

Summons to attend meeting of Full Council



Date: Tuesday, 25 February 2020

Time: 2.00 pm

Venue: The Council Chamber - City Hall, College Green,
Bristol, BS1 5TR

To: All Members of Council

Members of the public attending meetings or taking part in Public forum are advised that all Full Council 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.

City Hall has a water fountain by the Council Chamber, you are invited to bring your reusable receptacles as there are no plastic cups

Issued by: Sam Wilcock, Democratic Services

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Date: Friday, 14 February 2020



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 9)

2. Apologies for Absence

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**.

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

To agree the minutes of the previous meeting as a correct record.

(Pages 10 - 27)

5. Lord Mayor's Business

To note any announcements from the Lord Mayor

6. Public Forum (Public Petitions and Written Statements)

Under the Council's constitution, there is no provision for public forum at the Budget Council meeting. However, in consultation with the Mayor and other party group leaders, the Lord Mayor has determined that public petitions and written statements will be accepted for this meeting on the following basis:

1. Petitions and statements for this meeting must be about the budget/reports included on the agenda.
2. The wording of all petitions and all written statements must be submitted by the deadline of **12 noon on Thursday 20th February**. Petition details / written statements should be sent to: democratic.services@bristol.gov.uk
3. Questions are not permitted on this occasion.
4. Details of all petitions and statements submitted will be sent to the Lord Mayor, Mayor and all councillors as soon as possible after the



above deadline.

5. At the meeting, the Lord Mayor will permit a brief opportunity for petitions to be presented at the start of the meeting (up to 1 minute for each petition), to allow petitioners to formally present their petitions and to confirm the final number of signatures. The Lord Mayor will ask Full Council to receive and formally note all petitions and written statements received.

7. Petitions Notified by Councillors

Please note: Up to 10 minutes is allowed for this item.

Petitions notified by Councillors can be about any matter the Council is responsible for or which directly affects the city. The deadline for the notification of petitions to this meeting is **12 noon on Monday 24 February 2020**.

8. Budget Report 2020-2021

(Pages 28 - 217)

Signed



Proper Officer
Friday, 14 February 2020



Public Information Sheet

Budget Council

Public Forum – Budget Council

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

Members of the public may present a petition or make a written statement to Budget Council meetings. Please submit it to democratic.services@bristol.gov.uk.

Petitions and Statements can only be about the budget report presented to Council. For further information about procedure rules please refer to our Constitution <https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

Petitions from members of the public

- Petitions must relate only to the budget item on the agenda.
- Petitions must include name, address and details for the wording of the petition.
- The person presenting a petition will be asked to read out the objectives of the petition with one minute allowed.
- A written reply will be provided to the lead petitioner within 10 working days of the Full Council meeting.

Statements

- Statements must relate only to the budget item on the agenda.
- Statements should be received no later than **12.00 noon on Thursday 20th February**.
- For this meeting statements will not be invited to be read out. They will be circulated to the Lord Mayor, Mayor and Councillors in advance and noted at the meeting.
- There can be one statement per person and any statement submitted should be no longer than one side of A4 paper.
- For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

Questions

- There will be no public forum questions invited for this Budget Meeting.

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. 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.

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.



The information contained within public forum submissions are the views of those individuals and do not reflect the views of Bristol City Council

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.

Arrangements for Budget Council

The public gallery in the Council Chamber is available for members of the public to observe the Full Council meeting.

The Lord Mayor has determined:

- Attendees should please be quiet and not interrupt proceedings.
- Large bags will be left at reception.
- All loud hailers, banners, and placards must be left at the main entrance and will not be permitted to be brought into the building.
- The Council reserves the right to remove any person who disrupts the proceedings. In appropriate circumstances, the police may be called.

Under our security arrangements, all members of the public (and bags) will be searched. This applies to all members of the public attending the meeting in the interests of helping to ensure a safe meeting environment for all attending. Visitors' bags are liable to be searched prior to entry, and entry is conditional upon visitors consenting to be searched. Searches are carried out to ensure that no items which may interrupt proceedings are brought into the building. Small notices may be acceptable if they are not obstructive or offensive (no more than A4 size).

As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.



Full Council Budget Meeting 25th Feb 2020

You can find papers for all our meetings on our website at www.bristol.gov.uk. For further information about procedure rules please refer to our Constitution <https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

Opening Session

1. The Mayor will introduce the report, summarise and move it.
2. The Cabinet Member - Finance, Governance and Performance will second the report.
3. Each party group will be given the opportunity to respond to the budget proposals in order of size of group
4. The Chair of OSMB will then be given an opportunity to present comments on behalf of the Board.

Amendments

Amendments have been accepted on the following basis:

- *The amendment is technically possible.*
 - *The net financial impact of the amendment on the budget in any financial year must be zero.*
 - *The amendment cannot use capital budgets in place of revenue.*
 - *All amendments have been subject to an overview of the potential impact with the assessment outlined alongside the specific amendment.*
5. Each amendment will be moved, seconded, debated and voted on in the order shown in the agenda papers. Reasons for the proposed amendment will be clearly stated. The Mayor or relevant Cabinet member will respond to each amendment and sum up, before it is voted on. The vote on each amendment is carried on a simple majority of those voting.
 6. As the amendments are voted on, the Lord Mayor will be advised as necessary if certain amendments effectively “fall by default” due to an earlier amendment(s) being carried.
 7. Once all amendments have been voted on, after consultation with the Section 151 officer (the Director: Finance) the Lord Mayor will confirm the position as necessary in terms of which budget amendments were carried. The Lord Mayor (seconded by Deputy Lord Mayor) will then move that Full Council note the Section 151 Officer’s statement as required under the Local Government Act 2003.

General Debate on budget proposals

8. The Lord Mayor will then invite general debate on the budget proposals as they stand (i.e. the revenue and capital budget).
9. The Mayor to sum up at the end of the debate.

Following the debate

If budget amendments were carried, proceed to point '10' below.

In the event that no budget amendments were carried and the budget is proposed as set out in the agenda, proceed straight to point '11' below.

10. If the budget is amended, the Mayor has until 4 March 2020 to consider any amendments and his response. He may:
 - a. accept the budget as now amended; or
 - b. he may resubmit his original (unchanged) proposals, stating his reasons; or
 - c. he may submit alternative proposals, stating his reasons

If the Mayor decides to accept the amended budget, then he will indicate to the meeting and the Monitoring Officer accordingly.

When the budget recommendations (amended or not) are to be put to the vote

11. The Lord Mayor will propose the recommendations (as amended or not) and these will be seconded by the Deputy Lord Mayor.

The Mayor's Budget Proposals

That the Mayor's budget proposals in respect of 2020/21 be approved as set out in this report, subject to any amendments agreed at this meeting:

To note:

- a) The report from the Overview and Scrutiny Management Board and Resources Scrutiny Commission.
- b) The budget consultation process that was followed and feedback as outlined in Section 17 and Appendix 6.
- c) The feedback provided by the Schools Forum to Council, for their consideration in making final decisions on the Schools Budget for 2020/21 as outlined in Section 9.

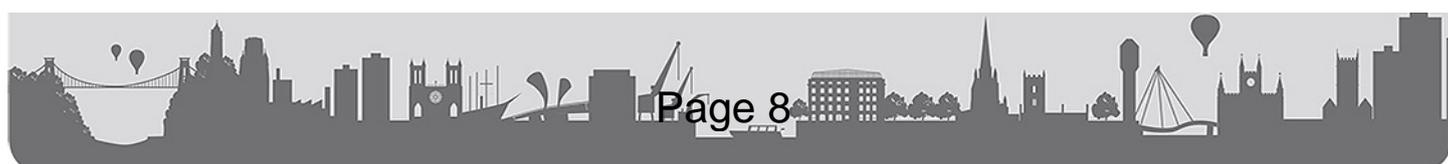
- d) That the consultation feedback and equality impact assessments and relevance checks as set out in Appendix 7 and within the full reports for the ring fenced accounts (Dedicated Schools Grant and Housing Revenue Account), have been taken into consideration and has informed the final budget proposals.
- e) The comments of the Chief Finance Officer (s151 Officer) on the robustness of the Budget and adequacy of reserves as set out in Section 15.
- f) The delegation of authority to the Director of Finance after consultation with the Deputy Mayor, Cabinet Member for Finance, Governance and Performance and the Mayor, to make any necessary technical adjustments or adjustments to the figures upon receipt of the final Local Government Finance Settlement, and West of England Combined Authority Levy; with transfers to and or from reserves as appropriate.

To agree: (Vote 1)

- g) The Bristol City Council levels of Council Tax increase of 3.99%; which includes 2% precept to support Adult Social Care and noting the precepts of the Police and Crime Commissioner for Avon and Somerset and the Avon Fire Authority.
- h) The calculations for determining the Council Tax requirement for the year 2020/21 as outlined in Appendix 8 and in accordance with the Local Government Finance Act 1992.
- i) The Council's General Fund net revenue budget for the year 2020/21 as £395.7 million and expenditure allocations as set out in Appendix 1; subject to any budget amendments properly notified to and approved by the Council in line with the Constitution.
- j) The temporary movement in general reserves of up to £6.1 million (31%) to mitigate the forecasted 2019/20 year end emergent pressures in the People directorate as outlined in Section 5.
- k) The Council's capital budget (excluding the HRA) for the years 2020/21 - 2024/25, totalling £612.0 million as set out in paragraph 13 and detailed in Appendix 2.
- l) The proposed Treasury Management Strategy for 2020/21 in Appendix 4, incorporating the Minimum Revenue Provision policy and the prudential indicators and limits.
- m) The Strategy for the Flexible use of Capital Receipts as set out in Appendix 5.

To agree: (Vote 2)

- n) The distribution of the 2020/21 Dedicated Schools Grant (DSG) of £374.2 million as recommended by Cabinet and the Schools Forum and summarised in Section 9.



To agree: (Vote 3)

- o) The Gross HRA revenue budget for the year 2020/21 as £119.1 million
- p) No increase in Housing Rents for 2020/21 for existing tenants.
- q) The use of flexibility in the rent standard with effect from April 2020, for new tenants:
 - up to 5% for Housing.
 - up to 10% for Supported Housing.
- r) Increase of 2.7% (CPI +1%) with effect from April 2020 for Garage Rents.
- s) Authorise the Executive Director of Growth and Regeneration to set Service Charge budgets in line with the anticipated cost of delivery.
- t) The HRA capital budget for the years 2020/21 – 2024/25 totalling £354.0 million as detailed in Appendix 2 and including the following for 2020/21:
 - £33.0 million capital expenditure on existing stock.
 - £40.8 million on the Development Programme.
 - £5.0 million on improvements to Sandy Park site subject to Business Case approval.
 - £0.9 million for other capital projects including the ICT project.



