid vehicle and 12 different types and lengths of trailers). These are all in operation as a result of complying with varying types of store access restrictions.

Asda

We have the same delivery restriction challenges in every other region and follow the same approach.

Lidl

We continually work very closely with local authorities to understand and respond to limitations to our standard distribution model. We operate in full accordance with any planning requirements or other related conditions. Any breeches are taken very seriously and fully investigated.

Morrisons

See above.

Tesco

No answer

22. At your depots, what are your BREEAM ratings? What is your EPC rating?**Co-op**

Most depots have a BREEAM rating of Excellent (Castlewood, Newhouse, Avonmouth, Andover, Thurrock and Birtley) with exceptions of Carrickfergus, Lea Green, Cardinal and Plymouth as these sites were built before this accreditation was introduced. Coventry is an ambient only site - its rating is good.

EPC as above for the new sites is "A".

Asda

Our Distribution Centre in Bristol has an EPC score of 21, giving it an A-band rating. The depot also has an Excellent BREEAM rating.

Lidl

This depends on specific requirements and is always reviewed on a case-by-case basis. However, generally we aim for “excellent” for BREEAM and therefore High Standard EPC ratings.

Morrisons

Morrisons sets a minimum BREEAM rating of Very Good for all its new buildings, and with our newest distribution centre in Bridgwater we challenged ourselves to get an ‘Excellent’ rating, the top rating at the time. Given high level of energy efficiency, it is not surprising that this suite of buildings is highly rated, with EPCs of B for the vehicle maintenance unit, A for the bulk warehouse and A+ for the frozen warehouse.

Tesco

No answer

23. Do credits from the recycling points in your car parks go to the local authority, or are they kept by your company?

Co-op

We have no Co-operative branded recycling banks except for textiles. Any recycling credits go to the owners of the recycling banks. We have 16 sites in Bristol with textile recycling which collected around 60 tonnes in 2015.

Asda

Only clothes recycling points are kept by Asda, with proceeds going to the breast cancer charity Tickled Pink and the Salvation Army. Where space allows, we provide space for local authority recycling facilities, but we do not keep the credits.

Lidl

None of our owned car parks have dedicated recycling points. We do operate a small number of textile recycling bins stored in our car parks in association with our national charity partner, CLIC Sargent.

Morrisons

Morrisons are not provided with any recycling credits from customer recycling facilities located within our carparks.

Tesco

No answer

24. What steps are you taking to reduce energy demand and to switch to renewable energy?

Co-op

We are on track to meet our 25% renewable generation objective (new capacity) when Twin River wind farm comes online later this year – our 4th windfarm joint venture. We also have micro generation direct connection via small scale hydro and photovoltaic.

We are continuity to roll out energy efficiency standards in our extensive refit and new stores programme – continuing a programme that has reduced our carbon emission by over 40% compared with 2006. Examples of technology that helps us to deliver these improved standards are;

- Remote refrigeration where space and planning allows
- Fridge doors as standard when replacing cases
- LED lighting as standard when replacing cases
- Refrigeration controls
- Efficient ovens

Asda

We have a target of 20% energy intensity reduction by 2020 from our 2010 baseline. In 2015 we were at 19%. Each year we commit a substantial budget to trialling and implementing new technologies in our stores. It's an

investment that will see our energy use fall even further. In the last few years we have invested in: LED lighting; voltage optimisation; systems that help us manage our buildings better; heating and ventilation optimisation, and systems to help us get the best out of our fridges, to name but a few.

As part of the Walmart family, Asda has a target to use 100% renewable energy. As the first step towards this long term goal we have set ourselves the target to use 30% renewable energy by 2020 (based on our 2015 usage). We currently have 3.8MW of solar PV installed across our estate.

In 2013 we opened our new environmental depot in Rochdale. The building includes a variety of low carbon technology such as a combined heat and power plant, rainwater harvesting, solar panels and high efficiency refrigeration. This means 26% lower carbon emissions, 30% less water use and 28% more energy efficient versus previous similar depots.

By the very nature of our business, we have lots of fridges in our stores. But we understand the damaging impact that refrigerant gas can have on the environment. That's why we pledged to reduce our leakage rate from 20% in 2007 to 8% by 2015. Not only did we achieve this early – in 2011, our gas leakage rate was only 7.6%. In 2011, we won 'End User of the Year' Award in the cooling industry awards for implementing an innovative approach to meeting environmental challenges of refrigeration and air conditioning. All of this work reducing leaks and improving systems means that we now use less energy to run our fridges and have a 50% reduction in carbon emissions (vs. a 2005 base).

Lidl

Our new concept stores have a fully glass fronted façade, which maximises natural daylight entering the building, whilst sensor controlled exterior sun blinds automatically operate to mitigate the effects of unwanted heat from solar gain. The electrical lighting system is made up entirely of LED fittings which compared with a traditional lighting system are over 50% more energy efficient. All our new concept stores are equipped with a Chiller-Heat-Recovery System which uses the waste heat from the chiller plant to heat the Store. Furthermore, we have recently started a Pilot for the installation of Solar PV in conjunction with electric car charging points. We look forward to start with the first installation very soon. Generally, we are delivering a programme to international standard.

Morrisons

Morrisons has a well-developed energy efficiency programme as part of our overarching strategy to achieve our carbon reduction target, an absolute reduction in emissions of 30% by 2020 against a 2005 baseline.

Over the last few years Morrisons has invested heavily in the latest LED lighting technology, which can save up to 50% of the energy required to light our stores, as well as funding improvements in refrigeration equipment and an advanced energy monitoring system.

Renewable energy forms an important part of our strategy where it is financially viable, including a more than 25 installations of solar panels at sites across the country. Recent changes to government subsidies have changed the economics of solar power, but we remain committed to renewable energy and are actively investigating other options to provide renewable heat and renewable power.

Tesco

No answer

25.What steps are you taking to develop the circular economy?

Co-op

We have been involved in the Courtauld process from the first iteration in 2006. Part of the latest iteration, which is close to being launched, looks specifically at this in that it aims to find new uses and new markets for materials that would otherwise be considered to be waste.

We are also in dialogue with RECOUP, CWIM, LARACS and various waste management companies to understand how to improve recyclability of packaging.

Asda

We are working closely with our waste suppliers and New Product Development teams to understand how to work better and build sustainability into the new product design process. One simple example is our store plastic waste is recycled and becomes our 6p bags for life. These bags can be replaced for free if broken and brought back to store, and are then re-recycled to become another bag for life.

Lidl

We have identified opportunities and applied the concept of circular economy. As an example our waste plastic wrap used to secure palletised products are segregated and sent for recycling into our refuse sacks for use at our stores.

All our waste cardboard is segregated and recycled.

Morrisons

We have previously been supporting members of the Ellen MacArthur Foundation's Circular Economy, which is a platform which aims to identify opportunities to create value through circular practices.

Since 2005, we have also been longstanding signatories to WRAP's Courtauld Commitment, aimed at improving resource efficiency and reducing waste within the UK grocery sector supporting the UK governments' policy goal of a 'zero waste economy' and climate change objectives to reduce greenhouse gas emissions.

Tesco

No answer

Aldi Information for Bristol City Council

Corporate Responsibility

We promise our customers quality products at the best possible price. We work closely to achieve this.

To us, a quality product also needs to be made responsibly, so that what we sell is produced with respect for the environment and the people in our supply chain.

It's our job to ensure that what you buy at Aldi has been grown, caught or made with care for the environment and that the workers involved are treated fairly. We are working closely with our suppliers and industry partners to ensure you can trust what you buy at Aldi.

With the introduction of the Corporate Responsibility Policy (CR Policy), we have made responsibility an integral part of our corporate decision making processes.

Simplicity, consistency and responsibility have always been our three defining core values. As an expanding discount retailer, our actions have international influence in different markets and along the supply chain.

We know that long term business success can only be achieved if we take responsibility for the people involved in producing our products, and the environment. This belief is reflected in our CR policy.

Our CR Policy represents the binding framework for the activities of our employees, business partners and suppliers, in every area of our operations. Our CR Policy consists of 6 pillars:



1. Customers
2. Suppliers
3. Resources
4. Operations
5. Our People
6. Communities

More details on each of these pillars can be found at www.Aldi.co.uk.

Waste Reduction

We work hard to ensure that we avoid creating waste by planning ahead and being efficient. For example, we give produce growers a commitment to a price and volume well in advance of the season. This usually allows the grower to have a contract before a single seed goes in the ground. We provide monthly volume forecasts before the agreement is formalised and we back this up with weekly forecasts as the season unfolds.

Our everyday low price commitment means we don't do 'buy one get one free' or multi-buy promotions that can encourage bulk buying and lead to household waste. In fact, only around 5% of our overall sales are on promotion. We believe this is the lowest level in grocery retail and it means our sales volumes, and therefore our buying, are more predictable.

We have a very short lead-time from farm production to products being available in store. This keeps products fresh and helps stores to order accurately.

Other steps we take include:

- Our cases are created to the optimum size to avoid waste rather than for maximum fill
- We stock only the top selling lines and avoid slow selling, waste generating lines. Our core range is just 1,500 lines. This is much lower than other supermarkets
- We avoid product duplication to keep volume moving
- We source British products as often as we can to avoid long journey times. In fact, UK product self-sufficiency is at around 35%, but at Aldi our figure was over 40% for 2014
- We keep retail prices stable to keep customer demand predictable and therefore store orders accurate
- Over the past 12 months we have invested over £30m in chiller cabinets in-store to improve product shelf life
- Our waste this year is around 15% lower than the equivalent period in 2014 and we continue to work hard to achieve further reductions

We also take steps to encourage efficiency in our stores. All of our store managers have targets to reduce waste. Every item of waste in store is logged to assess areas for improvement. Waste figures and targets are discussed on a weekly basis between store managers and their area managers.

Our approach to waste management:

- Our food waste is generated almost exclusively in store as a result of our retail operations
- Whilst the majority of our food waste is surplus stock, a much smaller percentage of waste will occur due to damage in store



- All animal bi-product waste (such as raw meats, fish, eggs and milk) is removed from store and transported by a licensed carrier for anaerobic digestion. This is a legal requirement for Category 3 waste
- All other waste that is not fit for human consumption is returned to a regional distribution centre and then processed for anaerobic digestion
- Since 2012, Aldi has been donating surplus food to FareShare and we also provide food to other smaller charities local to our regional distribution centres
- We are very keen to redistribute as much surplus food to the charity sector as possible and will continue to work with partners to achieve this
- Aldi's own-brand suppliers distribute surplus food to Company Shop, a social enterprise and the largest redistributor of surplus food in the UK
- We were one of the first retailers to sign up to the Courtauld 2025 agreement, which focuses on tackling unnecessary food waste

Working with our suppliers:

Aldi UK and Ireland is very much a British business. We have UK buyers that purchase all our core fresh meat products and fresh milk from British farms. We also have a preference to source our fresh fruit and vegetables from domestic producers when possible depending on the seasons.

We agree clear seasonal or annual programmes with our suppliers. These are often agreed well in advance of planting and seed purchase, land allocation and labour planning. Our aim is to ensure that our suppliers don't make any financial commitments without an assurance from Aldi on cost, specifications and volume. This ensures that what's grown matches our needs and we work closely with producers to get this right.

Once we agree terms with our suppliers we don't change them midway through the agreement or ask for any additional monies to fund promotions or marketing initiatives. This is one of the reasons why Aldi came top of the Grocery Code Adjudicator's supplier survey, which was announced last month. The survey confirmed that Aldi is the most compliant retailer with the Groceries Code.

Aldi is the only retailer who has signed the NFU's Fruit and Veg Pledge and, in consultation with our suppliers, we are always exploring new ways to maximise crop utilisation.

Cosmetic standards:

We have worked very hard with our suppliers over the past three years to improve the consistency of the produce we sell. This has helped to double our sales of fresh produce over the past two years and forge long-term partnerships with our producers.

Aldi was voted Fresh Produce Retailer of the Year 2015 by customers in an online survey for the Fresh Produce Consortium as well as being named the Fresh Produce Business of the Year 2015 by a judging panel at the same awards.

Our product tiering allows for a wider utilisation of crop profiles. Aldi's EveryDay Essential products provide a route to market for fruit and vegetables that do not meet standard product specifications. Our product specifications are set with our suppliers through a category and product review process and are updated as and when required.



Packaging

We are continuously reducing packaging and this commitment starts with the outer case in which products are delivered. Aldi has increased the use of returnable plastic crates instead of cardboard boxes where possible. Almost all of our UK-grown products are delivered to us in these crates and we are actively reviewing a similar system around Europe to reduce cardboard usage.

What cardboard we do use is all FSC-approved or made from recycled materials. All cardboard outer casing is recycled at the end of its life (compacted in store then returned to our regional distribution centres for recycling).

We have replaced flow wrap punnets with top seal punnets on all of our berry lines and are reviewing this concept for stone fruit, grapes, tomatoes and even mushrooms. We are also trialling the removal of all product labels on larger items such as melon, pineapple and butternut squash.

We have recently introduced single units, which are sold without packaging but can be bagged up if the customer wishes to do so.

We will continue to work with our packaging providers to find the very best forms of packaging that not only keep the use of materials to a minimum but also extend the life of our products.

Distribution

Almost all aspects of our operations have an impact on the environment. The most significant is our carbon footprint from the energy we use for lighting and refrigeration and the fleet of trucks that keep our stores stocked.

We all have a role to play in tackling climate change and our focus is on making our buildings and delivery network more energy efficient. The less energy and fuel we use the better our carbon footprint. We started by measuring our total energy consumption and have introduced four measures that will help us track and improve our energy use:

Aldi is committed to UK sourcing where possible and 69% of our products are sourced from British suppliers. Aldi currently have eight regional distribution centres around the UK, which means that our vehicles travel directly to stores and use less mileage.

Our logistics goal is to increase the weight of products transported per litre of fuel consumed by our delivery network meaning less fuel – more products in store.

We are working to reduce fuel consumption by using lighter vehicles with more fuel-efficient tyres and improved aerodynamics. We are investing in the latest fuel management systems to reduce fuel consumption and use tracking software to create the most efficient route plans, therefore reducing total mileage. We work closely with manufacturers to gain the greatest efficiencies from our vehicles and closely monitor our drivers' driving performance.

We are expanding our back haul network and where possible use visiting suppliers to deliver to our stores on their return to reduce empty running.

Aldi UK was again awarded Carbon Trust accreditation in 2014 and in 2015, we were awarded the independent



ISO 50001 certification for the quality of our energy management systems.

We have also been awarded the 'Best in Intensity Carbon Reduction' award at the prestigious Carbon Trust Standard Bearer's conference. We were awarded this ahead of more than 200 other companies and this achievement acknowledges the phenomenal work we have done in successfully reducing our carbon intensity by over 27% despite rapid business growth. This has been achieved through a variety of initiatives including our solar panel programme with over 100 systems now installed, heat recovery that collects and re-uses waste heat arising from our refrigeration plant and energy surveys to identify savings opportunities across our portfolio.

Living Wage

Aldi backs the Living Wage Foundation and has introduced an increased voluntary living wage. Aldi is the only UK

supermarket to commit to paying all its staff above the voluntary living wage and is also one of the few supermarkets that gives its employees paid breaks, which further enhances the true value of its employee pay.

UK employees are now paid at least £8.40 an hour and £9.45 in London. The new voluntary living wage recommends at least £8.25 per hour and £9.40 in London.

Profits

Aldi is a private, family owned business and domiciled in the UK. Aldi UK is a financially independent business and profits are invested back into the UK.

Aldi sources 69% of our products from British suppliers, and currently employs 28,000 people in Britain, with plans to recruit a further 35,000 employees by 2022. We have operated in the UK for over 25 years now and we are proud of our heritage and history as a British business.

Animal Welfare

In the UK, all our everyday fresh meat is certified by Red Tractor to meet UK standards of animal welfare.