Bristol City Council Minutes of the Full Council

14 January 2020 at 2.00 pm



Members Present:-

Councillors: Mayor Marvin Rees, Peter Abraham, Donald Alexander, Lesley Alexander, Nicola Beech, Nicola Bowden-Jones, Mark Brain, Charlie Bolton, Tom Brook, Fabian Breckels, Tony Carey, Craig Cheney, Barry Clark, Jos Clark, Stephen Clarke, Harriet Clough, Eleanor Combley, Asher Craig, Chris Davies, Mike Davies, Carla Denyer, Kye Dudd, Richard Eddy, Jude English, Martin Fodor, Helen Godwin, Paul Goggin, Geoff Gollop, John Goulandris, Fi Hance, Margaret Hickman, Claire Hiscott, Helen Holland, Gary Hopkins, Chris Jackson, Hibaq Jama, Carole Johnson, Steve Jones, Anna Keen, Tim Kent, Sultan Khan, Gill Kirk, Jeff Lovell, Brenda Massey, Matt Melias, Graham Morris, Anthony Negus, Paula O'Rourke, Steve Pearce, Celia Phipps, Ruth Pickersgill, Kevin Quartley, Liz Radford, Jo Sergeant, Afzal Shah, Steve Smith, Paul Smith, Clive Stevens, Jerome Thomas, Estella Tincknell, Mark Weston, Chris Windows and Mark Wright

Aldermen in Attendance:-

B Price, J McLaren, A Massey, S Williams

1. Welcome, Introductions and Safety Information

The Lord Mayor welcomed all attendees to the meeting, and made a safety announcement in relation to the fire/emergency evacuation procedure.

2. Apologies for Absence

Apologies were received from Councillors Lake, Threlfall and Wellington.

3. Declarations of Interest

None received.

4. Minutes of the Previous Meeting

On the motion of the Lord Mayor, seconded by Councillor Kent, it was



RESOLVED:

That the minutes of the meeting of the Full Council held on the 17 December 2019 be confirmed as correct record and signed by the Lord Mayor.

5. Lord Mayor's BusinessHonorary Alderman David Henry Poole

The Lord Mayor informed Full Council of the recent death of former Bristol City Councillor and Honorary Alderman David Henry Poole. Condolences were sent to his family and a minutes silence was observed.

6. Public Forum (Public Petitions, Statements and Questions)**Public petitions:**

There were no public petitions received.

Public statements:

The Full Council received and noted the following statements (which were also referred to the Mayor for his consideration/information):

Ref No	Name	Title
PS01	John McLaughlin	Royate Hill
PS02	Helen Powell	Stoke Lodge
PS03	Sam Yell	Bristol Airport Expansion
PS04	Mike Chaloner	Deliberative Democracy
PS05	Helen Jackson Brown	Deliberative Democracy
PS06	Simon Pyne	Deliberative Democracy
PS07	Tanguy Tomes	Bristol Airport
PS08	Peter Andresen	Citizens Assembly Motion
PS09	Mavis Zutshi & Janet Grimes	Bristol Airport Expansion
PS10	Sarah Sharp	Climate Emergency
PS11	Sandy Hore-Ruthven	Deliberative Democracy
PS12	Nick Wainwright	Bristol South Pool
PS13	Kate Hodges	SEN Ofsted Report
PS14	Sara Stocks	SEN Ofsted Report
PS15	Fi Radford	Deliberative Democracy
PS16	Susan Jenvey	Deliberative Democracy
PS17	Jen Smith	SEN Ofsted Report
PS18	Mary Collett	Deliberative Democracy



PS19	Kerry Bailes, Bristol SEND Alliance	SEN Ofsted Report
PS20	Joanna Bodimeade	Reboot Democracy motion
PS21	David Redgewell	Bus and Rail Services
PS22	Amy Bartlett	Reboot Democracy
PS23	Nick Sutton	Reboot Democracy
PS24	Toni Massari	Reboot Democracy
PS25	Curzio Potenza	Reboot Democracy
PS26	James Mee	Citizen Assemblies
PS27	Theo Wood	Citizen Assemblies
PS28	Bob Langton	Citizen Assemblies
PS29	Simone Burke	Citizen Assemblies
PS30	Deasy Bamford	Citizen Assemblies
PS31	Nick Gough	Citizen Assemblies
PS32	Caroline New	Deliberative Democracy
PS33	Tony Jones	Bristol Airport Expansion
PS34	Isabel Rogers	Reboot Democracy
PS35	Sam Davis	Citizen Assemblies
PS36	Sarah George	Citizen Assemblies
PS37	South West Transport Service	Bus and Rail issues
PS38	Mike Dunn	Reboot Democracy
PS39	Sean Finnegan	Reboot Democracy
PS40	Colin Davis	Reboot Democracy
PS41	Richard Baxter	Reboot Democracy
PS42	Kevin Casemore	Reboot Democracy
PS43	Rob Bryher	Citizens' Assemblies
PS44	Christopher Willis	Reboot Democracy
PS45	Jacqueline Walkden	Citizen's Assemblies
PS46	Nick Lewis	Reboot Democracy
PS47	Kevin McGimpsey	Airport Road Housing Project
PS48	Kevin Tinsley	Reboot Democracy
PS49	Friends of Bonnington Walk Open Space, Rob Dixon	Bonnington Walk Development
PS50	Nathaniel Squire	Reboot Democracy
PS51	Helen Struthers	Reboot Democracy
PS52	Katrina Billings, Bristol Clean Air Alliance	Reboot Democracy
PS53	Jackie Head	Bristol Airport Expansion
PS54	Anita Bennett	Clean Air Plan
PS55	Suzan Hackett	Clean Air Plan



PS56	Mary Page	Power to the People
PS57	Unite/ Tim Morris	Bristol Airport Development
PS58	Sarah Barnett	Bristol Airport Expansion

Within the time available, statements were presented by individuals present at the meeting.

Public Questions:

The Full Council noted that the following questions had been submitted:

Ref No	Name	Title
PQ01	Helen Powell	Refurbishment of Stoke Lodge Pavilion
PQ02	Mr J Purkis	Bristol Airport Expansion
PQ03	Sally Kent	Education and Healthcare Plan process
PQ04	Marie Man	Digital Guest Parking Permits
PQ05 & PQ06	RADE (Residents Against Dirty Energy) Stuart Phelps	Particulate Air Pollution
PQ07	Question withdrawn	
PQ08	Andrew Varney	Motorway Bound Traffic through Brislington West
PQ09	Tarisha Finnegan-Clarke	Bristol Airport Expansion
PQ10	Jackie Head	Planning Application North Somerset Planning application 18/P/5118/OUT
PQ11	Hilary Burn, Chair of PCAA	Bristol Airport Planning Application 18/P/5118/OUT
PQ12	Caroline New	Airport Expansion
PQ13	John Adams, Director, Stop Bristol Airport Expansion	Bristol Airport Expansion
PQ14 & PQ15	Richard Baxter	Airport Expansion
PQ16	Dr Laura Lafave	Tackling Air Pollution
PQ17	Mark Gillett	Repair Works to Bristol South Pool
PQ18 & PQ19	Friends of Bristol South Swimming Pool/ Sara Wex	Continuing closure of Bristol South Swimming Pool, Dean Lane, Bedminster
PQ20 & PQ21	Rob Bryher	Residents Parking Scheme in St Andrews
PQ22 & PQ23	Bonnington Walk Open Space/ Rob Dixon	Development proposal for Bonnington Walk Open Space, Lockleaze - Planning reference 19/03535/SCR

PQ24 & PQ25	Kevin McGimpsey	Grant to Bristol Housing Festival
PQ26	Suzanne Audrey	Bristol Airport Expansion
PQ27	Suzanne Audrey	Scrutiny

Within the time available, the Mayor responded verbally to questions PQ01, PQ03, PQ05, PQ07, PQ10, PQ11 and PQ26 also responding to supplementary questions.

7. Petitions Notified by Councillors

There were none.

8. Council Tax Base 2020/21

The Full Council considered a report which set out, in line with Regulations, the amount calculated by Bristol City Council as its Council Tax base for the financial year 2020-21.

Deputy Mayor Councillor Cheney moved the report and the recommendations contained therein. Councillor Jackson seconded the report.

Following debate it was:

RESOLVED:

That in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012, the amount calculated by Bristol City Council as its Council Tax base for the financial year 2020/21 shall be 128,566

9. Collection Fund Surplus/ Deficit 2019/20

The Full Council considered a report which presented the Collection Fund Surplus at 31 March 2020 on the Council Tax and the Non-Domestic Rates (NDR) elements of the Collection Fund.

Deputy Mayor Councillor Cheney moved the report and the recommendations contained therein. Councillor Jackson seconded the report.

Following debate, it was:

RESOLVED:

1. That an estimated surplus at 31 March 2020 on the Council Tax element of the Collection Fund of £43k be declared for 2019/20 and shared between this Council, the Police and Crime Commissioner for



Avon and Somerset and the Avon Fire and Rescue Service in proportion to their 2019/20 precepts on the Collection Fund.

2. That an estimated deficit at 31 March 2020 on the Non-Domestic Rates (NDR) element of the Collection Fund of £1.780m be declared for 2019/20 and shared between this Council, Avon Fire and Rescue Service and the West of England Combined Authority (WECA) in proportion to the appropriate year demands (For 2019/20: Bristol 94%, WECA 4%, Avon Fire and Rescue Service 1%).

10. Audit Committee Half Year Report

The Full Council received a report of the Audit Committee which included the key areas the Committee would monitor to support improvements required.

There was a debate and it was:

RESOLVED:

That the half year report of the Audit Committee be noted.

11. Motions

Following a short adjournment, it was moved by the Lord Mayor that standing order CPR2.1(xi) be suspended to allow the meeting to go past the 30 minutes time limit for motions. Following a vote it was agreed to proceed up until a 40 minute limit.

Motion 1 – Reboot Democracy - improve decision-making and increase public engagement by developing forms of Deliberative Democracy

Councillor O'Rourke moved the following motion:

Full Council notes that:

- That the Administration has a genuine desire to engage with citizens, as demonstrated by continued support of the Citizens' Panel and efforts made to promote engagement in consultations on important decisions for the City;
- That present actions do not go far enough to truly engage all Bristolians. We are not reaching, or actively engaging, the majority of citizens in deprived parts of the City and we respond to the loud voices of the few who fill in consultations or who use Full Council to express their views.
- That barriers to participation are complex and potential participants may need training, incentives and different kinds of support to participate;
- That processes for setting the agenda and designing the mechanisms for participation should also be participatory;



- That the forms of engagement used presently take citizens' views but do not allow for input into decision-making, which does not encourage engagement. Often, people are not given enough information to be fully informed, which undermines the consultation process;
- That the value of consultations has been undermined by past failures like the Library Consultation in 2017, where citizens were presented with three very limited options and they could not support any one of them, or by the Western Harbour engagement when lack of information increased community fears and made constructive discussion very difficult;
- That the majority of the citizenry are not engaged in decision making and feel disenfranchised;
- That Bristol has a vibrant culture of community organisations with local knowledge, existing community networks and experience of using participatory approaches. These organisations have the potential to contribute to processes of engagement and participation for under-represented groups;
- That **Deliberative Democracy** is an umbrella term, of which **Citizens' Assembly** is the best known. Citizens' Assemblies have been used effectively in many countries to solve complex political or social issues and are truly representative, as selection is stratified (like jury service) and people who attend are paid a stipend which validates the action. **Citizens' Jury** is a scaled down version of an assembly. Another form of deliberative democracy, used quite extensively in the UK between 2002-2010, is **Participatory Budgeting** which was shown to improve accountability and allow for the redistribution of funds. **Deliberative Polling** is an effective way to develop an informed citizenry, as this process takes a stratified group, captures their understanding of a topic, then fully informs them of the issues and once again surveys their opinions. The benefit is that the administration gets the views of citizens who have an holistic understanding of complex problems;
- That although there is a cost in running deliberative actions, the value of high-quality decisions, based on informed, reasoned debate makes it good value for money and delivers a stronger mandate to the Administration.

This Council believes:

- We trust our citizens to make decisions;
- Deliberative democracy complements consultation and makes it more meaningful. The difference is that a stratified selection is made and this is truly representative of the people;
- Deliberative processes are not intended for everyday politics and are best used for complex issues which are divisive or where there might be political gridlock;
- That types of deliberative democracy should be piloted in Bristol, with at least two projects within the next year. Examples could be: devolving some funds to the Area Committees through a Participatory Budget or a Citizens' Assembly on how to on get to carbon neutrality by 2030.

This Council proposes:

- That a group is set up to establish the terms of reference for Bristol's adoption of Deliberative Democracy, which would come back to this Council for ratification within three months. This process should itself be participatory, be cross-party and include people from Bristol's different communities, localities and socio-economic backgrounds with a role for Bristol's existing community organisations;



- That once the terms of reference are agreed, a sum of money (to be decided) will be set aside to fund the actions;
- That, once the terms are ratified, there will be a trial of at least two projects within the financial year 2020-2021 and I suggest the following:
 - A participatory budget, using the Area Committees as a delivery method
 - Citizens' Assembly with a theme chosen via a participatory process
 - Citizens' Assembly on how Bristol should respond to the Climate Emergency

The motion was seconded by Councillor Denyer

Councillor Craig then moved the following amendment:

'That the motion be amended to read as follows:

This Council notes:

- That the Administration has a genuine desire to engage with citizens, as demonstrated by continued support of the Citizens' Panel and efforts made to promote engagement in consultations on important decisions for the City;
- That present actions do not go far enough to truly engage all Bristolians. We are not reaching, or actively engaging, the majority of citizens in deprived parts of the City and we respond to the loud voices of the few who fill in consultations or who use Full Council to express their views.
- That barriers to participation are complex and potential participants may need training, incentives and different kinds of support to participate, with disabled people particularly marginalised due to inaccessible process, meetings, and information;
- That processes for setting the agenda and designing the mechanisms for participation should also be participatory;
- That the forms of engagement used presently take citizens' views but do not allow for direct decision-making;
- That the majority of the citizenry are not engaged in decision making and feel disenfranchised;
- That Bristol has a vibrant culture of community organisations with local knowledge, existing community networks and experience of using participatory approaches. These organisations have the potential to contribute to processes of engagement and participation for under-represented groups;
- That the Council has a history of developing structures which involve equality groups, including an effective Commission on Race Equality and Women's Commission, who need to be involved in any rebooting of democracy;
- That Deliberative Democracy is an umbrella term, of which Citizens' Assembly is the best known. Citizens' Assemblies have been used effectively in many countries to solve complex political or social issues and are truly representative, as selection is stratified (like jury service) and people who attend are paid a stipend which validates the action. Citizens' Jury is a scaled down version of an assembly. Another form of deliberative democracy, used quite extensively in the UK between 2002-2010, is Participatory Budgeting which was shown to improve accountability and allow for the redistribution of funds. Deliberative Polling is an effective way to develop an informed citizenry, as this process



takes a stratified group, captures their understanding of a topic, then fully informs them of the issues and once again surveys their opinions. The benefit is that the administration gets the views of citizens who have a holistic understanding of complex problems;

- That the Labour administration has provided officer resource and space for this topic to be explored at Hot Coffee Hot Topic.
- That although there is a cost in running deliberative actions, the value of high-quality decisions, based on informed, reasoned debate makes it good value for money and delivers a stronger mandate to the Administration.

This Council believes:

- We trust our citizens to make decisions;
- Deliberative democracy complements consultation and makes it more meaningful. The difference is that a stratified selection is made and this is more representative of all residents from all backgrounds in all areas of Bristol;
- Directly elected local councillors and politicians play a valuable and important role in representing their communities, with the current chamber and executive now more representative than it has ever been;
- Deliberative processes are not intended for everyday politics and are best used for complex issues which are divisive or where there might be political gridlock;
- That types of deliberative democracy should be piloted in Bristol, with at least two projects within the next year. Examples could be: devolving some funds to the Area Committees through a Participatory Budget or a Citizens' Assembly on how to on get to carbon neutrality by 2030.

This Council proposes:

- That a group/commission is set up to establish the terms of reference for Bristol piloting Deliberative Democracy. This process should itself be participatory, be cross-party and include people from Bristol's different and diverse communities, localities and socio-economic backgrounds with a role for Bristol's existing community organisations – targeting communities who are underrepresented in the city's civic/public life, including on the basis of race, class, gender, sexuality, disability and all other protected characteristics
- That once the terms of reference are agreed, a sum of money (to be decided) will be set aside to fund the actions and a wider programme of deliberative democracy initiatives – including participatory budgeting around £5 million to £10 million of elements of the capital programme
- That, once the terms are ratified, there will be a trial of at least two projects within the financial year 2021-22 with the following considered:
 - A participatory budget, using the Area Committees or another means of neighbourhood working/localised community decision-making as a delivery method
 - Citizens' Assembly, Jury, or Panel with a theme chosen via a participatory process
 - Citizens' Assembly, Jury, or Panel on how Bristol should respond to the Climate Emergency, building on the Climate Assembly UK which has been established by six House of Commons Select Committees, and in consultation with the expert independent One City Advisory Committee on Climate Change



The amendment was seconded by Councillor Tincknell.

During the debate, it was confirmed by Councillor Craig that work would commence earlier than 2021. Upon being put to the vote, the amendment was CARRIED (42 for, 15 against, 4 abstentions).

The Deputy Lord Mayor then invited Councillor O'Rourke, as mover of the original motion to speak.

Following final remarks from Councillor Craig and Weston, the Lord Mayor informed Full Council that the 40 minute time limit was soon to be reached. It was agreed to move to the vote and upon being put to the vote, the motion as amended was CARRIED (46 for, 14 against, 1 abstention) and it was

RESOLVED:

This Council notes:

- **That the Administration has a genuine desire to engage with citizens, as demonstrated by continued support of the Citizens' Panel and efforts made to promote engagement in consultations on important decisions for the City;**
- **That present actions do not go far enough to truly engage all Bristolians. We are not reaching, or actively engaging, the majority of citizens in deprived parts of the City and we respond to the loud voices of the few who fill in consultations or who use Full Council to express their views.**
- **That barriers to participation are complex and potential participants may need training, incentives and different kinds of support to participate, with disabled people particularly marginalised due to inaccessible process, meetings, and information;**
- **That processes for setting the agenda and designing the mechanisms for participation should also be participatory;**
- **That the forms of engagement used presently take citizens' views but do not allow for direct decision-making;**
- **That the majority of the citizenry are not engaged in decision making and feel disenfranchised;**
- **That Bristol has a vibrant culture of community organisations with local knowledge, existing community networks and experience of using participatory approaches. These organisations have the potential to contribute to processes of engagement and participation for under-represented groups;**
- **That the Council has a history of developing structures which involve equality groups, including an effective Commission on Race Equality and Women's Commission, who need to be involved in any rebooting of democracy;**
- **That Deliberative Democracy is an umbrella term, of which Citizens' Assembly is the best known. Citizens' Assemblies have been used effectively in many countries to solve complex political or social issues and are truly representative, as selection is stratified (like jury service) and people who attend are paid a stipend which validates the action. Citizens' Jury is a scaled down version of an assembly. Another form of deliberative democracy, used quite extensively in the UK between 2002-2010, is Participatory Budgeting which was shown to improve accountability and allow for the redistribution of funds. Deliberative Polling is an effective way to develop an informed citizenry, as this process takes a stratified group, captures their understanding of a topic, then fully informs**



them of the issues and once again surveys their opinions. The benefit is that the administration gets the views of citizens who have a holistic understanding of complex problems;

- That the Labour administration has provided officer resource and space for this topic to be explored at Hot Coffee Hot Topic.
- That although there is a cost in running deliberative actions, the value of high-quality decisions, based on informed, reasoned debate makes it good value for money and delivers a stronger mandate to the Administration.

This Council believes:

- We trust our citizens to make decisions;
- Deliberative democracy complements consultation and makes it more meaningful. The difference is that a stratified selection is made and this is more representative of all residents from all backgrounds in all areas of Bristol;
- Directly elected local councillors and politicians play a valuable and important role in representing their communities, with the current chamber and executive now more representative than it has ever been;
- Deliberative processes are not intended for everyday politics and are best used for complex issues which are divisive or where there might be political gridlock;
- That types of deliberative democracy should be piloted in Bristol, with at least two projects within the next year. Examples could be: devolving some funds to the Area Committees through a Participatory Budget or a Citizens' Assembly on how to on get to carbon neutrality by 2030.

This Council proposes:

- That a group/commission is set up to establish the terms of reference for Bristol piloting Deliberative Democracy. This process should itself be participatory, be cross-party and include people from Bristol's different and diverse communities, localities and socio-economic backgrounds with a role for Bristol's existing community organisations – targeting communities who are underrepresented in the city's civic/public life, including on the basis of race, class, gender, sexuality, disability and all other protected characteristics
- That once the terms of reference are agreed, a sum of money (to be decided) will be set aside to fund the actions and a wider programme of deliberative democracy initiatives – including participatory budgeting around £5 million to £10 million of elements of the capital programme
- That, once the terms are ratified, there will be a trial of at least two projects within the financial year 2021-22 with the following considered:
 - A participatory budget, using the Area Committees or another means of neighbourhood working/localised community decision-making as a delivery method
 - Citizens' Assembly, Jury, or Panel with a theme chosen via a participatory process
 - Citizens' Assembly, Jury, or Panel on how Bristol should respond to the Climate Emergency, building on the Climate Assembly UK which has been established by six House of Commons Select Committees, and in consultation with the expert independent One City Advisory Committee on Climate Change



As the allowed time for motions had been reached the second motion 'Woodburners' therefore fell. Councillor Jackson reported that the Party Group Leaders would discuss the motion at their next meeting.

Meeting ended at 4.35 pm

CHAIR _____

Council Tax Base 2020/21 (Resolution)	
Marvin Rees	For
Councillor Peter Abraham	For
Councillor Donald Alexander	For
Councillor Lesley Alexander	For
Councillor Nicola Beech	For
Councillor Nicola Bowden-Jones	For
Councillor Mark Brain	No vote recorded
Councillor Charlie Bolton	For
Councillor Tom Brook	For
Councillor Fabian Breckels	For
Councillor Tony Carey	For
Councillor Craig Cheney	For
Councillor Barry Clark	For
Councillor Jos Clark	No vote recorded
Councillor Stephen Clarke	For
Councillor Harriet Clough	For
Councillor Eleanor Combley	For
Councillor Asher Craig	For
Councillor Christopher Davies	For
Councillor Mike Davies	For
Councillor Carla Denyer	For
Councillor Kye Dudd	For
Councillor Richard Eddy	For
Councillor Jude English	For
Councillor Martin Fodor	For



Councillor Helen Godwin	For
Councillor Paul Goggin	For
Councillor Geoff Gollop	For
Councillor John Goulandris	For
Councillor Fi Hance	For
Councillor Margaret Hickman	For
Councillor Claire Hiscott	For
Councillor Helen Holland	For
Councillor Gary Hopkins	For
Councillor Christopher Jackson	For
Councillor Hibaq Jama	For
Councillor Carole Johnson	For
Councillor Steve Jones	For
Councillor Anna Keen	For
Councillor Tim Kent	For
Councillor Sultan Khan	For
Councillor Gill Kirk	For
Councillor Jeff Lovell	For
Councillor Brenda Massey	For
Councillor Matthew Melias	For
Councillor Graham Morris	For
Councillor Anthony Negus	For
Councillor Paula O'Rourke	For
Councillor Steve Pearce	For
Councillor Celia Phipps	For
Councillor Ruth Pickersgill	For
Councillor Kevin Quartley	For
Councillor Liz Radford	For
Councillor Jo Sergeant	For
Councillor Afzal Shah	For
Councillor Steve Smith	For
Councillor Paul Smith	For
Councillor Clive Stevens	For
Councillor Jerome Thomas	For
Councillor Estella Tincknell	For
Councillor Mark Weston	For
Councillor Chris Windows	For
Councillor Mark Wright	For
Carried	