All meat used in our own label products must be stunned before slaughter. In 2014, we're researched across our supply chain, with both internal and external stakeholders, to review our Animal Welfare Policies for Aldi UK and Ireland. In future, our revised policies will take a species-specific approach to addressing animal welfare issues associated with both food and non-food products.

RSPCA Assured:

We also support the RSPCA Assured initiative, which guarantees that the product has been independently audited to meet the RSPCA's strict animal welfare standards. In the UK, we offer a number of RSPCA Assured products including:

- Specially Selected Fresh British Outdoor Bred Pork Fillet
- Specially Selected Fresh British Outdoor Bred Pork Loin Steaks
- Specially Selected Fresh British Outdoor Bred Pork Leg Joint
- Specially Selected Fresh British Pork Chops
- British Chicken Breast
- Free Range Eggs

- Salmon Fillets

Animal Testing:

We introduced a ban on animal testing of own label products and their ingredients in 1992 for cosmetic and toiletry products and in 2005 for household products. This was ahead of legislation and before many of our competitors.

Fairtrade

As a responsible business we regularly review our range to identify opportunities to increase the number of Fairtrade products we offer. For example, we recently reviewed our hot drinks range and have converted our Specially Selected Columbian instant coffee and a number of our speciality teas to Fairtrade certified. We continue to offer a wide range of Fairtrade products and promote our fairly traded credentials to our customers through advertising and marketing initiatives.

We regularly review our range to identify opportunities to stock sustainably certified products such as Fairtrade, Rainforest Alliance and UTZ certified. We have clear aims on certifiable products, for example, our international goal is that all products containing high levels of cocoa will be converted to Fairtrade, Rainforest Alliance or UTZ certified sustainable sources by 2020.

Aldi has between 10-50 Fairtrade certified own brand products and certification bodies include: Fairtrade Foundation and FLO-Cert GMBH. Bananas are our most popular Fairtrade certified product in our stores. In 2015 we sold 1.67million bunches of Fairtrade valentines flowers.

Chemicals and Pesticides

We are currently reviewing our pesticide policy to implement an approach suitable for UK farmers and growers.

We offer a range of Organic products for customers who support organic methods of farming and may look to make more Organic products available in stores going forwards.

Community

Aldi believes in supporting the communities within which we operate. We champion a number of community-based activities by supporting charitable organisations through financial donations, in-kind donations of products and samples and charity collections in store. We currently work with three charities: The Prince's Trust, Barnardo's, and The RSPB. We fundraise all year round for these worthwhile charities and proceeds from our carrier bag sales are donated to The RSPB.



OVERVIEW AND SCRUTINY REFERRAL FORM	
Referral from: Neighbourhoods Scrutiny Commission	To: Mayor Rees Cllr Asher Craig
Date: 6 th February 2017	
Contact Officer: Romaine de Fonseca, Policy Advisor x22770	
Subject: Supermarkets and Dealing with Waste	
<p>1. Reason for referral</p> <p>To progress the work started by the Neighbourhoods Scrutiny Commission at its evidence session in February 2016 involving representatives from Waitrose and the Co-op supermarkets.</p> <p>The Scrutiny Commission's report from the Evidence Session is attached.</p>	

2. Action required

The Neighbourhoods Scrutiny Commission meeting of 26th January 2017 resolved to request that the Mayor takes action to enable and support a regular and structured dialogue with the eight major supermarket chains in Bristol, in order to raise and progress the issues of

- food waste and re-distribution
- packaging and waste reduction
- food distribution to stores and customers across the city

Establishment of a dialogue will enable the addressing of the requests and expectations that Bristol has of supermarkets, and those that supermarkets will have of the Council.

Steps are initially being taken by the Strategic Director to develop an agreement with the Waste and Resource Action Group, so that it could become the body that will carry out liaison with the supermarkets, and feeds back to the Council on a periodic basis.

The Scrutiny Commission is supportive of this approach and considers that this is the most appropriate way to ensure that this issue is addressed via cross sector partnership working.

The Commission seeks an assurance that this approach be progressed without delay.

3. Accompanying papers

Report on “Dealing with Waste – Evidence Session”,
Neighbourhoods Scrutiny Commission, 22nd February 2016

Introduction

This is a response from Mayor and Councillor Asher Craig to Neighbourhoods Scrutiny Referral sent by Romaine de Fonseca to the Mayor and Councillor Asher Craig on Wednesday 1st March.

Response

Firstly we would like to thank the Neighbourhoods Scrutiny Commission for the work it carried out last year on this hugely significant issue. We have received positive feedback about the meeting the commission held with the supermarkets and we recognise how significant it is for the City Council to develop effective relationships with the major supermarkets and maintain an ongoing, positive dialogue to address the priorities outlined in the February 2016 Neighbourhoods Scrutiny Commission report “Dealing with Waste – Evidence Session”.

One of the key mayoral pledges is to make Bristol measurably cleaner by 2020. Part of how we go about this is to help residents, businesses, universities, schools to reuse, repair and recycle more so less waste is produced and disposed of in landfill. The Clean Streets campaign establishes the importance of working with business to help them do their bit to improve the look and feel of the city. Therefore we are fully supportive of one of the key Commission findings about working with the supermarkets to reduce packaging and waste reduction.

We can see from the referral that steps are currently being taken by the Neighbourhoods Strategic Director to develop an agreement with the Waste and Resource Action Group so it potentially becomes the body that will carry out liaison with the supermarkets. Therefore, we will ask the Strategic Director to keep the commission up to date on discussions with the Waste and Resource Action Group.

Signed off by:

- **Mayor**
- **Councillor Asher Craig (Cabinet Member for Neighbourhoods)**

NEIGHBOURHOODS DIRECTORATE RISK REGISTER

Situation as at March 2017



Corporate Risk Matrix Ratings

Likelihood	6	Almost Certain	6	12	18	24
	5	Likely	5	10	15	20
	4	Probable	4	8	12	16
	3	Possible	3	6	9	12
	2	Unlikely	2	4	6	8
	1	Almost Impossible	1	2	3	4
Overall Risk Rating = Likelihood x Impact			Marginal	Significant	Critical	Catastrophic
			1	2	3	4
			Impact			

Guidance on Assessing Likelihood

Likelihood		Likelihood Descriptors	Numerical Likelihood
6	Almost certain	Surely will happen and possibly frequently	99% or more
5	Likely	Probably will happen at regular intervals	75% or more
4	Probable	Probably will happen on rare occasions	50% or more
3	Possible	Might happen on rare occasions	Less than 50%
2	Unlikely	Do not expect it to happen, but it is possible it may do so	Less than 25%
1	Almost impossible	This will probably never happen	Less than 1%

Guidance of Assessing Impact

Rating		Effect on service provision Potential	Potential Financial Loss / Gain	Potential Fraud & Corruption loss	Reputation	Legal	Environmental	Communities	Personal safety
Page 101 ²	Marginal	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Under £0.5m	Under £50k	Minimal and transient loss of public trust. Contained within the individual service	No significant legal implication or action is anticipated	No effect (positive / negative) on the environment / community	Minimal effect on community	Minor injury to citizens or staff may result or can be prevented.
	Significant	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Between £0.5m - £5m	Between £50k - £100k	Significant public interest although limited potential for enhancement of or damage to reputation. Dissatisfaction reported through Council Complaints procedure but contained within the Council. Local MP involvement. Some local media/social media interest.	Tribunal / BCC legal team involvement required (potential for claim)	Short term effect (positive or negative) on the natural and or built environment.	Short term effect (positive or negative) on a small number of vulnerable groups / individuals	Significant injury or ill health of citizens or staff may result or be prevented.
	3	Critical	Severe effect on service provision or a corporate Plan priority area. Effect may require considerable additional resource but will not require a major strategy change.	Between £5m - £10m	Between £100k - £1m	Serious potential for enhancement of or damage to reputation. Higher levels of local media / social media interest. Dissatisfaction regularly reported through Council Complaints procedure. Higher levels of local or national interest.	Criminal prosecution anticipated and or civil litigation.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Medium term effect (positive or negative) on a significant number of vulnerable groups / individuals.
4	Catastrophic	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame, or by a short term allocation of resources and may require major strategy changes. The Council risks 'special measures' Officer / Member forced to resign.	More than £10m	More than £1m	Highly significant potential for enhancement of or damage to reputation. Intense local, national and potentially international media attention. 'Viral' on line social media. Public enquiry or poor external assessor report.	Criminal prosecution anticipated and or civil litigation (> 1 person)	Lasting effect on the natural and or built environment.	Lasting effect positive or negative) on a significant number of vulnerable groups / individuals	(Avoidable) Death of citizens or staff may result or be prevented. Long term disability / absence from work.

Risk : Managing Health & Safety matters across the Directorate	Risk Owner: All Neighbourhoods Service Directors	Updated: 01/03/2017
---	---	----------------------------

Risk Overview	Risk description: Death and injury of citizens and staff as a result of BCC being a sizeable landlord or through other services use of plant.					
	Causes : Fire, asbestos etc not having robust plans to deal with known hazards. Non compliance with safety regulations etc, failure of routine/planned maintenance. Failure to design safe buildings (Construction Design and Management regulations). Operatives' use of plant and appropriate communications and guidance. Poor training. Poor maintenance of plant and equipment.					
	Consequence: Death, cost of court cases, reputation, confidence.					
	Horizon: Ongoing	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Probable	Significant	Amber
			Target Risk	Probable	Significant	Amber

Current Mitigations in place and working effectively		Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
Page 102	CHaSM s are regularly completed and updated – all managers			Ongoing via qarterly returns from Managers	Steven Barrett
	Designated officer to support managers in mitigating risks	Martin Dunphy			
	Maintenance of vehicles through Transport services	Nick Gingell			
	Induction training and team briefing training on safe use of plant. All managers Refresher training on a 2-3 year cycle				
	Fire safety policy in place inc. Fire risk assessments+ accelerated programme of works to address risks/issues ongoing.	Nicky Debbage			
	Asbestos strategy/inspection regime in place + agreed processes for safe removal/encapsulation in line with Regulations. Review underway of processes and the management of the info on Housings' Asbestos Register and what's viewable. Input from Health and Safety Advisors.	Nicky Debbage			
	Rolling 1 year (gas) and 10 year (electrical) safety checks on all properties/appliances	Gillian Durden			
	Rolling samples of communal water systems for Legionella in place	Gillian Durden			
	Risk assessment in place for domestic systems	Gillian Durden			
	Regular checks of lift operations (min 6 monthly)	Gillian Durden			
	CDM Co-ordinators in place to prevent/manage all H&S issues on all capital and Revenue programmes	N. Debbage / G. Durden / Z. Naylor			
	The management, testing and maintenance of all Health and safety-related issues within Neighbourhoods is a day-to-day, business as usual activity, built into works programmes and plans.				
	Quarterly feedback of information from Neighbourhoods Corporate Safety Rep	Steve Barrett			

Waste Management	Risk Owner: Netta Meadows	Updated:
-------------------------	----------------------------------	-----------------

Risk Overview	Risk description: Ensuring effective delivery of the Waste Contract						
	Cause: Poor contract management (Quality and cost), ineffective service delivery						
	Consequence: Reputation loss, public health risk, higher costs						
	Horizon: Short / Medium term	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level	
			Current Risk	Possible	Critical	Amber	
			Target Risk	Unlikely	Critical	Green	

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
---	----------------------------	---------------------------------	------------------------------	---------------------------------------

Bristol Waste Company awarded a 10 year agreement – Cabinet decision made August 2016 . Functions including disposals, Household Waste Recycling Centres and communications have since transferred to the company to enable 'integrated', 'end to end' control over the waste management cycle in the City.		10 year Waste Service Agreement to be finalised, which formalises in detail the contract management processes.	Apr-17	Netta Meadows
Commissioning lead has been in place since October 2016 who is finalising Waste Services Agreement and developing a new suite of KPIs for each element of the integrated waste service.		Feedback from Neighbourhoods Scrutiny and other stakeholders to support finalisation of outcome based KPIs which will enable council and BWC to work together to increase recycling and make the city measurably cleaner.	Feb 17 - Apr - 17	Netta Meadows
The Council is supporting the Bristol Waste Company to replace their Waste Management System which will provide better performance data to better support robust performance management.		Joint processes around the customer journey to be reviewed and arrangements for better joint working between the council and BWC to be developed to support service improvements and improve customer experience.	Apr 17 - Jan - 18	Netta Meadows

Public Health - Health Protection Systems	Risk Owner: Becky Pollard / Patsy Mellor	Updated:
--	---	-----------------

Risk Overview	Risk description: Failure of the health protection system, including failure to protect the public from infectious diseases and emergency incidents					
	Cause: Fragmentation of existing systems, partners undergoing re-organisation and capacity is a significant issue.					
	Consequence: Preventable death/ illness from infectious diseases.					
	Horizon: Ongoing	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Unlikely	Critical (3)	Green (6)
			Target Risk	Unlikely	Critical (3)	Green (6)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
---	----------------------------	---------------------------------	------------------------------	---------------------------------------

The Health Protection Committee meets quarterly, chaired by the DPH to provide assurance that local plans are in place to prepare for and manage public health emergencies. Regular assurance has been sought from the health protection committee members. We postponed the last HPC because several people were unable to make the meeting. Forward schedule is being arranged		Clearly agree and outline funding arrangements for communicable disease incidents and outbreaks		
Public Health funding approved to support EH team to address the backlog in Food Safety inspections		To continue to validate existing plans and procedures, ensuring plans are effective and well-practised		
Bristol Immunisation and Vaccination group has been set up and will report to the Health Protection Committee		Utilise the agreed funding and work to clear the backlog of Food Safety Inspections prioritising the highest risk rated premises and new businesses.		
Environmental Health Out of Hours rota implemented	Adrian Jenkins	Public Health funding agreed and recruitment underway.		Nick Carter
Health Protection Committee Annual Report 2015/16 completed and being taken to the HWB October 2016. The report highlights achievement, gaps and priorities in the health protection system for the next year	Becky Pollard			
A Mass Response plan for the Bristol area is being drafted to outline the local response arrangements to health protection incidents. The second multiagency workshop to develop the Bristol Mass response plan was held on 15.3.17. This was well attended and we have been able to progress and clarify roles and responsibilities.				

Public Health - Suicide - Health Protection Systems	Risk Owner: Becky Pollard	Updated:
--	----------------------------------	-----------------

Risk Overview	Risk description: Bristol University has experienced a 'suicide cluster'. Should statutory agencies fail to effectively respond (with Public Health taking a leading role) then we may fail to effectively prevent further suicides.					
	Cause: Inquests are being undertaken on each suicide and a system-wide review on the suicide cluster and agencies' response is being planned. Both will help us to better understand any local issues and ongoing needs.					
	Consequence: Preventable death from suicide.					
	Horizon: Ongoing	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Possible	Critical (3)	Amber (9)
			Target Risk	Unlikely	Critical (3)	Green (6)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
---	----------------------------	---------------------------------	------------------------------	---------------------------------------

Page 105	A small working group involving leads from the university, BCC, Public Health England and CCG is in close communication to try and resolve immediate needs around training and additional staff resource for the university (to focus on vulnerable students). A wider reference group exists to offer additional support and expertise (this includes learning from similar experiences elsewhere, e.g. York).	Leonie Roberts / Victoria Bleazard	As a priority we are reinvigorating Bristol's Suicide Prevention Action Group (SPAG). Through this group, and with support from PHE we will refresh Bristol's Suicide Prevention Strategy (over Summer '17).	Ongoing / monthly review	Leonie Roberts / Victoria Bleazard
	We are closely referencing PHE guidance around effectively responding to suicide clusters, and are planning a process to evaluate how agencies have responded to this cluster, and how we might improve systems based on this.				
	A suicide cluster describes a situation in which more suicides than expected occur in terms of time, place or both. The cluster response team have found no direct links between the students.				

Public Health - Clinical Safety	Risk Owner: Becky Pollard	Updated:
--	----------------------------------	-----------------

Risk Overview	Risk description: Failure to assure the clinical safety of services we deliver or commission						
	Cause: Poor contract management and contract delivery						
	Consequence: Legal liability and loss of contracts. Loss of grant if fail to deliver						
	Horizon: Until clinical governance system is established	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level	
			Current Risk	Unlikely	Significant	Green (4)	
			Target Risk	Unlikely	Significant	Green (4)	

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
---	----------------------------	---------------------------------	------------------------------	---------------------------------------

Page 106	The Director of Public Health is overseeing the development of a clinical governance framework working with Bristol CCG.		New policy has been developed. This shows a clear process for reporting and investigating serious incidents as well as ensuring clinical governance is addressed routinely through contract management. To be actioned from April 2017	01 April 2017	Becky Pollard / Barbara Coleman
	Robust contract management arrangements are in place		Revised arrangements will be included in new and existing contracts when finalised.		
	Preliminary meeting taken place with CCG lead for clinical governance and partnership working arrangements discussed.				
	System needs to be set up to formalise these arrangements				

Public Health Grant	Risk Owner: Becky Pollard	Updated:
----------------------------	----------------------------------	-----------------

Risk Overview	Risk description: In year cut to the public health ring fenced grant in 2015/16 and uncertainty of public health grant allocation for 2016/17.					
	Cause: Inability to meet existing public health commitments and budget alignments to support the MTFP.					
	Consequence: Potential risk of service reductions in both mandatory and non-mandatory public health services (including sexual health, health checks, health visiting and school nursing services, drug and alcohol services)					
	Horizon:	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Possible	Significant	Green (6)
			Target Risk	Possible	Significant	Green (6)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

	Finance paper presented to SLT Feb 2017, all recommendations approved. Public Health DMT to take forward recommendations in report. To date Public Health have identified over £2M savings, and the senior team are reviewing all spend to identify the additional £1M saving needed by 2019/20		Further reductions to the ring fenced grant are likely in addition to the public health contribution to current financial situation	On-going	Becky Pollard / Barbara Coleman
			The senior public health team are undertaking a thorough review of expenditure across all programme areas to identify where savings may be made or where re-distribution of resources is required		

Knowledge, Skills and Expertise gap	Risk Owner: Alison Comley	Updated:
--	----------------------------------	-----------------

Risk Overview	Risk description: Reduced expertise and experience resulting from a shrinking workforce					
	Cause: Reduced level of knowledge and expertise within re-designed services, post restructure					
	Consequence: Reduced capabilities to deliver services to citizens					
	Horizon: Short to medium term	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Probable	Significant	Amber (8)
			Target Risk	Possible	Significant	Green (6)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
---	----------------------------	---------------------------------	------------------------------	---------------------------------------

Page 108	Identification of current skill shortage across Directorate including : - - Housing Officers - Surveyors		Development of a Neighbourhoods workforce strategy	March - June 2017	Alex Holly with Service Directors
	Bespoke recruitment in place		As workforce shrinks further there is a need to ensure there are mechanisms to keep Neighbourhoods expertise within the Directorate in different roles	Ongoing	Alex Holly

Housing Revenue Account - maintain a balanced HRA 30 year business plan	Risk Owner: Mary Ryan / Steve Barrett	Updated:
---	--	-----------------

Risk Overview	Risk description: Unviability of the HRA					
	Cause: Changes to rent policy and welfare benefit reform reducing income					
	Consequence: Lack of ability to deliver planned services, requirement to cut spending plans / reduce services					
	Horizon: Ongoing	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Possible	Significant	Green (6)
			Target Risk	Unlikely	Significant	Green (4)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

Regular updating and external review of HRA 30-year business plan, consultation on revised strategy and resulting budget implications	Mary Ryan / Steve Barrett	HRA budget for 2016/17 has been agreed at Cabinet. Over the year 16/17 we are undertaking extensive consultation with stakeholders on different options in order to deliver a balanced 30-year business plan from 2017.	Bi Annual review	Nicky Debbage

Tree Management - maintain a rolling programme of tree management works across the City	Risk Owner: Di Robinson / Gemma Dando	Updated:
---	---------------------------------------	----------

Risk Overview	Risk description: risk of trees falling as a result of failure under certain weather conditions and/or due to disease					
	Cause: the council has 100,000 trees. Severe weather conditions and/or disease can lead to tree failure.					
	Consequence: if not managed effectively a tree may fall and present a risk to the public, staff and infrastructure					
	Horizon: Ongoing	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Possible	Critical	Amber (9)
			Target Risk	Possible	Significant	Green (6)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

Clear tree management process that responds to HSE and HSW Act recommendations/guidelines. Risk based approach to managing trees with trees that are deemed to be high risk being felled.		Where trees are subject to diagnostic tests or close monitoring, risk assessments should be updated on Confirm from the time that regular monitoring starts and where necessary the cyclical inspection regime made more frequent for that particular tree. Review resourcing of tree management by services that require input from the tree Management Team e.g. Cemeteries and Crematoria	Quarterly review	Richard Ennion

Failure to Prevent Homlessness	Risk Owner: Nick Hooper	Updated:
---------------------------------------	--------------------------------	-----------------

Risk Overview	Risk description: Failure to prevent homelessness						
	Cause: Welfare reform, changes to private renting, shortage of affordable housing, non-priority individuals with complex needs						
	Consequence: Cost to Bristol City Council for Temporary Accommodation Reputational damage from street homelessness Costs to wider-system (e.g. Health) Social costs to households						
	Horizon: Current and on-going	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level	
			Current Risk	Probable	Significant	Amber (8)	
			Target Risk	Possible	Significant	Green (6)	

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

Working with private sector and voluntary and community sector providers to ensure an adequate supply of emergency accommodation for families. St Mungo's Broadway is commissioned to deliver outreach services to rough sleepers and a severe weather emergency protocol (SWEP) is in place to support rough sleepers if there is severe weather. Also working with providers to develop more PRS accommodation as move-on.		Reduce average number of families temporarily housed in emergency accommodation per night.	2016/17	Gillian Douglas
Emergency accommodation to be put on framework contracts.		Continue to roll out 'Real Lettings' (80 in total – over 2 years)	2016/17	Olly Alcock
On-going review of processes between housing / children families		Rough sleepers task group (led by St Mungos)		Carmel Brogan
Restructuring of Housing Options is underway with Housing Advice working differently through the CSP to assess homeless households within 48 hours of presentation. This ensures earlier intervention and maximisation of prevention opportunities.		City office task group focus on 100 beds in 100 days. Project manager appointed.		
Hardship Fund project within WRAMAS has been outreaching to families at risk of homelessness due to benefit cap and has increased work with h/hs subject to bedroom tax. This project runs tro March 2017.		Bring into use surplus BCC property for temp emergency accommodation.	Quarterly	Carmel Brogan
Real lettings properties – target is on schedule with 30 properties already being let to homeless households as long term accommodation.		Complete restructuring of Housing Options		Gillian Douglas

	New properties being accessed as interim accommodation (e.g. council properties) as a better value option than private spot purchased accommodation.		Implementation of new CLG grant funding (Trailblazer, Rough Sleeper, SIB) is being progressed.		Gillian Douglas
			There is now a framework contract in place for temporary nightly purchased accommodation which has reduced the unit cost. Framework / contract for block purchase is due to go live in April 2017.		

Loss of Business Rate Revenue (i & ii)		Risk Owner: Patsy Mellor / Finance Business Partner			Updated:			
Risk Overview	Risk description: (i) Potential large loss of Business Rate Revenue resulting from approximate 20% rateable value reduction, back-dated to 1/4/2010, in respect of Seabank Power Station (ii) Potential large loss of Business Rate Revenue resulting from deletion of Virgin network assessment from Local rating List, back-dated to 1/4/2010, (National issue)							
	Cause: (i) If successful appeal made to Valuation Office Agency (VOA) by Virgin to have all their network assessments rated as one in the Central List which is the case with other Utilities, such as rail network; power networks (gas / electric, pipelines, other cable networks; etc). (ii) Successful appeal made to Valuation Office Agency							
	Consequence: (i) Reduction in Business Rate by approximately £2.9 million, 49% of which will be direct loss to Authority if settled prior to 1/4/2017, but after this the loss will be 100% due to participation in the Business Rate Pilot, although under this arrangement we will not lose revenue under our initial baseline. However it could have the effect of reducing budgeted growth. The Government has yet to make a clear announcement to how appeals will be funded in the future. The rateable value has also seen a large reduction in the 2017 Rating List which will lead to a loss of revenue for 2017/18, which at present will be in the region of £270,000, although this may increase once the 2010 rateable value changes. The Government have compensated authorities for this through the system of tariffs and top-ups. (ii) Reduction in Business Rate in excess of £6million, 49% of which will be direct loss to Authority prior to 1/4/2017, after which Authority will lose 100% of the income.							
	Horizon:		Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level	
				Current Risk	Probable	Significant	Amber (8)	
				Target Risk	Possible	Significant	Green (6)	
Current Mitigations in place and working effectively		Responsible Officer	Further Actions Required			Time-frame for Action	Responsible Officer for Action	
Loss under Appeal provision was made for £820K, based on historic reduction of 3% for this type of appeal.			Further update once official notification received from VOA , which will enable exact figure of revenue loss to be supplied.			expected by 31.03.17	Martin Smith / Paul Kimbrey	
Potential loss over the amount made under the appeal provision for this property likely to be in the region of £700K			Our only notification will either be the VOA advising that the appeal has been dismissed or that the entry is to be deleted from the Local Rating List and entered in central List or other Local List. Even if the VOA decide that assessment should remain in the Local List, ratepayer is able to further appeal this decision through the Valuation Tribunal and thereafter take the matter to a higher court.			Unable to obtain any information from the VOA as to when appeal will be settled and unless they delete assessment ratepayer will not agree the decision, which will lead to lengthy legal challenge's	Paul Kimbrey	

Loss of Business Rate Revenue from NHS applications for charitable status	Risk Owner: Patsy Mellor / Finance B.P.	Updated:
---	---	----------

Risk Overview	Risk description: Potential large loss of Business Rate Revenue resulting from NHS applications for charitable status						
	Cause: Advised by LGA to refuse but still ongoing						
	Consequence: Reduction in Business Rate Revenue between approximately £4 million plus refunded previous years refunds totalling £19 million at a cost of £8.5 million to the Authority						
	Horizon:	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level	
			Current Risk	Probable (4)	Critical (3)	Red (12)	
			Target Risk	Probable	Significant	Amber (9)	

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

Mandatory Charitable Rates Relief. Current uncertainty around Health care trust and mandatory charitable relief.		Participation in the Local Government Authority consortium receiving guidance from Counsel	Expected by 31.3.17	Martin Smith / Jo Hunt / Anne Nugent / Tony Whitlock
Issue is being managed by Business Rates team but monitored by Finance Team. National position including Counsel's Opinion from LGA is that claims unfounded. Claims received so far rejected.		Majority instalments are up to date		
Counter application has been received				

Summons Costs regarding local taxation	Risk Owner: Patsy Mellor / Finance BP	Updated:
---	--	-----------------

Risk Overview	Risk description: The level of summons costs currently being charged where a summons is issued in respect of local taxation is £100.00. This figure is calculated using an outdated calculation and, in other local authorities, has been challenged in the Magistrates Court. There is the potential for the calculation to be challenged in Bristol although this risk has decreased over the last six months.					
	Cause: Outdated calculation used that does not accurately account for expenditure leading to the possibility of an incorrect figure being calculated.					
	Consequence: Potential for budget deficit of circa £800k based on projected income reduction.					
	Horizon:	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Unlikely	Significant	Green (4)
			Target Risk	Unlikely	Significant	Green (4)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

	Revised cost calculation issued to Magistrates Court and no challenge received as yet		Corporate finance to include review of cost calculation into work planning for 2016 / 17 in order that a revised cost calculation be delivered in time for 1st April 2017	Review at 31.3.17	Corporate Finance / Martin Smith

Housing Benefit Subsidy	Risk Owner: Patsy Mellor / Nick Hooper	Updated:
--------------------------------	---	-----------------

Risk Overview	Risk description: Housing Benefit is recompensed for the monies paid out by the DWP usually on a £1 for £1 basis. Two issues have arisen from previous year's subsidy audits resulting in an increased risk/financial pressure. 1. Increased use of temporary and 'exempt' supported accommodation, resulting in a loss of subsidy rebate in these areas. (Losses for 2016/17 are estimated at £1.5m and £1m respectively). 2. In addition the 2014/15 claim which was submitted in April 2015 and audited in November 2015 identified a sizeable level of incorrectness and qualification of £1.1. million.					
	Cause:					
	Consequence: The demand on temporary and 'exempt' supported accommodation remains high as does the level of incorrectness despite some measures that have already been put in place.					
	Horizon:	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Likely	Significant	Red (10)
			Target Risk	Probable	Significant	Amber (8)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

2 Assessment officers transferred to the QC and Subsidy Team (June 2015)		Increased focus to be given to service's performance	On-going / Quarterly review	Martin Smith
A monthly 'copy' of the subsidy claim is scrutinised by the QC and Subsidy Team to compare to previous estimates throughout the year (On going)		Refocus QA and subsidy resource in to the areas identified in the 2014/2015 audit	On-going	
Daily QA checking results in c3,400 cases being checked in and focuses in 3 main problem areas (On going)		Increase availability of training / mentoring to known staff in known areas	On-going	
Training in targeted areas				
A full internal review has been undertaken of the existing QA and Subsidy				
Employed external subject matter experts to review existing process, outcomes confirmed as appropriate and signed off.				