Collection Fund Surplus/ Deficity 2019/20 (Resolution)	
Marvin Rees	For



Councillor Peter Abraham	For
Councillor Donald Alexander	For
Councillor Lesley Alexander	For
Councillor Nicola Beech	For
Councillor Nicola Bowden-Jones	For
Councillor Mark Brain	For
Councillor Charlie Bolton	For
Councillor Tom Brook	For
Councillor Fabian Breckels	For
Councillor Tony Carey	For
Councillor Craig Cheney	For
Councillor Barry Clark	For
Councillor Jos Clark	Abstain
Councillor Stephen Clarke	For
Councillor Harriet Clough	For
Councillor Eleanor Combley	For
Councillor Asher Craig	For
Councillor Christopher Davies	For
Councillor Mike Davies	For
Councillor Carla Denyer	For
Councillor Kye Dudd	For
Councillor Richard Eddy	For
Councillor Jude English	For
Councillor Martin Fodor	For
Councillor Helen Godwin	For
Councillor Paul Goggin	For
Councillor Geoff Gollop	For
Councillor John Goulandris	For
Councillor Fi Hance	For
Councillor Margaret Hickman	For
Councillor Claire Hiscott	For
Councillor Helen Holland	For
Councillor Gary Hopkins	For
Councillor Christopher Jackson	For
Councillor Hibaq Jama	For
Councillor Carole Johnson	For
Councillor Steve Jones	For
Councillor Anna Keen	For
Councillor Tim Kent	For
Councillor Sultan Khan	For
Councillor Gill Kirk	For
Councillor Jeff Lovell	For



Councillor Brenda Massey	For
Councillor Matthew Melias	For
Councillor Graham Morris	For
Councillor Anthony Negus	For
Councillor Paula O'Rourke	For
Councillor Steve Pearce	For
Councillor Celia Phipps	For
Councillor Ruth Pickersgill	For
Councillor Kevin Quartley	For
Councillor Liz Radford	For
Councillor Jo Sergeant	For
Councillor Afzal Shah	For
Councillor Steve Smith	For
Councillor Paul Smith	For
Councillor Clive Stevens	For
Councillor Jerome Thomas	For
Councillor Estella Tincknell	For
Councillor Mark Weston	For
Councillor Chris Windows	For
Councillor Mark Wright	For
Carried	

Amendment to the Reboot Democracy motion (Motion)	
Marvin Rees	For
Councillor Peter Abraham	Against
Councillor Donald Alexander	For
Councillor Lesley Alexander	Against
Councillor Nicola Beech	For
Councillor Nicola Bowden-Jones	For
Councillor Mark Brain	For
Councillor Charlie Bolton	For
Councillor Tom Brook	For
Councillor Fabian Breckels	For
Councillor Tony Carey	For
Councillor Craig Cheney	For
Councillor Barry Clark	For
Councillor Jos Clark	No vote recorded
Councillor Stephen Clarke	Against
Councillor Harriet Clough	For
Councillor Eleanor Combley	For
Councillor Asher Craig	For
Councillor Christopher Davies	Abstain



Councillor Mike Davies	For
Councillor Carla Denyer	Abstain
Councillor Kye Dudd	For
Councillor Richard Eddy	Against
Councillor Jude English	Abstain
Councillor Martin Fodor	For
Councillor Helen Godwin	For
Councillor Paul Goggin	For
Councillor Geoff Gollop	Against
Councillor John Goulandris	Against
Councillor Fi Hance	For
Councillor Margaret Hickman	For
Councillor Claire Hiscott	Against
Councillor Helen Holland	For
Councillor Gary Hopkins	Abstain
Councillor Christopher Jackson	For
Councillor Hibaq Jama	For
Councillor Carole Johnson	For
Councillor Steve Jones	Against
Councillor Anna Keen	For
Councillor Tim Kent	For
Councillor Sultan Khan	No vote recorded
Councillor Gill Kirk	For
Councillor Jeff Lovell	For
Councillor Brenda Massey	For
Councillor Matthew Melias	Against
Councillor Graham Morris	Against
Councillor Anthony Negus	For
Councillor Paula O'Rourke	For
Councillor Steve Pearce	For
Councillor Celia Phipps	For
Councillor Ruth Pickersgill	For
Councillor Kevin Quartley	Against
Councillor Liz Radford	Against
Councillor Jo Sergeant	For
Councillor Afzal Shah	For
Councillor Steve Smith	Against
Councillor Paul Smith	For
Councillor Clive Stevens	For
Councillor Jerome Thomas	For
Councillor Estella Tincknell	For
Councillor Mark Weston	Against



Councillor Chris Windows	Against
Councillor Mark Wright	For
Carried	
Reboot Democracy : Motion as amended (Motion)	
Marvin Rees	For
Councillor Peter Abraham	Against
Councillor Donald Alexander	For
Councillor Lesley Alexander	Against
Councillor Nicola Beech	For
Councillor Nicola Bowden-Jones	For
Councillor Mark Brain	For
Councillor Charlie Bolton	For
Councillor Tom Brook	For
Councillor Fabian Breckels	For
Councillor Tony Carey	For
Councillor Craig Cheney	For
Councillor Barry Clark	For
Councillor Jos Clark	No vote recorded
Councillor Stephen Clarke	For
Councillor Harriet Clough	For
Councillor Eleanor Combley	For
Councillor Asher Craig	For
Councillor Christopher Davies	Abstain
Councillor Mike Davies	For
Councillor Carla Denyer	For
Councillor Kye Dudd	For
Councillor Richard Eddy	Against
Councillor Jude English	For
Councillor Martin Fodor	For
Councillor Helen Godwin	For
Councillor Paul Goggin	For
Councillor Geoff Gollop	Against
Councillor John Goulandris	Against
Councillor Fi Hance	For
Councillor Margaret Hickman	For
Councillor Claire Hiscott	Against
Councillor Helen Holland	For
Councillor Gary Hopkins	For
Councillor Christopher Jackson	For
Councillor Hibaq Jama	For
Councillor Carole Johnson	For



Councillor Steve Jones	Against
Councillor Anna Keen	For
Councillor Tim Kent	For
Councillor Sultan Khan	No vote recorded
Councillor Gill Kirk	For
Councillor Jeff Lovell	For
Councillor Brenda Massey	For
Councillor Matthew Melias	Against
Councillor Graham Morris	Against
Councillor Anthony Negus	For
Councillor Paula O'Rourke	For
Councillor Steve Pearce	For
Councillor Celia Phipps	For
Councillor Ruth Pickersgill	For
Councillor Kevin Quartley	Against
Councillor Liz Radford	Against
Councillor Jo Sergeant	For
Councillor Afzal Shah	For
Councillor Steve Smith	Against
Councillor Paul Smith	For
Councillor Clive Stevens	For
Councillor Jerome Thomas	For
Councillor Estella Tincknell	For
Councillor Mark Weston	Against
Councillor Chris Windows	Against
Councillor Mark Wright	For
Carried	



Full Council

25 February 2020



Report of:	Denise Murray, Chief Finance Officer & S151 Officer
Title:	2020/21 Budget Report
Ward:	City Wide
Member Presenting Report:	The Mayor and the Deputy Mayor / Cabinet Member for Finance, Governance and Performance

Recommendation

For Council to consider and approve the Mayor's 2020/21 Budget recommendations which include the various elements of the Revenue budget, Capital programme, Bristol City Council's Council Tax for 2020/21 and Adult Social Care Precept.

To note additional information has been added to the following areas since Cabinet on 21 January 2020 to reflect additional information from each individual budget report.

- Dedicated Schools Grant (Paragraph 9)
- Housing Revenue Account (Paragraph 11)
- West of England Combined Authority (paragraph 12)



1. MAYOR'S BUDGET RECOMMENDATIONS TO COUNCIL

The approval of Mayor's budget proposals to Council in respect of 2020/21 as set out in this report, subject to any amendments agreed at the meeting:

To note:

- a) The report from the Overview and Scrutiny Management Board and Resources Scrutiny Commission.
- b) The budget consultation process that was followed and feedback as outlined in Section 17 and Appendix 6.
- c) The feedback provided by the Schools Forum to Council, for their consideration in making final decisions on the Schools Budget for 2020/21 as outlined in Section 9.
- d) That the consultation feedback and equality impact assessments and relevance checks as set out in Appendix 7 and within the full reports for the ring fenced accounts (Dedicated Schools Grant and Housing Revenue Account), have been taken into consideration and has informed the final budget proposals.
- e) The comments of the Chief Finance Officer (s151 Officer) on the robustness of the Budget and adequacy of reserves as set out in Section 15.
- f) The delegation of authority to the Director of Finance after consultation with the Deputy Mayor, Cabinet Member for Finance, Governance and Performance and the Mayor, to make any necessary technical adjustments or adjustments to the figures upon receipt of the final Local Government Finance Settlement, and West of England Combined Authority Levy; with transfers to and or from reserves as appropriate.

To agree:

- g) The Bristol City Council levels of Council Tax increase of 3.99%; which includes 2% precept to support Adult Social Care and noting the precepts of the Police and Crime Commissioner for Avon and Somerset and the Avon Fire Authority.
- h) The calculations for determining the Council Tax requirement for the year 2020/21 as outlined in Appendix 8 and in accordance with the Local Government Finance Act 1992.
- i) The Council's General Fund net revenue budget for the year 2020/21 as £395.7 million and expenditure allocations as set out in Appendix 1; subject to any budget amendments properly notified to and approved by the Council in line with the Constitution.
- j) The temporary movement in general reserves of up to £6.1 million (31%) to mitigate the forecasted 2019/20 year end emergent pressures in the People directorate as outlined in Section 5.
- k) The Council's capital budget (excluding the HRA) for the years 2020/21 - 2024/25, totalling £612.0 million as set out in paragraph 13 and detailed in Appendix 2.
- l) The proposed Treasury Management Strategy for 2020/21 in Appendix 4, incorporating the Minimum Revenue Provision policy and the prudential indicators and limits.
- m) The Strategy for the Flexible use of Capital Receipts as set out in Appendix 5.

To agree:

- n) The distribution of the 2020/21 Dedicated Schools Grant (DSG) of £374.2 million as recommended by Cabinet and the Schools Forum and summarised in Section 9.

To agree:

- o) The Gross HRA revenue budget for the year 2020/21 as £119.1 million
- p) No increase in Housing Rents for 2020/21 for existing tenants.
- q) The use of flexibility in the rent standard with effect from April 2020, for new tenants:
- up to 5% for Housing.
 - up to 10% for Supported Housing.
- r) Increase of 2.7% (CPI +1%) with effect from April 2020 for Garage Rents.
- s) Authorise the Executive Director of Growth and Regeneration to set Service Charge budgets in line with the anticipated cost of delivery.
- t) The HRA capital budget for the years 2020/21 – 2024/25 totalling £354.0 million as detailed in Appendix 2 and including the following for 2020/21:
- £33.0 million capital expenditure on existing stock.
 - £40.8 million on the Development Programme.
 - £5.0 million on improvements to Sandy Park site subject to Business Case approval.
 - £0.9 million for other capital projects including the ICT project.

2. LIST OF APPENDICES

This report should be read alongside a series of appendices:

- Appendix 1 – Detailed Budget Summary by Directorate
- Appendix 2 – Capital Programme 2020/21 – 2024/25
- Appendix 3 – Budget Risk Matrix
- Appendix 4 – Treasury Management Strategy
- Appendix 5 – Flexible Use of Capital Receipts Strategy
- Appendix 6 – Budget Consultation Report
- Appendix 7 – Equalities Impact Relevance Check
- Appendix 8 – Statutory Calculations in respect of Council Tax

3. EXECUTIVE SUMMARY

3.1. The council has a legal responsibility to set an annual balanced budget (Local Government Finance Act 1992) which sets out how our financial resources are to be allocated and utilised. The Government's recent spending round, announced in September 2019, committed additional funding to key public services including Education and Adult Social Care. It also enabled councils to remain in the 100% business rates retention pilot and generate more funding from local taxation via social care precept for a further year. The increase represents an important and welcome recognition of some of the major funding pressures being faced by local government.

3.2. We have been successful in managing our finances and not only setting an annual balanced budget but taking a medium-term approach, so we can invest in the areas that

really matter, seek to protect the most vulnerable during these uncertain times and to invest in our city, in order to build confidence in the future.

3.3. The Council's proposed budget for 2020/21 should be seen in the context of the Corporate Strategy and Medium Term Financial Plan (MTFP) and represents a further step on the road through financial recovery to financial sustainability. It establishes a solid and resilient financial base to meet the future challenges that could result from the uncertain financial, social, economic and environmental climate.

3.4. The approved General Fund revenue budget for 2020/21 totals £395.7 million, a net increase of £17.4 million from 2019/20. This is made up of £26.0 million of investment in services offset by a tail of £8.7 million of savings and efficiencies previously agreed (2018/19). The ring-fenced budgets for Public Health is an indicative £32.5 million (increase of £0.9 million from 2019/20) and Dedicated Schools Grant £374.2 million (increase of £19.0 million from 2019/20) and Housing Revenue Account £119.1 million (a decrease of £3.7 million from 2019/20).

3.5. In addition to the above the Council continues to progress the delivery of an ambitious rolling capital programme over the period from 2020/21 to 2024/25, which has a gross value of £966.0 million (including the HRA) and is fully funded through the use of external funding, capital receipts and borrowing.

3.6. To finance the general fund budgets outlined above it is proposed that the Council's element of the Council Tax for 2020/21 is increased by 3.99%. This takes into account the Adult Social Care Precept of 2% and would enable a position to be achieved of a balanced budget for 2020/21 with no additional new savings.

4. COUNCIL STRATEGY & FINANCIAL PLANNING

4.1. The One City Plan sets out an ambitious vision and actions for the future of Bristol to 2050. It is a collaborative approach to reach a shared vision for Bristol and aims to use the collective power of Bristol's key organisations to make a bigger impact, by supporting partners, organisations and citizens to help solve key challenges, such as driving economic growth for everyone.

4.2. The Corporate Strategy 2018 – 2023 remains the Council's main strategic document and sets out our contribution to the city as part of the One City Plan. It outlines our vision and values and informs everything we do, how we plan for the future and how we will demonstrate progress in delivering those priorities.

4.3. In achieving this vision we have based our activities around four themes:

- Empowering and Caring
- Fair and Inclusive
- Well Connected
- Wellbeing

4.4. Our key commitments aligned to each theme are outlined in the Corporate Strategy and the full document can be accessed via the hyperlink below.

<https://www.bristol.gov.uk/policies-plans-strategies/corporate-strategy>

4.5. The Policy and Budget Framework provides the structure and process for budget decision making and the MTFP is a key financial planning document, covering a rolling five year period refreshed annually. It sets out the Council's strategic approach to the management of its finances and provides a financial framework within which delivery of the Council's priorities can be progressed.

4.6. The MTFP approved by Full Council on 17th December 2019 <https://www.bristol.gov.uk/council-spending-performance/council-budgets> outlined in broad terms, the specific service and funding issues over the period and how the Council will, within its financial constraints, fund its priorities and ensure financial sustainability and resilience can be achieved.

4.7. With the Spending Review now expected in 2020 and local government financial reforms of the system of business rates retention (100% to 75%) and fair funding review aimed at designing a new system for allocating funding between councils via a fair methodology, equalised as appropriate and set new funding baselines for every authority from 2021/22 this presents a significant risk to future funding.

4.8. The MTFP indicated that with sufficient planning for the uncertain financial climate in which we operate, the revised approach of de-risking the financial plan to ensure that government one-off, incentive or growth funding, that may be at risk in the future has been removed out of the base budget and funding for known on-going core services are aligned to on-going sustainable funding sources, the achievement of all historically agreed budget reductions, efficiencies and income generation proposals, targeted funding to support areas of need and setting council tax at levels assumed each year a balanced position could be achieved over the planning period.

4.9. The budget has been prepared giving full consideration to these strategic documents, ensuring that each year's budget is considered within the context of the Council's ongoing sustainability over the entirety of the planning period. This has been done using best estimates from available data and based on the provisional Local Government Finance Settlement for 2020/21 announced by government on 20th December 2019.

4.10. Outlined below are the variations noted in the provisional settlement from the original MTFP assumptions.

MTFP Changes	20/21	21/22	22/23	23/24	24/25
	£m	£m	£m	£m	£m
Council Tax Base	0.306	0.251	0.181	0.098	-0.001
Other	0.005	0.003	-0.002	-0.004	0.003
One-off New Home Bonus	0.247	0	0	0	0
One-off Business Rates	0.401	0	0	0	0
Total Change	0.959	0.254	0.179	0.094	0.002

4.11. The above has been reflected in the budget and consideration of the Council's budget requirement and annual budget proposed in this report and will be used strategically to fund one off and emerging pressures, transformation / innovation or our planned invest to reduce revenue programmes.

4.12. Throughout the process of setting the budget, the Council has been very mindful of the impact of changes or reductions on residents and the Equalities Impact Assessments (EQIAs) are included in this and other associated reports. Decision makers will need to take these into account when considering this budget.

5. REVENUE BUDGET POSITION FOR 2019/20

5.1. This report is concerned mainly with the budget estimates for 2020/21 however, it is important to consider the current year financial performance and therefore the starting point for formulating these budgets is the latest 2019/20 (P8) forecast outturn.

5.2. The current forecast of the year end revenue position, based on actual expenditure at the end of November 2019 is an estimated overspends of £6.5 million general fund (1.7% of the budget). This is predominately attributed to Adult Social Care, increase in service demand, market costs pressures and as a result non delivery of savings, Education Home to School Transport – the volume of routes and complexity of needs continues to increase. £2.1 million underspend for HRA (1.3%), £1.0 million overspend for DSG (0.3%) and a balanced position including planned drawdown from reserves for the Public Health grant.

5.3. It is expected that mitigations will continue to be explored across services within the directorates for activity to be contained within the delegated cash limits. However the scale, nature and timing of the emergent pressures within Adult Social Care and lack of opportunities for mitigation across the People directorate it is unlikely that these pressures can be contained.

5.4. One-off additional grant funding of £8.2 million has been allocated to Social Care to relieve emerging pressures and therefore it is proposed that the principle of adopting a council wide approach and holding funds in abeyance by spending reductions elsewhere across directorates not be applied in this instance.

5.5. The planning assumptions in the budget are therefore that the resulting year end overspends within the People directorate of up to £6.1 million (up to 31% of the general reserve) attributed to the current pressures evident within Adult Social Care and Home to School Transport could be met by a temporary year end movement from general reserves in 2019/20; followed by a reinstatement of the general reserve in 2020/21.

5.6. In line with approvals for supplementary estimates that require a draw down from general reserves which result in a deviation from the Council's agreed minimum reserve level, full Council's approval is sought for a temporary movement in general reserves of up to £6.1 million to mitigate the forecasted year end emergent pressures in the People directorate.

Approved Budget £m		Revised Budget £m	Forecast Outturn £m	Variance £m
226.3	People	226.7	232.9	6.2
53.9	Resources	53.6	53.7	0.1
61.1	Growth and Regeneration	59.9	60.2	0.3
341.3	Sub-total	340.1	346.8	6.6
35.0	Corporate Expenditure	36.2	36.1	-0.1
376.3	Total	376.3	382.9	6.5

5.7. Due to various decisions and slippage in capital projects, the original budget of £236.4 million for 2019/20 is set to decrease to a forecast spend of £158.4m (67%). Budgets are due to be re-profiled during the year to reflect the updated spend profile.

Approved Budget £m		Revised Budget Proposed £m	Movement £m	% Change
25.8	People	22.0	(3.8)	(15%)
17.7	Resources	16.1	(1.6)	(9%)
130.4	Growth and Regeneration	55.8	(74.6)	(57%)
173.9	Sub-total	93.9	(80.0)	(46%)
10.7	Corporate Expenditure	0.0	(10.7)	(100%)
51.8	HRA	49.5	(2.3)	(4%)
0.0	Commercial Investments	15.0	15.0	n/a
236.4	Total	158.4	(78.0)	(33%)

5.8. Further details of the forecast year end position can be found in the Period 8 2019/210 Financial Monitoring Report presented to Cabinet 21st January 2020.

6. GENERAL FUND REVENUE BUDGET 2020/21

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

6.2. The proposed revenue budget for 2020/21 totals £395.7million, a net increase of £17.4 million from 2019/20. This is made up of £26 million of investment in services offset by £8.7million of previously agreed savings and efficiencies. These investments are detailed in further sections below and historically agreed savings applicable to 2020/21 budget are outlined in the directorate budget analysis.

6.3. The table below provides a summary of the proposed General Fund Revenue budget for the 5 year MTFP period comparing to the approved 2019/20 budget.

19/20		20/21	21/22	22/23	23/24	24/25
£m		£m	£m	£m	£m	£m
228.3	People	221.005	224.122	227.785	232.964	238.144
53.9	Resources	52.877	55.025	56.948	58.971	60.994
61.1	Growth and Regeneration	59.098	61.348	64.239	66.166	68.093
35.024	Corporate Expenditure Include One-off funding*	62.727	48.179	45.587	43.519	43.008
378.324	Total Funding	395.707	388.674	394.559	401.620	410.239
214.786	Council Tax	226.055	230.934	236.214	241.948	247.767
134.170	Business Rates (NNDR)	136.711	134.275	136.955	139.692	142.492
1.540	Business Rates Levy rebate	0.000	0.000	0.000	0.000	0.000
6.943	New Homes Bonus	6.387	3.485	1.410	0.000	0.000
19.985	Social Care Grant	28.190	19.980	19.980	19.980	19.980
0.900	Collection Fund Surplus/(Deficit)	-1.636	0.000	0.000	0.000	0.000
378.324	Total Funding	395.707	388.674	394.559	401.620	410.239
0	Budget Surplus/(Deficit)	0	0	0	0	0

*Pay Inflation is currently held under corporate budget and will be allocated out to directorates' following confirmation of final pay awards.