Reduction in Housing Benefit and CTR Administration Grant	Risk Owner: Patsy Mellor	Updated:
---	--------------------------	----------

Risk Overview	Risk description: For 2016/17 as part of the reduction in central government grants the DWP have applied a 19% (£480k) reduction to BCCs Housing Benefit administration grant.					
	Cause: In respect of DCLG's administrative grant for CTR this has broadly remained the same for Bristol at £693k					
	Consequence: There is a real danger that that there will be further year on year reductions for both grants resulting in an increased pressure on the General Fund					
	Horizon:	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Likely	Significant	Red (10)
			Target Risk	Probable	Significant	Amber (8)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

Possible reductions in cost of Service currently undertaken by Applied Programme, e.g. evidence upload technology		The following are being considered / investigated with a view to reducing unit cost : - - Purchase New and Integrate new claims and changes reporting forms - Further automation of ATLAS and any other new technologies as / when apply		Matthew Kendall
Increase in automated processing systems via initiatives such as Automated Transfer of LA Data (ATLAS)		Possible purchase of new performance software (April 2017)	April 2017	
Improved local performance processes and procedures				

ROADS Re-commissioning	Risk Owner: Patsy Mellor / Becky Pollard	Updated:
-------------------------------	---	-----------------

Risk Overview	Risk description: Delays to the commissioning process when key decisions are required in relation to the overall governance of the project and risk of challenge on award of contract. Target set by CPG to 'go live' October 2017 carries significant risk to service continuation					
	Cause: Non-agreement of the new service delivery model Budget envelope not agreed Legal challenge received on award of contract					
	Consequence: Increase costs to continue current service model					
	Horizon: On-going	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Probable	Significant	Amber (8)
			Target Risk	Probable	Significant	Amber (8)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

Clear and regular briefings to key stakeholder groups e.g. CCG, DLTs H&WB Board and Safer Bristol Partnership	Pete Anderson	Further to the reduction of the budget envelope for ROADS contained within the Mayor's Budget Reduction Proposals, ensure accurate responses to questions and inquiries submitted	Ongoing, via quarterly returns from Service Managers	Pete Anderson
Confirmation of funding to be sought as soon as possible to allow model design work for the Commissioning Strategy.	Pete Anderson	Ensure appropriate BCC Procurement support post VS process		
Ensure clarification from BCC Finance on the financial regulations and share with stakeholders. Consider these implications in the overall design of the treatment system model in the Commissioning Strategy to consult on. Engage with VOSCUR throughout the process.		Conclusion of 12 week consultation (April 2017)		
Robust management of commissioning cycle by the multi-agency Substance Misuse Joint Commissioning Group.	Pete Anderson			

Operation Centre (i)	Risk Owner: Patsy Mellor / Pete Anderson	Updated:
-----------------------------	---	-----------------

Risk Overview	Risk description: Delay to 'Go Live' date of Centre - September 2017					
	Cause: Delay in Procurement of technology - Failure of technology on new platform - Building delays (new Centre to be built in 100 Temple Street) - Retention, recruitment and training of staff					
	Consequence: Failure to meet service standards - Critical service (24/7) failure which could result in loss of life					
	Horizon: On-going	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Possible	Critical	Amber (9)
			Target Risk	Unlikely	Critical	Green (6)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

Well resourced Programme Team to manage project	Pete Anderson	Deliver against the programme plan - as agreed	Quarterly review	Pete Anderson
Building workstream on track to deliver build by Christmas 2016		Target Operating Model to be agreed		
Agreement of Service Delivery Model for Operation Centre		Conclusion of ICT negotiation (March 2017)		

Operation Centre (ii)	Risk Owner: Patsy Mellor / Pete Anderson	Updated:
------------------------------	---	-----------------

Risk Overview	Risk description: Failure to meet annual income target - £840k per annum					
	Cause: Failure to secure commitment from partner agencies to have a permanent presence or their services delivered within the Operations Centre					
	Loss of existing contracts delivered through ECC					
	Consequence: Financial target not met. Increased pressure on Council to achieve savings target					
	Horizon: On-going	Please consider whether the current risk rating correctly describes the current situation.	Risk Rating	Likelihood	Impact	Risk Level
			Current Risk	Probable	Significant	Amber (8)
			Target Risk	Proable	Significant	Amber (8)

Current Mitigations in place and working effectively	Responsible Officer	Further Actions Required	Time-frame for Action	Responsible Officer for Action
--	---------------------	--------------------------	-----------------------	--------------------------------

Internal and External organisation engagement - securing office space or delivery of services from Operation Centre	Pete Anderson	Consider Business Development role within the service design	Ongoing, via quarterly returns from Service Managers	Peter Anderson
Creation of a Benefits Realisation Forum to maximise the commercial opportunities		Review of BCC current service contracts and seek efficiencies (services to be delivered via the Operation Centre, rather than outsourcing)		
Review of existing service contracts in Emergency Control Centre		Commercial engagement plan to be created and delivered		
		Ongoing commercial discussions		

Neighbourhoods Scrutiny

31st March 2017



Report of: Strategic Director, Neighbourhoods

Title: Neighbourhoods 2016/17 – Q3 Performance Report

Ward: Citywide

Officer Presenting Report: Strategic Director, Neighbourhoods: Alison Comley

Contact Telephone Number: 0117 3574357

Recommendation

To note the Neighbourhoods Performance Report for Quarter 3 of 2016/17

Summary

The report and appendices are a summary of the main areas of progress towards delivery of the Corporate Plan 2014-17.

The significant issues in the report are:

The most significant highlights, milestones and performance issues are contained within the Neighbourhoods 2016/17 Quarter 3 Performance Report (Appendix A), alongside more detailed management notes (Appendix B) for those metrics showing as 'well below target'.



Policy

1. *not applicable*

Consultation

2. **Internal**
Directorate Leadership Team and Strategic Leadership Team
3. **External**
not applicable

Context

4. The Performance report for Quarter 3 (October – December) of 2016-17 has been reset in the context of the new Key Objectives in the draft Corporate Strategy (2017-22) which is under consultation. The suite of measures of success (including both performance indicators and key projects) currently being agreed are also being re-aligned against the new Key Objectives to determine progress towards delivery of the new Corporate Strategy and business plans. There is also work in progress to review and develop measures of success that may better reflect aspirations of the new Corporate Strategy and business plans. Measures here are shown in relation to the Service Division in Neighbourhoods by which they are managed, and are transitional, as reflected above.

Appendix A (Neighbourhoods 2016/17 Quarter 3 Performance Report) reports on key measures in delivering the Corporate Plan, and can be summarised as follows:

- Of the 44 PIs and projects for which data was available in Q3, 19 are currently on or above target, with 25 below or well below target.
- The direction of travel (comparing performance against the same period in the previous year) for 24 of the 42 PIs in the report has improved since the same period last year, with 13 going in the wrong direction. 5 metrics are new or have had new definitions so are not comparable.

Headline findings for Quarter 3 reporting:

- Breastfeeding rates are significantly below target - this is due to lack of knowledge of known feeding rates.
- The number of people sleeping rough on a single night in Bristol continues to increase.
- Average times for standard relets is currently standing at 6 weeks against a target of 9 weeks.
- Levels of engagement with community development work continues to exceed expectations and performs well above target.
- The reduction in the number of empty council properties has been significant – from 550 at the end of last year (2015/16), to 405 at the end of Q3.
- Recycling rates in Bristol are over 4 percentage points lower than at their peak in 2012/13.
- Attendance at BCC leisure centres and swimming pools has doubled since 2008/09

Proposal

5. Neighbourhoods Scrutiny Commission is asked to note the contents of the summary report.

Other Options Considered

6. *n/a*

Risk Assessment

7. *n/a*

Public Sector Equality Duties

- 8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

Legal and Resource Implications

Legal

n/a

Financial

(a) Revenue

n/a

(b) Capital

n/a

Land

n/a

Personnel

n/a

Appendices:

None

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

none

NEIGHBOURHOODS SCRUTINY - Q3 OUTTURN PERFORMANCE REPORT - 2016/17

Key: Direction of Travel in last 12 months (indicative)

Improved (>10%)			Worsened (>10%)
Improved (<10%)			Worsened (<10%)
Static (0.5% change)			Greyed out arrow shows last comparable direction of travel (for annually reported metrics)







Public Health

SLT measures

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
Leonie Roberts	BCP001	Reduce the rate of alcohol related hospital admissions per 100,000 population	SLT	Quarterly	793	793		781 (above target)	Alcohol Strategy Delivery Group has been established to work collaboratively to achieve outcomes set in the Bristol Alcohol Strategy. PH coordinate the work of 3 Work streams focusing on prevention, intervention and environment. The Substance Misuse Team produced Strategic Needs Assessment and published a draft Bristol Substance Misuse Commissioning Strategy. Plans for the substance misuse primary care service-redesign are progressing. The Bristol Big Drink Debate has been launched and we are gathering information about attitudes to alcohol and to drinking behaviour from the Public. As part of the national Dry January campaign we have been working with local retailers to promote alcohol-free offers and venues. Annual report demonstrating the effectiveness of the Hospital Alcohol Specialists at the BRI and Southmead Hospitals is going to be produced in February. More Healthy Living Pharmacies have been recruited and their staff trained to offer and deliver the IBA to the Public. New set of measurable outcomes is planned to be put in place to improve the quality of information we receive about the effectiveness of this intervention. Alcohol prevention and treatment training to GPs and to alcohol workers will be delivered in February.
Page 125 Jo Williams	BCP002	Reduce the percentage of children in reception class with height and weight recorded who are obese* <i>*changed from Yr. 6 to Reception.</i>	SLT	Annual	9.5% (2014/15)	9.5%		9.4% (above target)	Provisional data from the latest NCMP data collection (2015/16) has been released, and indicates that the percentage of children in reception with height and weight recorded who are obese was 9.4% (95% CI: 8.6-10.2). This is statistically similar to the percentage nationally (9.6%). A Healthy Weight Strategy for Bristol is currently being developed, taking account of the national child obesity strategy.
Jo Copping	BCP004a	Reduce the life expectancy gap between men living in deprived & wealthy areas of the city	SLT	Annual	9.6 years (2012-2014)	9.6		n/a	The life expectancy gap between men in the most and least disadvantaged deciles of the Bristol population, has shown no improvement in the last decade. New data is now due in February. Essentially, although life expectancy has seen a gradual improvement, we are not seeing a reduction in inequalities in health within the city and this is likely to reflect the persistent deprivation seen within areas of Bristol. Further analytical work to understand the causes of our life expectancy gaps and premature mortality was taken within the 2016 DPH report, Living Well for Longer and a new JSNA chapter will be finalised in the spring and will explore inequalities in healthy life expectancy. Prevention is a key component of the BNSSG Sustainability and Transformation Plan and priority actions include prevention of falls, and diabetes, and addressing lifestyle issues such as alcohol, smoking, healthy diet and physical activity. The new Llvewell Bristol hub, the recommissioning of healthy lifestyle services and the roll out of MECC across Bristol and BNSSG are some of the interventions planned over the forthcoming year.
Jo Copping	BCP004b	Reduce the life expectancy gap between women living in deprived & wealthy areas of the city	SLT	Annual	7.0 years (2012-2014)	7		n/a	The life expectancy gap between women in the most and least disadvantaged deciles of the Bristol population, has shown no improvement in the last decade. New data is expected in February 2017. Essentially, although life expectancy has seen a gradual improvement, we are not seeing a reduction in inequalities in health within the city and this is likely to reflect the persistent deprivation seen within areas of Bristol. Further analytical work to understand the causes of our life expectancy gaps and premature mortality was taken within the 2016 DPH report, Living Well for Longer and a new JSNA chapter will be finalised in the spring and will explore inequalities in healthy life expectancy. Prevention is a key component of the BNSSG Sustainability and Transformation Plan and priority actions include prevention of falls, and diabetes, and addressing lifestyle issues such as alcohol, smoking, healthy diet and physical activity. The new Llvewell Bristol hub, the recommissioning of healthy lifestyle services and the roll out of MECC across Bristol and BNSSG are some of the interventions planned over the forthcoming year.





*changed from Yr. 6 to Reception.

Public Health cntd.

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
Viv Harrison	NH 020	Smoking rates in pregnancy	NLT	Quarterly	11.1%	10.0%		10.85% (below target)	Stakeholders from across Maternity and Community/Primary Care Services are now working collaboratively with CCG and LA commissioners to improve the outcomes for pregnant women who smoke. As part of this redesign, a set of measurable outcomes linked to each NICE recommendation provide a framework for action across the whole pathway. Our key focus will be to ensure that all pregnant women (and their partners where possible) who smoke are identified, supported and referred to community based services where they will be given options for quitting or switching to e-cigs. As part of the above a performance dashboard has been developed to ensure that providers are kept up to speed on how they are delivering against their agreed outcomes. On March 7th a workshop will be held across BNSSG to work with Midwives (and Health Visitors) to implement the outcomes agreed in the NICE guidance.
Viv Harrison	NH 021	Injuries due to falls in people aged 65 and over (Persons)	NLT	Annual	2501 (2014/15)	2500		n/a	Plans for extending access to strength and balance (S&B) exercise in the community are progressing and are included within the BNSSG STP Frailty business case. Discussions have been had with BCC Leisure centres regarding delivery of S&B classes and agreement gained subject to contract variation. Members of the falls task group met in December to discuss the referral pathway. Further discussions will take place in January with the aim of reaching agreement on the triage and assessment process by end of January. This is subject to agreement on the use of existing resources within partner organisations, without additional investment.
Thara Raj	NH 022	People presenting with HIV at a late stage of infection	NLT	Annual	44.7%	44.0%		n/a	Performance monitoring indicators related to strengthening HIV testing and increasing early diagnosis have now been agreed with the new integrated sexual health service. The new service has proposed they will audit all cases of late diagnosis and identify any lessons learned. An HIV testing strategy for Bristol is under development, and is being updated to be in line with recent NICE Guidance published in December 2016. Arrangements to pilot offering HIV testing for new registrants at 6 high prevalence practices are being finalised.
Page 126 Jo Williams	NH024	Breastfeeding prevalence at 6-8 weeks after birth (Persons)	NLT	Quarterly	56.20%	60%		39.2% (well below target)	The 2016/17 Q2 figure (latest available - 39.2%) is the percentage of all babies aged 6-8 weeks who are recorded as being breastfed. However, only 62% of these babies have known feeding status. Work is underway to identify the low level of recording, and to improve data completeness. The report will be re-run ahead of Q4 and Q3 data is likely to improve during that time as further returns of data are received. Many local authorities experience this same difficulty with receipt of complete data to the extent that no comparison data is available for the South West region. If we were to assume the same level of breastfeeding in those with and without feeding status recorded, the percentage of babies breastfed at 6-8 weeks would be 62.8% (this is the percentage of babies who are breastfed of those with known feeding status).
Leonie Roberts	NH025	[Reduction in rate of]Domestic Abuse (Persons)	NLT	Annual	17.3 per 1,000 (2014/15)	17		n/a	The Safer Bristol Partnership continue to oversee the work of domestic violence. Any increase in the figure may indicate an increase in the willingness of the public to report the crime rather than an increase in domestic abuse. The Bristol Domestic and Sexual violence strategy group had their quarterly meeting in December and are in the process of reviewing their action plan as well as continuing to monitor the implementation of the recommendations from Bristol Domestic Homicide Reviews. An Avon and Somerset wide campaign was held in November and December to raise awareness of Domestic Violence amongst a number of equalities groups.
Leonie Roberts	NH026	[Reduction in] Suicide Rate (Persons)	NLT	Annual	10.4 per 100,000 (2012-2014)	10.4		n/a	Due to relatively small numbers, suicide data is usually presented as a 3 year rolling average. Preventative work across Bristol is steered by a multi-agency partnership of individuals and organisations with the expertise and commitment to address risk factors. In line with the National Strategy for prevention, these risks are addressed under the headings: Analysis of data; Promoting responsible reporting by the media; Reducing access to means; Promoting mental well-being; and Identifying local actions for high risk groups. The Suicide Prevention Action Group was due to refresh its Strategy and Action plan in autumn 2016 but this has been delayed due to capacity. The suicide prevention action plan will be updated in 2017. Fresh initiatives begun in 2016, include rolling out Applied Suicide Intervention Skills Training (ASIST) to front line professionals, negotiating with NCP car parks (deemed to have hotspot potential) and working collaboratively with 3 other local authorities to send a researcher into the Coroner's office to collect a greater depth of information about individual suicides; in order to better understand risk factors and more immediately inform preventative strategies. Bristol PH now has 2 ASIST certified trainers delivering suicide prevention training to front-line staff. Up to 60 individuals were trained to date. Bristol works collaboratively with other LAs on this two-year pilot project to reduce suicide deaths in the South West region.

Public Health cntd.




Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
---------------------	------	--------------------	----------	----------------------	-----------------	----------------	--------------------	----------------------------	--

Jo Williams	NH027	[Rate of] Hospital admissions caused by unintentional and deliberate injuries in young people (aged 15-24) (Persons), per 100,000 population	NLT	Quarterly	138.9 per 10,000	146.6		136.3 (above target)	These hospital admissions are made up of deliberate self harm and accidental injury. In the last year (up until Q2) , there were 1020 admissions, a slight fall in the last rolling annual figure. 478 were for self harm (mostly self poisoning) and 542 were accidental injuries. Admissions for self harm have gradually risen and accidental injuries have declined. Self harm admissions are much more common in females with 82% of admissions for self poisoning occurring in women, whereas admissions from accidents are more common among males. Q3 data is not yet available. There are a number of interventions in place to prevent and address mental health issues in children and young people and there is training of staff in schools, GPs and social care around self harm and suicidal ideation, and there is Heath Integration Team specifically focussed on self harm. Discussions with the children's Safeguarding Board, the Joint Health Outcomes Group and the Bristol Suicide Steering Group are planned to best determine how this work is strategically joined up across Bristol.
Guy Fishbourne	NH016	Respondents who take 150 min moderate or 75 min vigorous exercise every week	NLT	Annual	65.30%	66%		n/a	Campaigns via Public Health and Sport England continue to emphasise the importance of physical activity to benefit improvements in health and wellbeing. This has encouraged and contributed towards more people becoming more active, more often. Community led programmes across Bristol, as well as mass participation events like the 'This Girl Can' campaign, provide a variety of opportunities for people in the city. It is widely recognised that there are multiple avenues for people, of all ages and abilities, to participate in activity, from GP referrals and walking for health through to business sports challenges and structured sport. This helps to sustain and support the development of the number of people exercising weekly. Officers continue to develop new opportunities and have recently been successful in receiving Sport England Funding (max £300k) to tackle inactivity in areas of high health need through various programmes and interventions. Bristol is European City of Sport 2017 and officers are working hard with partners to use this accolade and raise the profile and promote all forms of sports and physical activity across the city with the ultimate aim of increasing participation.
Guy Fishbourne	NH520	Percentage of residents satisfied with leisure facilities (QoL)	NLT	Annual	52.4%	53%		n/a	Avonmouth & Laurence Weston, Brislington East, Hillfields, Eastville, Filwood are amongst the wards that have the lowest satisfaction levels. From our recent assessment of needs and opportunities of built sports facilities we know that Bristol has a good adequate supply of leisure facilities but that there is a need to make more of them accessibly available for community use. Work is continuing with partners to understand the challenges related to providing better community access and addressing the issues together. Officers are identifying priority outdoor sports facility projects and potential sources of funding as a means to addressing gaps in provision and enhancing those facilities which need improving. There are also a number of built facility projects and potential identified projects which, if delivered, should contribute towards increased residents' satisfaction. A number of facility enhancements have already happened across the core leisure centres which have helped improve the quality of provision and offer available.
Guy Fishbourne	NH522	Number of attendances at BCC leisure centres and swimming pools	NLT	Quarterly	1,781,257 (Q3)	1,858,264 (Q3)		1,808,751 (below target)	This is below target because the projected annual attendance figures are divided by 12 months. In reality there are seasonal variations. Attendances are higher across centres during some months than others Oct, Nov & Dec being months which are generally more quite for attendances. Over the next quarter taking into account the new year, attendances will increase and balance themselves out. We still anticipate this measure achieving target by the ned of the year.

Housing Delivery				SLT measures					
Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
Steve Barrett/Mary Ryan	Project	Build 1,000 new council homes by 2029	SLT	ongoing	8 homes completed (caution)	n/a	n/a	21 (Caution)	21 new homes have been completed (plus 4 new homes purchased form an RP), these are: 2 at Mill House, 2 at Crabtree, 4 at Ledbury, 13 at Kingmarsh & Baynton. A further 56 homes are under construction and there are also 64 more new homes in the pipeline. This target will require revision in the light of government's policy to reduce council rents (together with the impact of welfare benefit reform and other government policy such as higher value levy) which means a significant reduction in future income to the HRA. This puts pressures on all areas of future spend and our current business plan shows we will be able to build around 800 new homes.
Steve Barrett/Mary Ryan	NH 305	Increase the % of tenants satisfied with the service provided by Housing Delivery	NLT	Annual	77%	80.0%	↓	n/a	This is an annual survey, conducted in the final quarter of each year. It is disappointing to see that despite significant investment to services to tenants and their homes (improving the Bristol Homes Standard and investment to homes, transforming the repairs services, etc.) satisfaction has fallen. This may be due to wider factors impacting on tenants' lives (austerity, benefits cuts, etc.) or a change in survey methodology (use of more on-line surveys with more returns from younger/newer tenants who tend to be less satisfied).Further work to compare satisfaction trends with other landlords will be undertaken.
Nicky Debbage	NH 358	Increase the SAP rating of council homes	NLT	Annual	69	70	↑	70 (on target)	The improvement in SAP is due to significant investment in the energy efficiency of council homes, including upgrading heating system and insulation measures, over the past 5 years. In light of financial pressures on the HRA we have reviewed our investment plans and will prioritise investment and target the most effective energy efficiency measures on those homes with the worst SAP.
Steve Barrett/Mary Ryan	Project	Improve the Tenant Experience including replacement of housing management system - by October 2016	NLT	ongoing	On track	n/a	n/a	Danger	Overall status of the housing efficiency programme is red because programme currently (Jan 2016) outside previously agreed targets in terms of 1) savings and 2) time (and impacting cost). Replanning underway and approval to be sought from SLT in Feb: 1) 16/17 savings on track however forecast delay to benefits realisation in 17/18 from £4.2m to £2.7m; 18/19 forecast net benefits at £4.4m. Investment payback period still within 3 years; 2) Delivery of new housing management system delayed due to supplier capacity issues, impacting other programme dependencies such as mobile devices & digital services - new plan to be agreed mid-Feb inc supplier commitment & commercials; 3) Overall cost is amber as at risk from extended timeframes and profile of spend to alter – S151 officer to be briefed in Feb.
Steve Barrett/Mary Ryan	NH 370	% tenancies sustained beyond 12 months (to include total number of new tenancies)	NLT	Quarterly	95.5% (Q3)	95.0%	↑	96.96% (above target)	96.96% 2304 new tenancies between 01/04/2015 and 31/12/2016 . 2211 still current. 75 have ceased (excluding exchanges and U&O), of which 23 lasted more than one year. Performance is calculated by taking the number still current, plus the number which ceased but lasted more than a year, as a percentage of the total new tenancies. ((2211+23)/2304) x100 = 96.96%. The responsibilities of Housing Officers has changed as part of a review of the Estate Management Service which means they now have overall responsibility for their patch with the aim of ensuring tenancies are sustainable. This includes identifying vulnerable tenants at he very beginning of their tenancy and ensuring referrals are made for support as appropriate.
Zara Naylor	NH 371	% repairs completed in one visit	NLT	Quarterly	80% (Q3)	82.0%	↑	83.1% (above target)	In addition to changing how we measure right first time, managers have now set monthly targets for individual staff to achieve against these measure. This includes a reduction in the number of call backs to drive up the quality of the repair carried out. It also enables managers to benchmark the level of expectation of the individual against team performance.






Housing Delivery cntd.

Homes Exec

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
Steve Barrett / Mary Ryan	NH 372	Maximise the rent income to housing delivery (total debt outstanding)	NLT	Quarterly	£9.93M (Q3)	£10.0M		£8.55m (well above target)	Overall at the end of Q3, Rent Management debt is lower than target . The debt includes current rent arrears, former tenancy debt and sub accounts . Rent Management target for 2016/17 is to maintain collection rates at the level of last year taking account of the continuing financial impacts of welfare reform for a significant number of tenants. Current tenancy rent arrears at the end of December 2016 are £5.58m, Performance is tracking last year’s collection rate. This is good performance in the context of benefit changes for tenants, 200 tenants moved onto universal credit and 56 were capped in November. 200 more tenants have had their benefit capped in January 2017 and we are contacting them to provide advice and support with this change. We made a business case for temporary resources to carry out debt cleansing work and recovery action for sub accounts and this has contributed to the overall debt reduction. The overall debt follows a seasonal trend due to the payment break weeks and quarter 3 is the lowest point for rent arrears through the financial year, arrears will increase by year end .
Steve Barrett / Mary Ryan	NH 373	% satisfied with the outcome of their report of ASB/hate crime - Housing Delivery	NLT	Quarterly	53% (Q3)	65.0%		57% (below target)	129/227 surveyed were satisfied with the outcome of their ASB / Hate Crime case. Quarter 3 shows and increase in satisfaction in Quarter 2 (55%) and the equivalent Quarter 2015/16 (53%). It is above the overall level for 2015/16 (53%). The figure is below target and reflects staff resource at the time, however more Housing Officers are now in post which means cases are being dealt with in a more timely and effective manner.
Steve Barrett / Mary Ryan	NH 375	Reduce the number of empty council properties to 250 by 2020	Exec	Quarterly	550	480		405 (well above target)	(N.B 406 verbally reported to Cabinet member, however one property was duplicated on the report) . New ways of working in Estate Management service aims to sustain tenancies and reduce tenancy turn over (more support at tenancy start through pre-tenancy assessments, new tenant visits and targeted tenancy reviews). The housing officer patch size has reduced in an effort to increase support to tenants to keep their homes. We are still recruiting to fill vacant housing officer roles which has now reduced to 14 vacant posts. Alternative solutions are being sought for empty acquireds - including leases to partner RPs, use as temporary accommodation.
Steve Barrett / Mary Ryan	NH 376	Reduce loss of gross rental income through voids	Exec	Quarterly	new PI	£1.5M (Q3)	n/a	£1.73m (below target)	We are working across teams to reduce the void times through better / overlapping processes which includes piloting escorted viewing during the works process, and end of tenancy inspections. We are also better controlling the end of tenancy process to reduce void period (e.g. managing storage). Staff have new ways of working around the start of tenancy (see above) which has increased the time it takes, but are now prioritising the tasks involved to reduce void times and rent loss. We are identifying issues impacting our process around homelessness and adaptations. Some aspects are outside of our control - e.g. direct offers for homeless cases have statutory 28 days to decide on an offer. During the 3rd quarter of the year we have reduced average repair period from 52 days to 38 days for major voids and 38 days to 21 days for standard voids. A reduction in the relet standard and increase in surveyor numbers enable us to achieve this.
Steve Barrett / Mary Ryan	NH 374	To reduce average times for standard relets to 5 weeks by 2020	Exec	Quarterly	new PI	9 weeks	n/a	6 weeks (well above target)	During the 3rd quarter of the year we have reduced average repair period from 52 days to 38 days for major voids and 38 days to 21 days for standard voids. A reduction in the relet standard and increase in surveyor numbers enable us to achieve this.







Neighbourhoods			SLT measures						
Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
Gemma Dando	BCP012	Increase the % respondents who volunteer or help out in their community at least 3 times a year	SLT	Annual	52.3%	53.0%	↑	n/a	During Q3 we have been redesigning the Cities of Service delivery model into a Social Action Programme that meets the needs of the people of Bristol and contributes to the delivery of Bristol's recently approved Resilience Strategy. The programme will support all forms of activity that people undertake which benefits others, including volunteering. Through the programme we are now giving direct assistance to City Office initiatives such as work experience and reducing street homelessness as well as the Mayor's Clean Streets campaign. We continue to work with Voscur to make it as easy as possible for people to find and take up opportunities to volunteer, with Ablaze who specifically support businesses volunteering and with Quartet who's expertise we are using to develop an Employer Sponsored Volunteering programme for Bristol. We will continue to support our own reading volunteer project and Code Club which provide support to primary schools which service our most deprived communities. Lastly during Q3 we have been working on a new digital 'platform' that can better meet the needs of a social action programme and, by linking with existing volunteer support agencies, will enable people, organisations and communities to collaborate and share ideas, raise money, find volunteers and pledge other resources.
Gemma Dando	BCP093	Improve the percentage of residents satisfied with Bristol's Neighbourhoods as a place to live (QoL)	SLT	Annual	81.7%	82.0%	↔	n/a	While the neighbourhood management service does contribute to this measure, there are many other services which also have a direct contribution. Previous years' QoL survey have asked which areas of the council the people that were dissatisfied would most like improved - for future reporting it may be useful to ask for the top 5 named services to also input some commentary into this PI.
Gemma Dando	BCP181	Levels of engagement/involvement with Neighbourhood Partnership process	SLT	Quarterly	4.58% (Q3)	4.5% (Q3)	↑	6% (well above target)	The annual target has been reached in quarter three. The reason for the difference between this year and last year is the increased use of social media and particularly Facebook as an way of engaging many more people. Using Facebook we are able to involve a far wider demographic. In coming months the aim will be to hand over the management of the engagement networks, social media, and contacts to local volunteers who will continue the work to involve people in local neighbourhoods. We will no longer measure the reach of this engagement.
Gemma Dando	NH015	Increase the percentage of people who feel they can influence local decisions (QoL)	NLT	Annual	25.3%	25.5%	↑	n/a	How well the transition between the existing neighbourhood partnership arrangements and future arrangements is managed will be critical to this performance measure. The aim is to continue to increase the number of people who feel that they can influence local decisions through a different, less expensive way of providing influence and local conversations. The budget conversations and consultations, and how well these are delivered, will also have an impact on this measure.
Gemma Dando	NH190	Number of formal enforcement actions taken (notices, FPNs, prosecutions)	NLT	Quarterly	624 (Q3)	750 (Q3)	↑	1,282 (well above target)	This is really positive position, particularly given that the team is new and is going through significant change to become the 'Neighbourhood Enforcement Team'. The enforcement actions are making a significant contribution to the Mayors cleaner Bristol campaign and contributing to Bristol Waste.
Gemma Dando	NH191	Levels of engagement with community development work	NLT	Quarterly	4,294 (Q3)	4,125 (Q3)	↓	4,158 (above target)	ABCD continues to deliver a wide reaching community development programme. This is starting to deliver a variety of independent and lasting community capacity and community connections which are going to be crucial for the city to cope and adapt to the future offer from the local authority.

Neighbourhoods cntd.

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
Kate Murray	NH849	Percentage of residents satisfied with libraries	NLT	Annual	60%	60%		n/a	Bearing in mind the review and reduction of opening hours, we anticipate a downward change in satisfaction. Therefore maintaining the target of 60% is our aim for this year.
Kate Murray	NH862	Active membership of the Library Service	NLT	Quarterly	52,835	50,000		66,541 (well above target)	The new library management system has produced a new baseline for active members- significantly higher than expected. This is because the recording is different from the old library management system. The old system recorded someone as "active" if they borrowed a book. The new library management system records someone as "active" if there is any activity with the system - so now includes borrowing any item, reserving a computer, renewals and reservations.
Kate Murray	NH863	Number of items issued by library service	NLT	Quarterly	2,211,113 (Q3)	1,266,600 (Q3)		1,190,759 (below target)	We are still rebalancing our baseline following a 25% reduction in opening hours in April 2016. We also experience some closed days for the transfer of the new system, and more recently for building work in St.George, Westbury, Stockwood and Hillfields.
Gemma Dando	NH014	Percentage of residents satisfied with parks and open spaces	NLT	Annual	81.60%	82%		n/a	Satisfaction with parks has been steadily between 80-84% for the last 5 years, there was a slight 0.4% drop in satisfaction last year. Analysis of the data shows us that some of the lowest satisfaction is in the south of the city, and also that there is lower satisfaction from disabled people with parks and green spaces. Investment projects are now on hold so that all capital money can be used to invest in the income generation piece of work. This may have an effect on this performance measure - however, this is a high current satisfaction level. Any future work will need to focus on areas of disadvantage as a priority as the satisfaction with parks is lower in areas of deprivation.
Gemma Dando	NH533	% of residents visiting a park or open space at least once a week.	NLT	Annual	54.6%	55%		n/a	Last year's increase in visits to parks and open spaces is attributed to a number of factors a) local decision making about investment in parks has meant that the parks are more tailored to the local area - for example playgrounds, benches, accessible gates b) in many areas of the city, bringing the grounds maintenance in-house has increased the quality of the parks - especially in the East-Central area of the city c) fix-it teams and initiatives such as park work mean that minor works in parks are done quickly and efficiently, meaning that the facilities in the parks encourage more visitors. We hope to increase the footfall in parks with the commercialisation agenda as well as increasing income, as there will be more to offer people in our parks.