6.4. The following specific changes and key assumptions have been made in the development of the 2020/21 budget.

- Total Council Tax increase of 3.99% (including 2% Adult Social Care Precept)
- Increase of £2.5 million in the amount of business rates income receivable, due mainly to a 1.6% inflationary increase in the multiplier set by the government. Section 31 grants will continue to be received by us due to government decisions to limit inflationary increases in the business rates multiplier in previous years.
- Pay award of up to 2.7% for 2020/21; note final pay award has not yet been agreed with trade unions, this is held centrally pending final decision.
- Centrally held general inflationary provision for supplies and services budgets, e.g. essential utilities such as gas, electricity and water, external insurance premiums and business rates payable by the Council.
- General inflationary increase for fees and charges budgets.
- Specific inflationary increases in Private Finance Initiative (PFI) unitary charges based on contractual terms and conditions. Specific inflationary increases as set out in other (non-PFI) long-term contracts.
- Unallocated general reserve will be retained at between 5%- 6% of the net revenue budget.

6.5. Table below summaries the year on year baseline expenditure movement:

General Fund Baseline Budget	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m
Pay Award	(4.765)	(4.973)	(5.181)	(5.472)	(5.472)
Contract Inflation Net of Income Inflation	(4.603)	(4.754)	(4.941)	(3.785)	(3.784)
Capital Financing	(7.500)	(0.027)	0.588	(0.214)	0.637
Previously Approved Savings	8.652	3.100	0.724	0	0
Other Previously Approved Adjustments	(0.033)	(0.886)	(1.150)	0	0
Members Allowance	(0.140)	0	0	0	0
Adult Social Care	(2.500)	0.500	2.000	0	0
Waste Contract Inflation & Payment Mechanism Pressure	(1.000)	0	0	1.000	0
Safer City - Youth Violence	0.000	(0.030)	0	0	0
Land Charges- Legislative changes	0.000	(0.290)	0	0	0
Climate Change / Air Quality - Delivery Capacity	(0.150)	(0.150)	0	0	0
Health & Safety - Resources in Services	(0.100)	0	0	0	0
Pressures attributed to savings not deliverable	(0.380)	0	0	0	0
Baseline Budget Movement	(12.519)	(7.510)	(7.960)	(8.471)	(8.619)

6.6. It is important that the Council continues to plan ahead and it is clear that the growth of our local tax base is providing real additional resource that will assist with managing increases in service demand, and any further reductions in funding.

6.7. Whilst council tax capping rules remain in place, for 2020/21 the referendum threshold set by central government was maintained at 4% for Bristol, which includes 2% relating to the Adult Social Care precept. Where council tax is set below the referendum threshold the council tax yield will be permanently reduced with no opportunity to make up that baseline income loss in future years, without the costly exercise of a referendum.

6.8. During this period of continued uncertainty, we are conscious of the impact of council tax increases on Bristol residents. Given the growth in demand for our services and the absence of any new permanent funding being made available by government, the Council is required to take action to ensure the sustainability of Social Care therefore proposes a social care precept of 2%. The proposal within the report is that for 2020/21 budget should be predicated on the basis of a proposed increase of 3.99% (£8.7million) in the amount of Council Tax income receivable, split between:

- General Council Tax increase of 1.99% (i.e. £4.3m)
- Social Care precept of 2.0% (i.e. £4.3m)
- In addition to the above, Growth in the size of the Council Tax base (i.e. £2.4m)

6.9. The Council has continued to provide a Local Council Tax Reduction Scheme that supports working age people on a similar basis to those who previously received 100% Council Tax benefit prior to this being abolished in 2013; and is one of a handful of English councils to do so. Pensioners are protected from any changes under the prescribed national scheme. The overall scheme is estimated to cost in the region of £39.5 million in 2020/21.

6.10. Part of the budget process each year looks at unavoidable pressures on services that will have an on-going financial impact, some of which are outside of the control of the service

itself and cannot be immediately addressed by savings/efficiencies. Examples of these would be legislative changes.

6.11. There are other areas where the current budget is not adequate for the level of demand within the service, loss of grants or reduction in income is anticipated. Whilst these can be addressed it may not be possible to mitigate these changes immediately due to the need for an improvement programme which seeks to improve outcomes and deliver a sustainable long term strategy.

6.12. The budget outline above incorporates £18 million of one off or incentive funding and £1 million of redirected earmarked reserves. The MTFP principles is that one-off funding is utilised for one-off commitments and the table below summarises the proposed use of available one-off funding to support one off pressures in the budget.

General Fund One-off Budget	2020/21	2021/22	2022/23	2023/24	2024/25	5 Year Total
	£m	£m	£m	£m	£m	£m
Forecast One-off Funding	18.030	3.490	1.400	0.000	0.000	22.920
Redirection from Reserves	1.145					1.145
Total One-off Budget	19.175	3.490	1.400	0.000	0.000	24.065
One-off Pressures:						
2019/20 Pressures (P8)- Adult Social Care	(5.500)					(5.500)
2019/20 Pressures (P8) - Home to School Transport	(0.600)					(0.600)
Total 19/20 Pressures	(6.100)	0.000	0.000	0.000	0.000	(6.100)
One-off funding Available	13.075	3.490	1.400	0.000	0.000	17.965

*Items highlighted in Grey is 2019/20 overspend paid back to General Reserves in 2020/21

6.13. Table below illustrate the new pressures funded from one-off funding:

General Fund One-off Budget	2020/21	2021/22	2022/23	2023/24	2024/25	5 Year Total
	£m	£m	£m	£m	£m	£m
One-off funding Available	13.075	3.490	1.400	0.000	0.000	17.965
Facility Management part year pressures 2020-21	(1.000)					(1.000)
Developing Property Strategy/ Asset Management Plan	(0.500)	(0.500)	(0.500)			(1.500)
Children and Young people - Serious violence	0.000	(1.500)				(1.500)
Adult Social Care innovation fund	(2.100)	(0.600)				(2.700)
Climate Change Reserve	(3.000)					(3.000)
Resilience Reserve	(3.000)					(3.000)
Risk Reserve 2020/21 Pressure	(0.397)	0.010				(0.387)
Amount Held in Reserves	(9.997)	(2.590)	(0.500)	0.000	0.000	(13.087)
Transformation Projects (e.g. City Leap)	(1.500)					(1.500)
GF - Special Education Needs & Disability (SEND)	(0.500)	(0.500)	(0.500)	0.000	0.000	(1.500)
PMO Delivery Capacity	(0.400)	(0.400)	(0.400)			(1.200)
Bear Pit (not contained in 19/20 spend)	(0.350)					(0.350)
Project Management - Regeneration Projects	(0.250)					(0.250)
Economic strategy	(0.078)					(0.078)
Amount Allocated to Services	(3.078)	(0.900)	(0.900)	0.000	0.000	(4.878)
Total New Pressures	(13.075)	(3.490)	(1.400)	0.000	0.000	(17.965)
One-off Budget Position	0.000	0.000	0.000	0.000	0.000	0.000

*Items highlighted in Grey are initially held in Reserves subject to further detail for draw down

People

Adults

6.14. Local authorities have a legal duty to commission care services for any adults who meet the requirement of the centrally set needs and means tests. The actual annual spend for Adult Social Care has increased from £138 million in 2017/18 (beginning of the five year rolling MTFP) to a forecast outturn of £154.4 for 2019/20 despite any efficiencies they might have made.

6.15. There are various drivers resulting in financial pressures a flavour of which is captured below:

- Rising demand for care among working-age adults - better health care has improved the life expectancy of people with some physical and learning disabilities, meaning more working-age adults are now in need of social care. These adults are also less likely than older adults to have financial assets and therefore qualify them to receive publicly funded care.
- The pressures on the NHS are well reported and impacting significantly on Adult Social Care with alleviating measures, in terms of reducing avoidable entries to hospitals, ensuring patients are not delayed and can get out of hospital quicker, home care, reablement, home adaptations and care in residential and nursing homes – which is more intensive and expensive.
- Both of the above factors have increased demand for placements across the region, and cost pressures due to lack of capacity in the market for delivering services.

6.16. Though adult social care is delivered and mainly funded locally, decisions by central government strongly shape how much money local authorities have to do this – as well as what they are obliged to spend it on. This makes adult social care a national as well as a local responsibility.

6.17. These increasing costs are threatening to overwhelm the Council's ability to manage its finances and it is not clear whether public funding for adult social care will increase. The government committed to “ensure that adult social care funding is such that it does not impose any additional pressures on the NHS over the coming five years” in the NHS long-term plan, but there is no clear timetable for social care reform and the 2019 spending round only confirmed grants for social care in 2020/21.

6.18. Whilst we recognise the need for wider change at a national level to make the social care system fair and sustainable in the future, tackling our immediate social care challenges will require decisive action and appropriate funding to help enable the transition to an approach based on a higher level of early intervention and prevention. This is why we are proposing a 2% Social care precept in 2020/21 (£4.3 million and prioritising additional expenditure of £8.2 million (£2.7million to be held in reserve subject to agreement of Cabinet of full detailed business case) in Adult Social care at a time of financial challenges and uncertainties.

Children's Social Care

6.19. The Children's Social Care service has experienced escalating levels of serious youth violence and extra-familial risk, including gang affiliation, criminal exploitation and abuse. This alongside a growing child population and improved intelligence and awareness of serious violence and complex safeguarding demands, has presented challenges to the directorate in achieving a balanced budget.

6.20. An earmarked reserve of £0.9 million was allocated in 2019/20 to meet the rising demand attributed to serious youth violence should the additional pressure not be contained

within the grant funding received. In recognition of the increasing trend a further £1.5 million has been earmarked from the one off grant funding.

Education

6.21. The Education service is reporting an in-year pressure of £0.6m relating to Home to School Transport for children who have special education needs. This is likely to result in a supplementary estimate.

6.22. Following the finding of a CQC inspection in 2019, the Education service has developed an action plan and sought approval for funding to address some of the concerns reported, which includes improvement of the Education, Health and Care Plan (EHCP) statutory processes and implement new diagnostic pathway for Autism Spectrum Disorder (ASD) assessment to impact on assessment times and offer clarity to parents and carers. The result of these improvements may also impact on SEND demand under DSG and Schools' budget which needs to be closely monitored and proactively managed throughout financial year 2020/21.

6.23. In addition to the £1.6 million funding approved by Cabinet in July 2019 to support resource plan for the SEND function, this budget is proposing a further £1.5 million from the one-off incentive funding to complement the £1.3 million funding identified from within the DSG in 2020/21 to support the improvement programme. Please note the DfE has placed restrictions to the use of general fund to support DSG deficits in the future.

Growth and Regeneration

6.24. The directorate has a number of key priorities which this budget is designed to support. They are as follows:

- Sustainable and inclusive economic growth
- Housing and regeneration
- Preventing homelessness
- Ensuring that air quality standards are met across the city

6.25. In addition to the above, waste management investment is predominantly attributed to a change in accounting treatment for the annual growth funding, which from the establishment of Bristol Waste Company, was first funded from the one-off earmarked reserves, and now added to the base budget. This growth is predominantly attributed to increasing demand resulting from increasing population, number of dwellings and the amount of waste that needs to be collected and disposed of across the city.

6.26. The capital programme contains some significant schemes in the pipeline attributed to Growth and Regeneration functional areas and these are outlined in more detail in the Capital Programme section of this report.

Resources

6.27. The Directorate contains the Council's key professional support services which support the strategic direction of the Council and provide essential support to Members and managers to improve outcomes and deliver change. The Directorate, beyond its core, statutory and regulatory duties, also serves some of the most vulnerable in the city.

6.28. During 2019/20 the responsibility for the Facility Management Services was transferred under Resource from G&R. At P8 Facility Management is reporting a forecast pressure of £1.6 million, £1.5 million of which has been mitigated as one-off actions by others services in Resources. This pressure mainly relates to costs in maintaining the Council's operational assets and internal services. The Directorate is exploring various options to find recurrent mitigations for this overspend.