Waste & Recycling






SLT measures




Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
	BCP123	Percentage of household waste sent for reuse, recycling and composting	SLT	Quarterly	47.5% (Q3)	50%		45.7% (below target)	Slightly below last year's outturn. Currently landfilling more material than expected due to treatment contractor going into administration. A new contract was due to come online in December which would have improved this metric. However the tender did not generate the interest anticipated and tender responses to this contract were not beneficial to Bristol Waste Company therefore a decision was made to not award this contract.
	NH079	Percentage of municipal waste land filled	NLT	Quarterly	29.7% (Q3)	14%		29% (well below target)	This Metric's performance has been impacted by Bristol's treatment contractor going into administration resulting in more waste being landfilled than was expected Q1-Q3. This would have been rectified with the procurement of new treatment contract which was designed to divert waste away from landfill and capture recycling. However the tender did not generate the interest anticipated and tender responses were not beneficial to Bristol Waste Company therefore a decision was made to not award this contract. Year end target will not be achieved this year, however this quarter's results are a significant improvement on the previous quarter which showed 34.64%. This is because there was an opportunity to increase tonnage into the waste treatment facility in Avonmouth thereby diverting from waste from landfill.
	NH124	Residual untreated waste sent to landfill (per household)	NLT	Quarterly	181.2kg (Q3)	82.5kg (Q3)		215.8kg (well below target)	This Metrics performance has been impacted by Bristol's treatment contractor going into administration resulting in more waste being landfilled than was expected Q1-Q3. At current rate the final outturn figure would be 262kg. Therefore the year-end target will not be achieved this year, however this quarter's results are a significant improvement on the previous quarter which showed a projection of 312kg for year end. This metric would have further improved with the procurement of a new treatment contract which was designed to divert waste away from landfill and capture recycling. However the tender did not generate the interest anticipated and tender responses to this contract were not beneficial to Bristol Waste Company therefore a decision was made to not award this contract.
Page 132	NH560	Percentage of people who are satisfied with the weekly recycling service (QoL)	NLT	Annual	77.10%	78%		n/a	The Public were marginally less satisfied with the recycling service than the target - which was most probably down to the transitional period during which time the previous contractor was replaced by the Bristol Waste Company. The Bristol Waste Company has been developing a business plan on how it will improve the service and will present a report to Cabinet in August 16, should this be accepted then the satisfaction should increase and meet and exceed targets. For the satisfaction relating to street litter please see above, the same applies to this part of the collection and cleansing contract.
	NH561	Percentage of people who feel that street litter is a problem in their neighbourhood (QoL)	NLT	Annual	73.80%	70%		n/a	
	NH562	Percentage of people who are satisfied with the fortnightly general household waste service (QoL)	NLT	Annual	73.30%	74%		n/a	

Citizen's Services			SLT measures						
Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
Pete Anderson	BCP011	Total Recorded Crime per 1,000 population	SLT	Annual	103.7	target not set	↓	n/a	Police recorded crime in Bristol has shown an increase (+18%) between 12 mths ending November 2015 and 12 mths ending November 2016. The overall increase in recorded offences is driven by a 45% rise in Violence Against the Person offences (+6,000). This is linked to improvements in recording practices which has seen a rise in recorded 'violence without injury' offences. Rises in violent offences are being observed across all police forces in England and Wales – action taken by police forces to improve compliance with the National Crime Recording Standard is likely to have resulted in the increase in the number of offences recorded. It is thought the recording improvements are more likely to affect relatively less serious violence against the person offences, which explains the larger increase in the category 'Violence without Injury'. The Crime Survey for England and Wales does not show a corresponding increase in violent offending and other indicators of violent crime show reductions.
Pete Anderson	BCP013	Total number of Anti Social Behaviour incidents	SLT	Annual	22,025	target not set	↑	n/a	The total volume of police recorded ASB has been falling since the 12 month period ending November 2013. The fall may be linked to the rise in violence without injury offences. Since recording improvements, offences may be disposed of as a crime, rather than an ASB incident. The decline is driven by falls in the 'ASB - Nuisance' category, which has fallen by nearly 2,000 incidents. The decline is likely to be indicative of better conversion from ASB records to crime records, in particular violence against the person offences (violence without injury). The decline corresponds with increases in this category.
Pete Anderson	NH 718a	% of alcohol clients who successfully complete treatment and who do not re-present within six months	NLT	Quarterly	78% (Q3)	86.0%	↑	82% (below target)	Alcohol remains a priority. Waiting times into treatment as are a key focus. All clinical staff are now able to offer initial assessments. Increase of alcohol detoxes available. BDP now have direct access to detox assessment slots to enable expedient bookings. Stronger links and pathways with shared care and Assessment & Engagement as well as links to detox prep groups has enabled access to detox to be widened and improved pathways.
Pete Anderson	NH 718b	% of opiate clients who successfully complete treatment and who do not re-present within six months	NLT	Quarterly	79% (Q3)	78.0%	↓	73% (below target)	Recent focus on those in treatment for longer than four years. Client identifiers being used to review client journey and reviewing trends and opportunities. Review includes audit of key workers, decisions take, availability and offer of mutual aid/peer support. Engagement and focus remains on criminal justice clients. Performance remains in top quartile against our 'complexity cluster peers'. Segmentation of clients within 'Shared Care' remains a priority. Safer Bristol continue to work closely with the provider (AWP) to maximise recovery opportunities and reduce representations.
Patsy Mellor	NH 616	Percentage of Council Tax collected	NLT	Quarterly	83.50% (Q3)	83.71% (Q3)	↑	83.62% (below target)	Council Tax collection shows as 0.09% behind target equivalent to a deficit of £186k. This represents a change of £252k on last month's excess of £66k. Delays in posting payments, now rectified, contributed towards this deficit. The Council Tax debit, from Annual billing, has, as predicted, reached its highest level and has now begun to drop. This currently stands at an increase from annual billing of £2.593m
Patsy Mellor	NH 617	Percentage of non-domestic rates collected	NLT	Quarterly	83.90% (Q3)	83.70% (Q3)	↓	83.64% (below target)	Business Rates collection shows as 0.06% behind target equivalent to a deficit of £132k. The deficit can be attributable to the delay in posting payments, now fixed, and a number of our larger businesses paid their December early at the end of November which had a knock on effect for December's collection.
Patsy Mellor	NH 620	% Digital channel shift achieved for Citizens Services overall	NLT	Quarterly	9.3% (Q3)	30% (Q3)	↑	20.1% (below target)	The channel migration score is calculated by comparing the number of transactions completed online against the number of inbound telephone calls, automated telephony, face 2 face visits and emails. There is a long standing issue where the number of online transactions completed through our website are not fully recorded, so presently we are only able to accurately report on the number of online transactions completed for our Local Tax (back office processing teams record if a request was submitted online but they have changed the way they record online transactions to ensure greater accuracy but this has resulted in a reduction in the number of transactions recorded), Benefits, Registrations, Repairs & Maintenance, Parking permits & Travelcard services. We are now also able to report on some online transactions for Waste Services. The channel migration score is only reflective of these services, rather than all of the services currently offered through Citizen Services. As there is no single change programme there is currently no further investment planned to digitise more services. Citizen Services are promoting the current services as much as possible.
Patsy Mellor	NH 627	% Corporate FOI requests responded to within 20 working days	NLT	Quarterly	73.7% (Q3)	90.0%	↓	66.04% (below target)	Previous comments: Q2 is 72%, Q1 was 65%. Work is in progress to improve the FOI performance across the council. The Customer Relations Manager is raising the profile of FOIs across the council with a view to supporting Service Managers who require assistance to understand the process or want to look at implementing improvements in their areas. Some service areas within Neighbourhoods are regularly achieving 90% + such as Revenues and Benefits even though they have high volumes, unfortunately there are other areas that are on the bottom end of the scale which are pulling overall performance down.

Citizen's Services cntd.

Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
Nick Carter	NH584	Percentage of food establishments inspected that are broadly compliant with food hygiene law	NLT	Quarterly	94.0%	90.0%		95.5% (above target)	This PI relates to the number of inspected premises with a Food Hygiene Rating of 3 or more. It is maintained through a policy of continuing interventions with non compliant establishments until they are compliant (if the awaiting inspection establishments are included then the figure is 80.1%)
Nick Carter	NH585	Percentage of planned programmed food interventions due that are carried out	NLT	Quarterly	14.4% (Q3)	75.0%		21% (well below target)	The 21% is an estimate as approximately 410 inspections (carried out as a result of the new food hygiene inspection contract which commenced in April enabling over 1000 inspections to be outsourced to independent contractors) are awaiting input onto the system by the Business Support Team (ABS). We have not yet seen the full benefit of the Public Health funding to improve this situation due to difficulties in recruiting to the five additional posts, 2.5 officers have joined the team but another one has left to join another local authority and another is on long-term sick. We anticipate two more joining in Q4. The funding is over two years so we should start to see a higher level of improvement over the coming months .
Nick Carter	NH586	Percentage of nuisance complaints resolved within six months	NLT	Quarterly	72.7% (Q3)	90.0%		90% (on target)	There has been a 1% drop off from last quarter however the target has been met
Nick Carter	NH587	Percentage of inspected hackney carriage and private hire vehicles inspected that are broadly compliant	NLT	Quarterly	81% (Q2)	90.0%		96% (above target)	A relatively high level of compliance has been reported for this quarter

Housing Solutions			SLT measures				Homes Exec		
Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
Tom Gilchrist	BCP007	Number of disabled people enabled to live more independently	SLT	Quarterly	2,028 (Q3)	2,166 (Q3)		2,230 (above target)	Qtr 3 performance is above target and we expect to maintain this by year-end, however the rate will drop off due to impact of the 'making best use of stock' policy.
Tom Gilchrist	BCP010	Increase the number of private sector dwellings returned into occupation	SLT	Quarterly	447 (Q3)	452 (Q3)		395 (below target)	Behind target at the end of Qtr 3 (395 rather than the Qtr 3 target of 452). The Empty Property Unit has carried a significant number of vacancies over recent months and performance has been affected. An appointment in January means that the shortfall is likely to be recovered to an extent in the coming quarter however still unlikely to meet the target by the end of March.
Tom Gilchrist	NH 783A	% of rented properties improved through discretionary property licensing	Exec	Quarterly	260 (Q3)	214 (Q3)		302 (well above target)	Priorities for the first two quarters were to focus on the completion of works in the Easton DL scheme. However, the rate for the 3rd and 4th quarter will decrease as the issuing of licences in the Eastville and St George DL will be the priority. Review after Q3
Tom Gilchrist	NH 783B	% of rented licensable Houses in Multiple Occupation improved through mandatory licensing	Exec	Quarterly	234 (Q3)	113 (Q3)		107 (below target)	Although the quarterly targets are slightly below the predicted, the year end target is not of concern as there are a number of variants affecting the rate of Licences being issues and therefore works being completed. Review after Q3.
Tom Gilchrist	NH780	No. of homes where a serious hazard is resolved	Exec	Quarterly	332 (Q3)	120 (Q3)		234 (well above target)	The target for this year was reduced significantly compared to last, partly due to resource reductions in general fund and the focus of resources to consult on new licensing areas and for start up work. Following Q3 figures we will review this target.
Tom Gilchrist	NH784	Private rented properties improved	Exec	Quarterly	new PI for 2016	TBC (new targets needed)	n/a		Target and update on progress TBC with Tom Gilchrist when he returns
Tom Gilchrist	NH785	Average number of days to resolve service requests in relation to Private Rented Sector properties	Exec	Quarterly	new PI for 2016	TBC (new targets needed)	n/a		Target and update on progress TBC with Tom Gilchrist when he returns

Housing Solutions cntd.			SLT measures				Homes Exec		
Responsible Manager	Code	Measure of Success	Audience	Frequency of measure	2015/16 Outturn	2016/17 Target	12 months progress	Q3 Out-turn against target	Qtr 3 comments about progress/achieving the target
Gillian Douglas	BCP008	Number of families in B&B for longer than 6 weeks*	SLT	Quarterly	n/a	0	n/a	16 (below target)	This measure is monitored weekly and the trend over the last 12 months has been positive (downwards). However temporary accommodation is a finite resource and we face the challenge of moving families within the system in order to avoid the 6 week limit. There can be delays in moving to self-contained accommodation or in to settled accommodation which impact on our ability to move other families in shared facilities who are approaching the 6 week threshold.
Gillian Douglas	NH 755	To reduce the number of households in temporary accommodation to 150 by 2020	Exec	Quarterly	474	460 (Q3)		517 (below target)	Below target but a slight decrease on numbers of households in TA since the end of Q2. Still high demand due to the number of families presenting as homeless resulting from the loss of private rented accommodation.
Gillian Douglas	NH756	Number of households in Temporary Accommodation for more than 6 months	Exec	Quarterly	new PI for 2016	180	n/a	209 (below target)	This measure has been rising as the availability of affordable housing continues to make it very challenging to move households on within 6 months.
Gillian Douglas	NH760	Number of families found intentionally homeless or where homelessness duty has been ended	Exec	Quarterly	85	38 (Q3)		47 (below target)	Positive joint working with Early Help has reduced the numbers of families accommodated by Children's Services since the same period last year, but there has been a rise in families refusing suitable direct offers of accommodation (social housing and private rented). We are working jointly to manage expectations and ensure families understand the need to accept the tenancy unless there are material reasons for not doing so (e.g. safety issues).
Gillian Douglas	NH752	Number of people sleeping rough on a single night in Bristol	Exec	Quarterly	48	50		60 (below target)	Number of rough sleepers has increased despite additional shelter beds being put in place by St Mungo's. New DCLG Rough Sleeper funding will be used to increase resources to prevent people coming on to the streets and for the most entrenched rough sleepers.

* BCP 008 has been changed from 'Average length of stay per household in B&B' to better reflect statutory obligations

NH 024 - Breastfeeding prevalence 6-8 weeksExplanation of performance (why is it well below target):

The breastfeeding data is reported nationally for this target directly from local child health data by Bristol Community Health.

The reported data does not accurately reflect the true picture of breastfeeding prevalence in Bristol. Using local data, we estimate the true picture to be above 60%.

In common with many Local Authorities at present the data completeness within local child health records (ability to report on accurate breastfeeding figures) means that accurate breastfeeding prevalence figures cannot be reported.

We are working in partnership with the CCG and NHS England commissioned services to improve this situation.

We are unlikely to see a great improvement in this until reporting for 2017/2018.

This is the current process;

The 6-8 week breastfeeding data in Bristol has quite a journey that involves numerous steps and a number of organisations and therefore has lots of potential for delay in the process. Much interagency work has been done in the past to ensure that systems worked well and coverage was high.

Organisational change has had an impact over the past year.

- The feeding status of the baby at 6-8 weeks comes from a paper-based record filled in by the GP at the 6-8 week developmental baby check. It is not possible to be access/share the data electronically.
- The returns are then sent from the 60 Bristol GP practices via internal post or secure e-mail to the Child Health data base in Bridgewater [some may have gone to the old address at South Plaza] but a daily courier service is in place. GP's have been informed about the change in location in numerous ways.
- The data is then inputted manually by the CHIS team
- The CHIS team do a paper reminder/request for delayed checks and then a telephone request two weeks later if they are not returned.
- The 6-8 week breastfeeding data is then requested by the health visiting team analysts alongside the data from their mandated checks and submitted nationally

Planned actions to bring metric back on target:

Some investigative and interagency partnership work has already been carried out. Liaison with colleagues in NHS England, the CCG, the health visiting service managers and the CHIS team has already taken place and a number of actions are planned:

- Item in GP News to raise the profile of the data again and the need for timely returns
- Face-to-face meeting with Practice Managers to be requested to discuss the need for returns
- Best and worst performing practices contacted to find out the learning from this
- A request to child health team to do the 'scoop up' of missing babies ahead of data submission
- Work with the health visiting team to see if they can work with CHIS at the scoop up stage if data can't be located by the GP practice [e.g. if check not yet done]
- A request to the health visiting analyst team to request the data as late in the quarter as possible to ensure as wide a coverage as possible

Expected impact of the Actions (with timescales):

Improved data completeness during 2017/2018

Project - Improve the Tenant Experience including replacement of housing management system

Explanation of performance (why is it well below target):

Overall status for the Housing programme was RED because the business case and plan had changed, and programme had been forecasting reduced benefits in 17/18.

In addition, spend was AMBER because internal and external delivery costs were likely go up due to changes to the plan for housing management system (go-live replanned with supplier from April to October).

The plan was RED because 1) there have been significant delays in ICT delivery of mobile devices for housing staff due to capacity issues, 2) timeline for housing management system was outside approved plan; 3) digital service development has been delayed due to dependency on the new housing management system.

Planned actions to bring metric back on target:

The HRA Business Plan and budget for 2017/18 has been amended to take account of the revised savings/benefit position.

The latest forecasts indicate overall spend on the project has gone down (not up) and overall spend is within the agreed budget.

The delivery plan is approximately 6 months behind schedule but this revised timeframe is considered to be acceptable given the risks associated with the implementation of the housing management system. Additionally, the risk of further delays is being managed.

Expected impact of the Actions (with timescales):

The impacts of these actions will result in the programme status reverting to GREEN.

Financial related information:

The HRA Business Plan and budget for 2017/18 which included the revised savings/benefits profile has been approved by Cabinet.

Other relevant information:

This is due to be reported to SLT on 28th March at which point the status of the programme will be amended to GREEN.

NH 620 - % Digital channel shift achieved for Citizens Services overall

Explanation of performance (why is it well below target):

The channel migration score is calculated by comparing the number of transactions completed online against the number of inbound telephone calls, automated telephony, face to face visits and emails.

We are only able to accurately report on the number of online transactions completed for Local Tax, Benefits, Registrations (Births and Deaths), Repairs & Maintenance, Parking permits and travel card services and part of Waste services.

The channel migration score is only reflective of these services, rather than all of the services currently offered through citizen services.

The breakdown is as follows:

Contact Method	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Telephone	76.62%	64.21%	65.89%	
Face to Face	13.08%	13.06%	12.29%	
Online	8.84%	20.60%	20.05%	
Emails	1.47%	2.13%	1.78%	

Online transactions have increased from 8.8% in quarter 1 to 20.1% in quarter 3, as telephone and face to face contacts have decreased marginally it can be deduced that citizens are moving to online channels.

Planned actions to bring metric back on target:

- Telephone messages have been amended to guide citizens to online.
-
- Telephone numbers have been removed from leaflets, letters and the website.
- Advisors within the CSC and CSPs actively promoting digital channels where available.
- Self-serve guides have been prepared for citizens to assist with migrating to online channels especially after the outlying CSPs close.

Expected impact of the Actions (with timescales):

- The removal of telephone numbers from leaflets, letters and the website encourages citizens to access online services. This is ongoing.

Financial related information:

Increase in digital uptake reduces the telephone and face to face demand, this frees up Advisors so that they are able to support those that are vulnerable or unable to self-serve. Reduction in telephone and face to face demand will result in a requirement for a smaller workforce leading to savings for the council.

Other relevant information:

N/A

NH 627 - % Corporate FOI requests responded to within 20 working daysExplanation of performance (why is it well below target):**Neighbourhoods FOI performance in 2016/17 :-**

April 53% (FOI's answered on time within 20 working days)

May 67%, June 72% , July 84%

August 77.27%

September 76.92%,

October 68.89%

November 70.00%

December 76.60%

January 2017 51.67%

NH cumulative year to date 69.84%

Council-wide FOI performance:-

April 61%, May 69%, June 64%, July 72%

August 74.7%

September 68.38%

October 67.50%

November 64.77%

December 65.96%

January 2017 58.54%

Council-wide cumulative year to date 66.38%

Planned actions to bring metric back on target:

The performance in January 2017 (council-wide and in Neighbourhoods) reflects a new team of ABS staff struggling to accurately assign and monitor FOI's to the correct service based officers from a shrinking database of officers who have historically dealt with FOI's. Additionally, FOI's are very difficult to assign during any council re-structure when officers who might have previously dealt with FOI's move to other areas.

Additionally, the current ABS team responsible for assigning and monitoring FOI's is made up of 50% un-skilled officers, who are still learning the role and have only been in post since January 1st 2017.

Extensive training is in place and we expect the performance to steadily improve from February 2017 onwards.

The long-term plan is merge the ABS Team with the Customer Relations Team, who are skilled in FOI handling and have experience. This work is expected to be completed by May 2017.

Expected impact of the Actions (with timescales):

On-going

Financial related information:Other relevant information:

NH585 - Percentage of planned programmed food interventions due that are carried outExplanation of performance (why is it well below target):

Performance in this area has been below target for a number of years however we are starting to see an improvement compared to last year's position. The estimated 21% figure compares favourably with the same period last year.

Planned actions to bring metric back on target:

The additional funding from Public Health has started to take effect with 3.5 additional staff now in post, one of these started at the beginning of March 2017. (Funding was approved for 5 posts). We have also identified an additional sum of 23K from the PH funding to be allocated to the contractor for delivering lower risk inspections, this funding has been diverted due to the difficulties in finding suitable EHO's. Discussions are also taking place to provide additional business support to help clear the backlog of inspections awaiting input. Discussions are also being held with the Food Standards Agency regarding a review of the current inspection regime with the aspiration to move towards a food permitting/licensing scheme.

Expected impact of the Actions (with timescales):

It is anticipated that by the end of Q4 we will have seen a continued improvement on last year's performance as the additional measures start to take effect, however it will be during 17/18 that we should see the full benefit of the additional investment as the recruitment process has proved difficult to deliver.

Financial related information:

As above

Other relevant information:

NA

NH 079/NH 124 - Percentage of municipal waste landfilled & Residual untreated waste sent to landfill.

Explanation of performance (why is it well below target):

Explanations behind these two indicators are similar and will be jointly addressed in this Management Report.

Performance has been impacted by Bristol's treatment contractor going into administration resulting in more waste being landfilled than was expected in Q1 and Q2.

From November 2016 Bristol Waste Company were given responsibility of Disposal Contracts with the exception of the West of England Waste Partnership Contract. A new short term treatment contract has been tendered by BWC that will increase landfill diversion significantly. The bids have been received and are currently under evaluation and therefore it has not yet been awarded. The contract will start in April 2017 and run for three months with the option to extend for a further three months. Bristol City Council has negotiated a slight increase in tonnage with the current treatment contractor under the West of England Contract and plan to increase tonnage significantly from March 2017. However, the year-end target will not be achieved this year even with an increase in tonnage being put through the West of England Contract as we will have been landfilling for half a year.

Planned actions to bring metric back on target:

An increase in tonnage into the West of England contract in 2017/18 will significantly improve this metric.

Expected impact of the Actions (with timescales):

Negotiations are continuing and reaching an advanced stage with other West of England Partners, and the Contractor itself, to increase Bristol's tonnage in the facility. Bristol City Council and Bristol Waste Company are planning that from Q1 2017/18 all Black Bag waste will be treated and diverted from landfill. Once in place this arrangement will endure until April 2020.

Financial related information:

Increased tonnage into the West of England Contract represents savings versus landfill.

Other relevant information:

None recorded.

Neighbourhoods Scrutiny

31st March 2017



Report of: Strategic Director, Neighbourhoods

Title: Period 9 (end of December) Finance Report - Neighbourhoods Summary Report

Ward: Citywide

Officer Presenting Report: Strategic Director, Neighbourhoods: Alison Comley

Contact Telephone Number: 0117 3574357

Recommendation

To note the Neighbourhoods revenue budget position summarised in this report as per the Period 9 Finance report as considered by Cabinet 8 March 2017.

Summary

This report sets out the general fund revenue budget position for Neighbourhoods and the revenue budget positions for both the ring-fenced Public Health Grant and the Housing Revenue Account for financial year 2016/17, as reported to Cabinet at period 9 (end of December 2016).

The significant issues in the report are:

As at period 9 Neighbourhoods forecast a £2.1m underspend in relation to its general fund revenue budget.



Policy

1. *not applicable*

Consultation

2. **Internal**
The Period 9 Finance report includes Directorate Leadership Team , Strategic Leadership Team and Cabinet
3. **External**
not applicable

Context

Table 1 of Appendix A to the Period 9 Finance report has been reproduced below and sets out the general fund revenue budget position for the Neighbourhoods directorate within the context of the Council's overall general fund revenue budget position for financial year 2016/17 as reported at period 9 (end of December 2016).

Table 1: General Fund Forecast Net Expenditure

General Fund Revenue Budgets - Period 9			Forecast Outturn Variance (Under)/Over Spend	Forecast Outturn Variance at Period 7	
Directorate	Net Budget £m	Forecast Outturn £m	£m	£m	
People	206.1	220.1	14.0	13.2	↑
Place	17.2	20.0	2.8	6.3	↓
Neighbourhoods	69.1	67.0	-2.1	-0.4	↓
Resources	25.6	28.5	2.8	3.1	↓
City Director	6.9	6.6	-0.3	-0.4	↓
Corporate Savings Programme (Net Budget)	-8.7	1.8	10.5	10.5	
SUB TOTAL – SPENDING ON SERVICES	316.2	343.9	27.7	32.7	↓
Other Budgets *	29.6	15.3	-14.3	-13.4	↓
Released from Reserves	0.0	-2.4	-2.4	-2.4	
TOTAL	345.8	356.8	11.0	16.9	↓

*Other Budgets includes capital financing & borrowing costs, un-apportioned central overheads and contingencies.

As at period 9 Neighbourhoods was forecasting a £2.1m underspend in relation to its general fund revenue budget.

Proposal

Section 13.3 of Appendix A to the Period 9 Finance report sets out further explanation of this general fund revenue budget position as follows:

The Neighbourhoods directorate is reporting a forecast underspend of (£2.1m) as at the end of Period 9 compared to a forecast underspend of (£0.4m) forecast at the end of Period 7, which represents a movement of (£1.7m). The main constituents of this movement are as follows:

- There have been savings of (£0.7m) in Neighbourhoods and Communities
- There have been savings of (£0.5m) forecast in Housing Services – General Fund

The largest elements of the (£2.1m) forecast underspend are a (£1.0m) surplus in Neighbourhoods and Communities and a (£0.9m) underspend in Waste.

Neighbourhoods & Communities - (£1.0m) Forecast Underspend

The forecast underspend in Neighbourhoods and Communities has increased by (£0.7m) since period 7.

Neighbourhood management - (£0.2m) Forecast Underspend

This Service is forecasting an underspend of (£0.2m), mostly due to underspends in the NH ABS team (£0.07m) due to higher than expected funding from Public Health; Stapleton road project (£0.07m) and Community Development operations (£0.05m). Not included in the above is the effect of the current spending freeze on Neighbourhood Partnerships (£0.3m). This underspend has increased by (£0.15m) since period 7 and will be reflected in the P10 report.

Parks and Green Spaces (£0.6m) Forecast Underspend

This Service is forecasting an underspend of (£0.6m), partly (£0.2m) due to increased income at Cemeteries and Crematoria, partly due to reductions in planned expenditure as a result of the current spending freeze.

Libraries - (£0.1m) Forecast Underspend

This Service is forecasting underspend of (£0.1m), due to the delayed installation of 'extended access', which is a one-off saving for this year. The predicted underspend has not increased due to the spending freeze as the only discretionary spend is on books and the book fund has already been allocated this year.

Revenue budget positions for both the ring-fenced Public Health Grant and the Housing Revenue Account are also included in paragraphs 17 and 18 respectively of Appendix A to the Period 9 Finance report as follows.

Public Health

The ring-fenced Public Health service is currently forecasting an overspend of £1.6m. This is mainly due to a government in year cut of the grant of 7.6% in year during 2015/16 and further 2% cut to the grant this year. Public Health are managing this overspend through the Public Health reserves which currently has a balance of £4.8m. There is no impact on the general fund of this overspend in this financial year, however the service is currently undertaking a thorough financial review to ensure that delivery is brought within the new budget envelope, reflecting key priorities.

Housing Revenue Account (HRA)

The following is a summary of the HRA budget position as at the end of Period 9.

Table 2: Housing Revenue Account Budget Forecast

HOUSING REVENUE ACCOUNT - Period 8	Gross Exp £m	Gross Income £m	Revised Net Budget £m	Forecast Outturn £m	Forecast Outturn Variance £m	Period 7 Forecast Outturn Variance £m
Strategy, Planning & Governance	24.7	-131.3	-106.6	-108.0	-1.3	-0.8
Responsive Repairs	47.4	-17.4	30.0	30.6	0.5	0.5
Planned Programmes	18.0	-1.3	16.7	14.6	-2.1	-2.2
Estate Management	16.2	-2.1	14.2	14.0	-0.1	-0.2
HRA Financing & Funding	46.2	-0.5	45.7	45.7	0.0	0.0
HOUSING REVENUE ACCOUNT TOTAL	152.6	-152.6	0.0	-3.1	-3.1	-2.7

As at period 9 there was a forecast underspend within the HRA of (£3.1m), which has increased by (£0.4m) since period 7. This is the result of the following:

- Savings released in Strategy, Planning and Governance and Estate Management through employee reductions and review of training and stationery budgets;
- Identification of a further (£0.4m) income from energy efficiency schemes;
- There is a pressure of £0.5m in Responsive Repairs due to greater than budgeted cost of relets repairs, however, contractor spends are being reviewed so this pressure is expected to reduce;
- The Investment Review Plan (in response to imposed rent reductions planned for the HRA) has changed the paint programme in planned programmes resulting in a saving against budget; Contractor issues have also led to some delays, resulting in a (£0.7m) underspend. A housing procurement specialist is being recruited who when in post, should significantly reduce the risk of procurement delays and enhance contract management generally.

Any under or overspend at the year-end will increase or decrease the HRA Reserve and therefore

this does not impact on the General Fund. However, the HRA Business Plan has been recalibrated to take account of the impact of the 1% rent reduction and other proposed government changes and to reflect what is likely to be a very financially challenging future.