Corporate Expenditure Accounts

6.29. Central accounts hold a variety of corporate budgets which do not relate directly to individual services, as well as council-wide budgets which largely for timing reasons are not allocated to individual services. Generally, these council-wide budgets will be allocated to services in year, once their impact is known. Corporate budgets include the Council's capital financing costs and associated entries relating to the complexities of the capital accounting requirements. In addition, in accordance with accounting requirements, central accounts include those costs which are defined as the Corporate and Democratic Core and Levies.

	2020/21 £m
Capital Financing	24.227
Corporate and Democratic Core and Levies*	6.543
One off funding held prior to transfer	18.030
Other including Contract Inflation and pay awards	13.929
Total	62.727

**This will be subject to adjustment to reflect the WECA levies*

Savings

6.30. At its meeting on 20 February 2018 Full Council approved £76.4m of pipeline saving activity. Savings proposals totalling £0.380m attributed to commissioning efficiencies on services provided by external partners could not be achieved without a reduction in community engagement activity and as such this has been reduced; utilising the Mayors risk consultation reserve in 2019/20 and base budget adjustment within the 2020/21 annual budget.

	Original Saving* £m	Delivered £m	Removed £m	Residual Saving £m
FP01 - Review and reduce spend on services provided by external partners	5.000	2.620	0.380	2.000
Total	5.000	2.620	0.380	2.000

**As outlined in savings agreed by Full Council February 2018*

6.31. The profile of the £12.4 million residual tail of the savings efficiency programme is outlined in the table below and £8.7 million was built within the MTFP for 2020/21. Meanwhile as outlined in the 2019/20 annual budget there were no new savings requirements in the proposed 2020/21 budget or over the further four forecast years of the MTFP.

	20/21 £m	21/22 £m	22/23 £m	23/24 £m	24/25 £m
Savings as agreed by Full Council	12.612	7.100	4.774	-	-
Crosscutting savings offset against inflationary pressures (delivered)	(3.960)	(4.000)	(4.050)	-	-
Total	8.652	3.100	0.724	-	-

Long Term Investments / Shareholdings

6.32. The Council has a range of long term investments and shareholdings some of which are wholly owned or to which it has a material interest. A set of business plans for these entity were presented to Cabinet 21st January 2020.

6.33. As at 31 December 2019, the Council had approved investment of £62.4 million in long term investments and shareholdings in the wholly owned Council subsidiaries as outlined in the Capital Strategy <https://www.bristol.gov.uk/council-spending-performance/council-budgets> with £54 million invested as at this date. In addition to the above we have earmarked £4 million in the development of Bristol City Leap and this report makes provision for a further £1.5 million to the end of the procurement process to which an update report to Cabinet will follow in the coming months.

6.34. In relation to the wholly owned companies these are complex businesses and when entering into long term investments such as these it is important to assess the market conditions and acknowledge that the industry is ever-changing and as such will always be subject to external influences, volatility and risks.

6.35. As a public sector body we should only intervene when there is a failure or gap in the market and when intervention will lead to an improvement or greater efficiency. Where taxpayers' money or assets are involved in delivering the ambition, the Council must also ensure that Value for Money (VfM) is secured. A VfM assessment extends beyond consideration of a financial case but also need to take into account the economic case and social value.

6.36. Business plans need to be closely monitored, agile and refreshed to reflect the changing market conditions and operating models required to be sustainable. These businesses will be able to deliver services whilst at the same time accessing a wider market, in order to generate income from additional customers. It is anticipated that from these investment the Council will eventually benefit from the generation of profits. Following the pay-back period, the profits can be used as appropriate to support the Council's revenue budget position or be reinvested to deliver key priorities.

6.37. Governance, monitoring and quality performance parameters are agreed by the Shareholder and regularly reported to the Shareholder Group / Cabinet. To ensure the Council's investment is protected, commercial information that could impact on an individual company value will be managed sensitively. As a public authority it will be necessary to consider the sensitivity of the information being requested at the time of the request and the nature of any harm that would be caused prior to disclosure.

7. COLLECTION FUND SURPLUS / DEFICIT

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

7.2. As previously reported to the Council on 14 January 2020, overall there is an estimated deficit on the Collection Fund for the year ending 31 March 2020 of £1.636 million.

8. COUNCIL TAX 2020/21

8.1. The referendum threshold for increasing the council tax has remained at 4% which include 2% Social Care Precept and core council tax increase of 2%. The precept will need to be identified separately and the s151 Officer will be expected to notify the Secretary of State of the amount intended to be raised and verify that the funding has been used for adult social care.

Calculation of the Council's Tax Base

8.2. On 14th January 2020 Full Council approved the Bristol City Council's tax base for the year 2020/21 as 128,566. This represents an increase of some 1.2% on the previous year's tax base (126,999).

Council Tax by Band

8.3. It is recommended that the following amounts be submitted for agreement by Full Council for the year 2020/21:

- £226,055,027 being the sum to be met from Council tax in 2020/21 for services provision 214,732,458 in 2019/20.

Bristol City Council's share of the council tax for the year 2020/21 for the services it provides for each category of dwelling shown as follows:-

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
	£	£	£	£	£	£	£	£
2020/21 Council Tax	1,172.20	1,367.56	1,562.92	1,758.28	2,149.02	2,539.74	2,930.48	3,516.57
2019/20 Council Tax	1,127.21	1,315.08	1,502.95	1,690.82	2,066.56	2,442.30	2,818.03	3,381.64
Percentage Increase	3.99%	3.99%	3.99%	3.99%	3.99%	3.99%	3.99%	3.99%
Annual Increase	44.99	52.48	59.97	67.46	82.46	97.44	112.45	134.93

9. DEDICATED SCHOOLS GRANT

9.1. A summary of the planned use and distribution of the Dedicated Schools Grant is incorporated within this report and the full report and associated appendices can be

accessed

at:

<https://democracy.bristol.gov.uk/ieListDocuments.aspx?CId=135&MId=3691&Ver=4>

9.2. The Dedicated Schools Grant for 2020/21, as allocated by the Education and Skills Funding Agency is outlined in the table below and takes into account the increase in minimum funding per pupil and the National Funding Formula (NFF). The funding is primarily generated by pupil numbers from the October 2019 census, which had 36,150 primary pupils, a decrease of 67 (0.18%) from October 2018, and secondary pupil numbers increasing by 798 (4.34%) to 19,180. Funding per pupil has also increased (by 3.94%), to £4,276.40 for primary age pupils and £5,578.84, for secondary age pupils resulting in an overall increase in the DSG funding of £19.039m to £374.1 million.

9.3. The table below provides a high level description for each block and shows the annual changes in funding.

DSG Blocks	Purpose	2019/20	2020/21	Increase	Increase
		DSG	DSG		
		£m	£m	%	£m
Schools Block	For distribution through the mainstream formula for mainstream maintained schools and academies , and for growth in schools	261.45	273.86	5%	12.41
Central Services Block	For Local Authority core functions, admissions and historic commitments	2.90	2.72	-6%	(0.18)
High Needs Block	Funding for pupils with special educational needs in mainstream, special and out-borough schools, for pupils in alternative provision and local authority or commissioned services for high needs pupils.	53.93	60.67	13%	6.74
Early Years	Funding for distribution to Early Years settings for 2, 3 and 4 year old early years provision, with some provision for central oversight and co-ordination.	36.88	36.94	0%	0.06
Total Funding Received		355.16	374.19	5%	19.03
DGS Advance funding		2.41	0.00		(2.41)
Budget Position		357.6	374.2		16.6

9.4. In order to ensure a balance DSG position for 2020/21, a number of transfers between the blocks are proposed. These transfer between blocks remains below 0.5% threshold, the level which would require Secretary of State Approval.

<i>DSG Blocks</i>	DSG Settlement 2020/21	Movement between blocks	Final DSG allocations 2020/21
	£m	£m	£m
Schools block	£273.86	(£1.37)	£272.49
Central Services Block	£2.72	(£0.33)	£2.39
High Needs Block	£60.67	£1.70	£62.38
Early Years	£36.94		£36.94
Total	£374.19	£0.00	£374.19

9.5. The Schools Block budget is £272.4million for 2020/21, after £1.3million of the overall Schools Block DSG has been transferred to the High Needs Block as agreed by the Schools Forum. The basis for distributing the residual funding to mainstream schools is on the basis of using NFF values as selected as the preferred option in the 2020/21 formula consultation with Schools and Minimum Funding Guarantee (MFG) to be set at +0.5% per school. The Growth Fund for established schools expanding in September 2020 is set at £2.0m (a component of the total Schools Block budget)

9.6. The purpose of the Central Services Block (CSSB) is to provide funding for the statutory duties the Council hold for both maintained schools and academies. The Council must seek Schools Forum approval for Central Services spend, apart from the item relating to school licences which must be repaid to the DfE on behalf of all maintained schools and academies. The CSSB allocation for 2020/21 is £2.7 million. This block is funded in two parts, for ongoing (£1.787m) and historic (£0.932m) responsibilities. The funding for historic commitments has been reduced by 20% (£0.233m) as it has been an aim of ESFA to withdraw this funding over time. Within the historic responsibilities part there is funding of £0.333m for Prudential Borrowing, this initiative ceased in 2017/18, therefore it is proposed to transfer this to the High Needs Block to assist with the level of need.

9.7. In order to fund the High Needs Budget in 2019/20, £2.4 million of High Needs DSG funding was brought forward in advance from 2020/21 which is permissible under the DSG regulations. This did not address the underlying shortfall in the High Needs DSG but provided additional short term funding to meet the in-year need. The level of funding and forecast spend in 2020/21 mean that this advance funding will not be repaid in 2020/21 but will carry forward to future years and a longer term recovery plan will be required.

9.8. Forecast spend in 2019/20 is £1.3 million over budget (which includes the £2.4million accelerated funding). Total overspend against actual block funding is £3.8 million. In the table the spend forecast for 2020/21 has been increased slightly to reflect potential increases in cost/demand.

Table: High Needs Block showing carry forward amounts.

	2019/20 £m	2020/21 £m
High Needs Block Allocation	53.931	60.674
Transfer from Central Block	0.566	0.333
Transfer from Schools Block	2.000	1.369
Total Block Funding	56.497	62.376
Forecast Spend	60.281	61.007
Education Transformation Spend	0.000	1.369
Total Spend	60.281	62.376
In year over/(under) spend	3.784	0.000
Opening Balance brought forward	(0.433)	3.351
Closing Balance carry forward	3.351	3.351

9.9. The High Needs Block budget is set at £62.4 million for 2020/21, after receiving transfers of £1.7 million from other blocks (£1.3 million from Schools block held in abeyance for the Education Improvement programme). It is noted that even with the additional funding the cumulative deficit in the High Needs Block is expected to be in the region of £3.3 million by the end of March 2021.

9.10. Schools Forum considered the budget proposals at its meeting on 15 January 2020 and provided the following comments for presentation at the Cabinet and Full Council budget meeting by the Cabinet Member for Education.

Bristol City Council be informed of the following views of Schools Forum for consideration in making final decisions on the Schools Budget for 2020/21 by Cabinet/Council:

(a) Schools Forum requests that information is provided on how resources transferred to the High Needs Block are being used effectively including milestones and evidence of impact;

(b) the scale of the High Needs deficit needs to be taken into account in the Written Statement of Action and associated SEND action plan;

(c) SEND planning work needs to be joined up across BCC departments and organisational boundaries.