Other Options Considered

4. *n/a*

Risk Assessment

5. *n/a*

Public Sector Equality Duties

- 8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

Legal and Resource Implications

Legal

As set out in Appendix A to the Period 9 Finance Report

Financial

(a) Revenue

As set out in Appendix A to the Period 9 Finance Report

(b) Capital

As set out in Appendix A to the Period 9 Finance Report

Land

As set out in Appendix A to the Period 9 Finance Report

Personnel

As set out in Appendix A to the Period 9 Finance Report

Appendices:

Appendix A to the Period 9 Finance Report referred to throughout this report can be found at:

<https://bristolintranet.moderngov.co.uk/documents/s12141/19b%20Appendix%20A%20-%20Further%20Detail.pdf>

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

none

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
September 2016				
Performance monitoring	Annual Report from Director of Public Health Suggested methodology: Report to meeting (People commission invited to attend)	Local Flood Risk Management Strategy Suggested Methodology: report to meeting	Q1 Finance Monitoring for Business Change	Audit Referral re Public Engagement
Risk Register	Sexual Health Re-procurement (People commission invited to attend)	Residents Parking Schemes	Q1 Performance Report for Business Change	Cabinet Referral re the Elimination of the Gender and Race Pay Gap
BCC Adult Social Care Strategic Plan	Mental Health & Neighbourhoods (already agreed by Chair)	Q1 Performance Report	Business Change Directorate Risk Register	BCC International Strategy (Place)
Children Services Improvement Plan Year 2	Risk Register		Quarterly Update re Outcomes of Legal Cases (will be part of performance report) - TBC	Mayor's Response re Cabinet Referral - Budget Timetable and Mayor's Forward Plan
Bristol's Strategy for Children, Young People and Families & Children and Family Partnership work programme (N'ds Commission invited to attend)	NPs positioning briefing (no paper or dem services deadlines) to determine dates and format of further NP scrutiny through the municipal year			Scrutiny Work Programme - standing item
				Mayor's Forward Plan – standing item
				Scrutiny Resolution and Full Council Motion Tracker – standing item
				Protocol for dealing with exempt items
				Delivering the Corporate Plan – Outturn Performance Report for 2015/16
				Performance Indicators – Agreeing the best approach
				Q1 Financial Monitor

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
October 2016				
The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22 (1 of 2)	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22	
Models of Health and Social Care a) Better Care, b) Three tier model (to be preceded by an informal briefing regarding good practice in involving disabled people in service design and evaluation and co-production).	Budget Analysis for Neighbourhoods	Public Transport Information Strategy	Up-date: - Member's ICT Issues	
Re-commissioning Bristol Youth Links	Playing Pitch Strategy	Resilience Strategy		
	Herbicide Safe Alliance			
	Young People's Housing Pathway Plan			
November 2016				
The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22 (2 of 2)	Housing Delivery - positioning update paper	Joint Spatial Plan (WoE Joint Scrutiny)	Business Change Finance Information (extracted from Cabinet Report)	The draft Corporate Strategy 2017-2022, Business Plan 2017/18 and Medium Term Financial Plan 2017/18 – 2021/22
Annual Safeguarding Adult's Report	Libraries of the Future – update to Scrutiny	Joint Transport Study (WoE Joint Scrutiny)	In-depth Review: Bristol Workplace Programme (BWP). - To include up-date on Romney House Situation	Mayor's Forward Plan – standing item
Corporate Parenting Panel Annual report	Urban Parishes (information item)	Up-date on previous Transport Inquiry Day Recommendations	BCC Procurement - up-date	Scrutiny Resolution and Full Council Action Tracker – standing item
Annual Safeguarding Children's Report		MetroBus (WoE Joint Scrutiny)		Scrutiny Work Programme - to approve the outcomes from the workshop
Bristol as City of Sanctuary and Supporting refugees and asylum		Supported Bus Services		Democratic Engagement

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
seekers, including unaccompanied minors / care leavers				
Home Care update		Cabinet Member Q&A Session		Preparing for Future Devolution Deals
23rd Nov - Meeting in common with South Gloucestershire Health Scrutiny Committee to receive an update on the University Hospitals Bristol response to the Verita Independent Report.				
December 2016				
Briefing workshop (ahead of Feb Inquiry Day) School places and admissions, to include information on exclusions and the Integrated Education and Capital Strategy (All Councillors invited to attend)	**No Neighbourhoods meeting in December**	Q2 Performance Monitoring	Business Change Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Budget Scrutiny
		Directorate Risk Register	Q2 Performance Report for Business Change. To include - Quarterly Update of Outcomes of Legal Cases	Democratic Engagement Select Committee Terms of Reference
1st December – Meeting in common with South Gloucestershire Health Scrutiny Committee and North Somerset Health Committee: Bristol, North Somerset and South Gloucestershire Sustainability and Transformation Plan (STP) (Neighbourhoods Scrutiny Councillors invited to attend)		Update on the Council's property portfolio	Debt Collection – what is/isn't being collected	Mayor's Forward Plan – standing item
		Cabinet Member for Place - Q&A Session		Scrutiny Work Programme - standing item
		Place Financial Monitoring -		Scrutiny Resolution and Full

People Scrutiny Work Programme Items	Neighbourhoods Scrutiny Work Programme Items	Place Scrutiny Work Programme Items	Business Change & Resources Scrutiny Work Programme Items	Overview & Scrutiny Management Board Work Programme Items
		Period 6 (extracted from Cabinet Report)		Council Action Tracker – standing item
January 2017 – Note two OSM Meetings (5th and 19th)				
Update on the Crisis Line	Neighbourhood Partnerships	<i>Meeting Cancelled</i>	<i>Meeting Cancelled</i>	5 th Jan - Companies' Business Plans (to include exempt information)
Annual Education Performance – All Key Stages	Review of the Housing Revenue Account Business Plan			19th Jan - Budget Scrutiny – to consider and endorse the draft response to Cabinet
Performance monitoring Q2	Voluntary and Community Sector			
Commissioning approach	Supermarkets dealing with waste - update on current position			
Page 151	Finance Update (to include the context of Actions and Objectives set out for Neighbourhoods in the Corporate Strategy and Business Plan)			
	Performance Information - Q2			

February 2017				
3rd Feb – Inquiry Day School place planning and school admission arrangements (all Cllrs invited to attend)	Review of Parks - positioning statement	Air Quality (N'ds SC invited to attend)	Business Change Finance Information (P8 extracted from Cabinet Report) - to include ICT Spending Pressure	Elimination of the Gender and Race Pay Gap
27th Feb Meeting in common with South Gloucestershire Health Scrutiny Committee to receive an update on the University Hospitals Bristol response to the Independent Review of Children's Cardiac Services in Bristol and a Review of pre-	Local Housing Company Strategic Business Case	Cultural Strategy - Plus up-date on the Dec 15 Culture Inquiry Day Recommendations	Procurement & Social Value Policy – Up-date	Feedback Regarding Budget Process

operative, perioperative and postoperative care in cardiac surgical services.				
	Housing Delivery Plan	Cabinet Member Q&A Session (Cllr Tincknell)	Channel Shift	Scrutiny Structures and Ways of Working
	Budget Issues (to include an assessment of the impact of budget decisions on Neighbourhoods)	Community Assets - Overview		Scrutiny Resolution and Full Council Action Tracker – standing item
	Bristol Waste Company			Inquiry Day Recommendation Tracker
				Scrutiny Work Programme - standing item
				Mayor's Forward Plan – standing item

March 2017

Performance monitoring Q3	Performance Information - Q3	Climate Change and Energy Security Framework	Resources Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Independent Review of Green Capital
Risk Register	Risk Register	Energy Services	Q3 Performance Report for Resources – Quarterly Update re Outcomes of Legal Cases	Independent Review into the Council's Financial Position
Mental health working group action plan update (Neighbourhoods Scrutiny Cllrs invited to attend)	Finance Update	Warm Up Bristol	Resources Directorate Risk Register	Financial Monitors – P8 and P9
Plans for improving the experience that people and organisations have of S136 of the Mental Health Act (previously titled the use of Police custody as a place of safety)	Local Council Tax Reduction Scheme	ELENA Programme Update		Process for Dealing with Exempt Material
Home Care Update – written	MUGA at Manor Farm – Briefing	Heat Networks	Capturing Commercialisation	Mayor's Forward Plan – standing

update for information				item
	Neighbourhood Partnerships	Performance Monitoring	Change Governance and Support	Scrutiny Work Programme - standing item
	Update on Libraries consultation			Minutes and action sheets from meetings December 16 to February 17 – <i>note unavailable at previous meetings due to time constraints</i>
<p>New meeting date required for a joint meeting with the Neighbourhoods Scrutiny Commission:</p> <ul style="list-style-type: none"> The Health and Wellbeing Board work programme (to be presented by the Chairs of the Board) Introduction to the Mental Health and Wellbeing Strategy, to include an update on the Mental Health Summit and the Freedom of Mind festival (Young People's Mental Health) 				Scrutiny Structures and New Ways of Working – Hot House Proposal
				Decision Pathway
April 2017				
Joint Health Scrutiny Committee – Sustainability and Transformation Plan	Parks	Joint Spatial Plan & Joint Transport Study (<i>Information paper</i>) (WoE Joint scrutiny)	Capital Programme	Financial Monitor
	Tree Services	Colston Hall	Resources Finance Information (extracted from Cabinet Report) - to include ICT Spending Pressure	Future of Performance Reporting
	Trial of Glyphosate -Free Weed Treatment - Report back	Arena Update (WoE JS also looking at this)	Business Rate Retention	Annual Performance Report (note – provisional item)
	(For information only) Homelessness Prevention and			Update from the Devo Working Group

	Reduction funding			
	(For information only) Preventing homelessness accommodation services for homeless families and adults	North Fringe and Cribbs Patchway New Neighbourhood		Scrutiny Structures and New Ways of Working
		Prince Street Bridge Report		
May 2017				
2 x May meetings; <ul style="list-style-type: none"> 1 x meeting in common with South Gloucestershire Health Scrutiny Committee 1 x People Scrutiny Committee 		Visit to the Bottle Yard Studios and Filwood Green Business Park (TBC)		
Meeting in common (with South Gloucestershire Health Scrutiny Committee) - Health Providers - Quality Account reports - Other health updates (Members to highlight required information)				
Education themed meeting Learning City Board Work programme				
Update on the Employment and Skills strategy (to include information on work experience)				
SENCO responsibilities, SEND reforms and High Needs funding – the impact on pupils and their learning				
Alternative Learning update report (including information on exclusions)				

Briefing note - Update on work related to Bristol as City of Sanctuary and Supporting refugees and asylum seekers, including unaccompanied minors / care leavers				
June 2017				
Targeted Youth Services Plan - update following consultation				Financial Monitor
Children Services Improvement Plan Year 2				
Youth Offending Team update (to include information about CYP in Gangs)				
Bristol Community Links – update following consultation				
Family Hubs (Early Help and Children's Centres) - update following consultation				
Items to be scheduled				
Further scrutiny of the Sustainability and Transformation Plan (STP)	Provisional - TBC by Strategic Director - Briefing on Information, Advice and Guidance Review	Long Ashton Park and Ride - Management		<i>Provisional item</i> – Update (s) from the Future of Devolution Working Group
Update on Children Centre's	VCS	MetroWest (WoE Joint Scrutiny)		<i>Provisional item</i> – Update (s) from the Democratic Engagement Select Committee
Jan / Feb 2018 - Meeting in common with South Gloucestershire Health Scrutiny Committee to receive a one year update on the University Hospitals Bristol response to the Independent Review of Children's Cardiac Services in Bristol and a Review of pre-operative, perioperative and postoperative care in cardiac	Libraries	Bristol Transport Plan		Outcome of the external review of elections (note – report may also be shared with the Democratic Engagement Select Committee)

surgical services. <i>Update visit prior to this also to be arranged.</i>				
		City Centre Movement Strategy and City Centre North East Spatial Framework		Green Capital – Maintaining the Momentum <i>(suggested date summer 2017)</i>
				Inquiry Day Outcomes – update reports to come back to OSM with a view to being referred onto the Mayor
				Budget Setting Timeline 2017/18
				Update Regarding the Elimination of Gender and Race Pay Inequalities <i>(suggested date summer 2017)</i>

Bristol City Council
Neighbourhoods Scrutiny Commission
Action Sheet



Meeting Date	Agenda Item	Title of Report/ Description	Action and Deadline	Responsible officer	Action taken
26.01.17	7	Neighbourhood Partnerships – The Future	<p>Action:</p> <p>(1) that officers send to Councillors information on work carried out in core cities and in the south west in other local authorities relating to devolved funding arrangements;</p> <p>(2) that a more detailed breakdown of information be provided to Councillors concerning the pie chart contained in the presentation;</p> <p>(3) that it is noted that a further update report will be provided at the next meeting on 24th February 2017 concerning this issue and which will provide a social, environmental and financial assessment of what has been achieved through the existing NP structures and how much will the proposed cut cost.</p> <p>(4) that details of how asset mapping will operate are provided by officers</p>	<p>(1) to (3) Gemma Dandp/Penny Germon</p> <p>(4) Di Robinson</p>	<p>(1) and (2) information provided and sent to all NSC members</p> <p>(3) – a report was submitted to 24th February 2017 Full Meeting which discussed Neighbourhood Partnerships</p>

26.01.17	8	Housing Revenue Account Business Plan	Resolved – that officers provide members with information on the meaning of the acronyms contained in the report.	Nicky Debbage	Information Sent on 9 th February 2017.
----------	---	--	--	---------------	---

<p>26.01.17 and 24.02.17</p>	<p>10 12</p>	<p>Supermarkets Dealing with Waste – Update</p>	<p>Resolved:</p> <p>(1) That the Mayor be requested to take action to open up a conversation with the 8 leading supermarkets in respect of food waste, packaging and distribution in Bristol</p> <p>(2) That the matter is progressed through the Waste and Resources Action Group.</p>	<p>(1) Romaine De Fonseca</p> <p>(2) Alison Comley</p>	<p>(1) Completed. Referral sent to Mayor and Cabinet Member 8/2/17. Request Reiterated at 24.02.17 Meeting. A response has been received by the Cabinet Member and Mayor and has been circulated to NSC Committee Members</p>
--------------------------------------	-----------------------	---	---	--	---

24.02.17	4	Minutes of the Previous Meeting held on 26 th January 2017	<p>Resolved – that the minutes of the meeting held on 26th January 2017 be approved as a correct record and signed by the Chair subject to the following alterations</p> <p>(1) Minute Number 7 – Neighbourhood Partnerships – Asset Mapping to include action requiring an indication of how asset mapping would operate</p> <p>(2) Minute Number 8 – Housing Revenue Account Business Plan – Re-Lets – £484 to be altered to £484,000</p> <p>(3) Minute Number 10 – Supermarkets Dealing with Waste – Update on the Current Position – the words “in Bristol” are added to the end of Resolution (1) and Resolution (2) is altered to read “Waste and Resources Action Group” and various other minor changes</p> <p>(4) Minute Number 11 – Quarterly Financial Report – Period 6 (to the end of September 2016) – Voluntary Severance – This sentence to be altered to read “The voluntary severance cost was a one-off cost but there is a cumulative saving which was included in the budget but paid corporately”</p>	Jeremy Livitt	Done on 02/03/17
----------	---	---	---	---------------	------------------

24.02.17	6	Chair's Business	<p>Hot Food takeaways and Deprivation – Councillor Mhairi Threlfall referred to the deprivation indicators in respect of this issue. It was agreed that this was an issue that needed to be considered at a future meeting. It was noted that a joined up approach was required between Public Health, Development Control, traders and neighbourhoods on this issue. There were concerns that local aspirations in Bristol could be restricted by national guidelines. In addition, 2 officers from the Public Health team would attend 13th March 2017 Planning Meeting to discuss this issue</p>	To Be Discussed on 13 th March 2017	An item is scheduled for discussion at 31 st March 2017 Full Meeting
----------	---	------------------	---	--	---

24.02.17	9	Parks and Green Spaces Moving Towards Cost Neutral	<p>Resolved – that it is noted that officers intend to submit a progress report on parks to 24th April 2017 meeting and that this report should also consider the role of the Health and Well Being Board for parks.</p> <p>Action: Alison Comley/Gemma Dando to prepare report, Romaine De Fonseca to add to Work Programme</p>	Alison Comley/Gemma Dando to prepare report, Romaine De Fonseca to add to Work Programme	A report will be submitted to 24 th April 2017 Full meeting and has been added to the Work Programme
----------	---	--	--	--	---

24.02.17	10	Bristol Waste Company - Performance	Resolved – that officers and Bristol Waste Company Representatives note the issues raised by Councillors in the minutes and take appropriate action as required.	Action: Netta Meadows/Tracey Morgan	
----------	----	-------------------------------------	--	-------------------------------------	--

24.02.17	11	Impact of Budget Decisions on Neighbourhoods	<p>Resolved –</p> <p>(1) that it is noted that officers are available to provide any further detail for future meetings of any particular savings areas;</p> <p>(2) that the asset mapping work being carried out by Di Robinson also includes details of cross cutting areas of work with other Directorates.</p>	<p>(1) Alison Comley to action, Romaine De Fonseca to add to Work Programme</p> <p>(2) Di Robinson</p>	<p>(2) The Asset Mapping work relates to Neighbourhood Partnerships – as indicated above, a report is scheduled for submission to 31st March 2017 full meeting concerning NPs</p>
----------	----	--	--	--	--

24.02.17	12	Work Programme and Rolling Action Sheet	<p>In relation to the Rolling Action Sheet, the Scrutiny Commission re-iterated that the request made at the previous meeting for the current Mayor to take forward the need for discussions with the 8 leading supermarkets in respect of waste, packaging and distribution. The Chair indicated that he would pursue this matter himself as required.</p> <p>It was also noted that the reference to “Waste Action Group” should be altered to read “Waste and Resource Action Group”.</p>	Jeremy Livitt to re-iterate in the Rolling Action Sheet	Done – 02/03/17
----------	----	---	--	---	-----------------