9.11. The Council will continue to explore opportunities for additional funding with government to support the deficit recovery.

9.12. Simultaneously a high needs improvement programme has begun, with four constituent projects: top-up funding; alternative provision; hospital education; and support services. These are focussed on how best to improve outcomes for children and young people, but may result in lower spend over time, if investment is made in activities most likely to promote such outcomes. The improvement plan will be co-developed with schools and consider the EQIA and also requirements under the Children and Families Act.

9.13. The Early Years Block budget is £36.936m for 2020/21, noting that spend and DSG income will vary up or down, according to participation levels in each of the three terms. The funding distribution will be based on a continuation of all existing rate arrangements and supplements as agreed in the previous consultation (agreed by the Schools Forum in January 2019, p.65) into the financial year 2020/21 with one exception; Bristol City Council will increase the hourly base rate for Eligible 2 Year Olds by £0.08 (increasing the rate from £5.40 to £5.48 from April 2020) after receiving an £0.08 increase from the Department for Education.

9.14. It should be noted that school balances are expected to be in the region of £4.9m at the end of 2019/2020, with 12 of the 70 maintained schools forecasted to be in deficit, and the overall DSG position is currently expected to overspend by £1.4m for 2019/2020.

10. PUBLIC HEALTH GRANT

10.1. The annual Public Health grant is currently provided to the local authority by the Department of Health and Social care. The grant meets the cost of Public Health services and functions which transferred to the local authority under the terms of the 2012 Health and Social Care Act.

10.2. The SR19 included a 'real-terms increase to the ring fenced PH Grant budget. If the anticipated uplifts are forthcoming the Bristol estimate the budget for 2020/21 to be c. £32.5m (in comparison to £31.6m 2019/20. However, there has been no confirmation of the final settlement for 2020/21. It is expected that additional obligations would accompany any increase, and that these may well exceed the overall grant total.

10.3. Additional obligations are likely to include costs of PREP prescribing for HIV, the cost of Agenda for Change uplifts for all nursing staff in commissioning services; and mandate tobacco control. The cost is currently unquantified but may exceed the anticipated uplift.

10.4. The future of Public Health beyond 2020/21 is more uncertain and will be subject to the government's fair funding review and may include moving from a grant to a baseline formula with attached conditions.

10.5. See table below for details of the indicative Public Health 2020/21 budget:

Public Health Budget	2019/20 Budget	2019/20 Forecast	2020/21 Indicative
	£'m	£'m	£'m
Public Health Grant	31.6	31.6	32.5
Other Income	4.7	4.6	4.7
Use of Reserve	0.8	0.1	0.3
Total Funding	37.1	36.4	37.5
Salaries	-2.8	-2.5	-2.7
Running Costs & Overheads	-1.2	-1.2	-1.3
Internal Commissioned Services	-5.9	-5.9	-5.3
External Commissioned Services	-27.2	-26.7	-27.3
Proposals in Development	0.0	0.0	-0.9
Gross Cost	-37.1	-36.4	-37.5
Net Spend	0.0	0.0	0.0

10.6. Public Health Commissioned Services and Programmes include:

- Substance Misuse

- Sexual Health
- Public Health Nursing
- Domestic Violence
- Smoking Cessation and Tobacco Control
- Mandated Health Checks
- National Child Measurement Programme
- Sport and Leisure Services
- Thrive Bristol (Mental and Emotional Wellbeing)
- Alive Bristol (Healthy Weight)

10.7. The Public Health Grant also funds:

- The Bristol City Council Community Development Team
- A contribution to the Bristol Impact Fund
- A contribution to Children's Centres

11. HOUSING REVENUE ACCOUNT

11.1. Housing Revenue Account (HRA) is a ring-fenced self-financing account, where the Council retains all rental income but must finance all capital and revenue costs associated with its existing and new housing stock. The Council has a duty to agree a balanced HRA budget for the next financial year, as well as a sustainable long term business plan, which takes account of capital investment needs in its stock and the revenue costs of managing and maintaining it. Although the account is ring-fenced, which means there can be no cross-subsidy between the revenue cost of services provided through the General Fund and the HRA, there are many services provided to both and paid for through recharges.

11.2. For 2020/21 a one year budget is being presented for approval. A revised 30 year Business Plan that reflects the long term challenges, and opportunities, for the HRA service to maximise the use of its financial resources, in the light of the lifting of the HRA borrowing cap will be brought to Cabinet for approval in the Autumn alongside the Council's medium term financial plan.

11.3. The one year budget focuses on three main areas of activity:

- repairing, maintaining and improving existing stock;
- providing services for council tenants and leaseholders;
- and the continuation of our provision of new affordable homes programme.

11.4. The longer term perspective is crucial to ensure that the HRA can continue with an ambitious new build programme and make sure that our primary assets, the housing stock, are fit for purpose and there is sufficient financial capacity to carry out essential repairs and improvements.

11.5. There have been a number of changes to government policy which have impacted on HRA planning assumptions.

- The lifting of the HRA borrowing cap which means local authorities are now able to leverage the financial strength of the HRA to raise additional financing, in line with the Prudential Code.
- From 2020 a new national Rent Policy and Rent Standard are effective for assessing rents for social housing, which also provide guidance on rent changes. The new Standard allows social landlords to:
 - Increase rents by CPI +1% (subject to a rent cap)

- Utilise 5% flexibility for formula rents on general needs and 10% flexibility on formula rents for supported housing when re-letting to a new tenant

11.6. It is proposed that the Council freeze rents for existing tenants for one year from April 2020 and to have the option to utilise the 5% flexibility on relets which reflect the investments made in bringing these properties to an improved quality standard whilst still being lower than comparative benchmarks.

	2019/20 Budget	2020/21 Proposed Budget	Movement
	£'m	£'m	£'m
Gross Rent	(113.3)	(110.0)	3.3
Dwelling Voids	1.5	1.2	(0.3)
Net Service Charges	(8.5)	(8.2)	0.3
Other Revenue Income	(2.5)	(2.1)	0.4
Total Funding	(122.8)	(119.1)	3.7
Revenue Repairs	30.6	33.0	2.4
Management Costs	29.6	31.5	1.9
Service Costs	9.1	9.1	0.0
Debt Costs	11.6	11.5	(0.1)
Bad Debt Provision	2.9	1.8	(1.1)
Other	1.8	0.8	(1.0)
Depreciation	25.6	28.9	3.3
Revenue financing of capital	11.6	2.7	(8.9)
Net Spend	122.8	119.1	(3.7)

11.7. The Council has an ambitious development programme and the budget proposal assumes that £18.4m of the current HRA reserves (£86.5m) will be utilised in 2020/21 in order to fund the programme.

11.8. Additional information regarding the HRA budget is available on the Council's website: <https://democracy.bristol.gov.uk/ieListDocuments.aspx?CId=135&MId=3691&Ver=4>

12. WEST OF ENGLAND COMBINED AUTHORITY (WECA)

12.1. Working with our constituent councils and partners including the West of England Local Enterprise Partnership and local service providers, we aim is to deliver inclusive economic growth for the region and address some of the challenges we face together.

12.2. The 2020/21 Budget for the WECA (including the Mayoral Budget) was set on 31 January 2020 by the WECA Committee and outlined five main areas of funding / expenditure which are attributed to the Council and have therefore been incorporated within the Council's Budget proposal and considered for future financial planning:

Core Funding

12.3. 100% Business Rates Retention Pilot - Within the Business Rates Collection Fund the Council continues to provide for a 5% share of business rates to be allocated to the WECA in accordance with the 100% Business Rate Retention pilot. The fund meets the costs of Highways Maintenance and Transport Improvement Grants and revenue running

costs. The sustainability of this funding will need to be reviewed as the government moves to a national 75% business rates retention system from April 2021.

Transport Authority Costs

12.4. **A Transport Levy is in place** to meet the costs arising from the WECA transport responsibilities and is charges on the three constituent councils currently in direct proportion to the relevant share of costs based on historic and forecast spend. In addition to the previous areas of concessionary travel, Real Time Information for bus services and Community Transport, the levy for 2020/21 incorporates the following new areas of responsibility that will transfer from the Council to WECA with the associated budget and staff from April 2020 as approved by Cabinet on 21 January 2020.

- Bus Service Information
- Supported Bus Services (whilst remaining a joint function)
- TravelWest and
- Metrobus operations

12.5. The basis of the Levy remains in line with the Councils estimated share of costs and is set at £9.840m. This figure is indicative and will be finalised following finalisation of 2019/20 outturn. Any final adjustments required to this figure will be made by the Director of Finance under delegated authority and thereafter the baseline figure will be inflated by 2% annually. WECA will seek to create and build a transport 'smoothing reserve' to manage financial risks in relation to the operational transport services that are transferring to WECA from April 2020 and costs that exceed the 2% threshold agreed.

Adult Education Budgets

12.6. Adult Education Budgets was formally devolved to the Combined Authority with effect from the 2019/20 academic year. The first year's funding that reflects this responsibility transferred part way through the financial year (in August 2019).

Highways and Transport Grants

12.7. WECA currently pay transport related annual capital grant funding that was previously distributed directly by the Department for Transport (DfT) to the constituent councils based on the DfT historic allocation formula. For 2020/21 it is proposed that no changes are made to the distribution of the funding level as set out in the Roads Funding announcement by DfT of 4-year allocations covering 2017/18 to 2020/21; however it should be noted that this could be subject to change in future years. The total allocation for the Council is £6.527m which includes £0.652m for the highest level of incentive grants which is automatically provided for Mayoral Combined Authority areas.

- Highways maintenance grants - £3.132million
- Highways incentive grants - £0.652million
- Integrated transport grants - £2.743million

Total £6.527m

Investment Programme

12.8. The 2020/21 WECA Revenue budget takes account of the £350m WECA Investment Programme with an indicative pipeline and early feasibility propositions as approved by Committee in July 2019.

12.9. Bristol's element of this programme will be a reflected our capital programme dependent on stage of maturity and formal endorsement received from WECA.

12.10. It is not expected that any additional costs will fall on the Council for 2020/21 and the Council will continue to work with the WECA to identify opportunities to deliver efficiencies

through economies of scale, optimising the use of existing resources and delivering value for money.

12.11. Full details of the WECA Budget proposals are available at www.westofengland-ca.gov.uk.

13. CAPITAL PROGRAMME

13.1. The Council plays a key role in investing in the infrastructure of the city and its communities; providing facilities for local people to use as well as stimulating investment to support growth in housing and business premises that provide jobs and opportunities. Our longer term capital programme aspirations are significant, however we recognise that these investments are essential if we are to deliver revenue savings and transform our capacity to meet future needs.

13.2. The Council's capital strategy which was approved in December is aligned to the financing principles set out in the MTFP, ensuring that the development of all prospective schemes is based on clear evidence base and whole-life costing with where appropriate, anticipated pay-back of the investment. The capital strategy is reviewed annually and particularly in line with the development of an asset management strategy, which will outline the approach to capital investment, ensuring that it is affordable, sustainable and prudent as well as aligned to the Council's corporate priorities. It will support the provision of the right blend of investment in key priority areas to do the following:

- *undertake mandatory duties keeping the public safe and maintain its investment,*
- *invest for inclusive economic growth;*
- *invest to save by reducing costs that would be borne by the revenue account or generating external income.*

13.3. The Council has an ambitious capital programme over the next five years. A significant proportion of this programme is aligned to large infrastructure investments that will support long term regeneration across the city, such as programme of new housing building and developing the Temple Quarter area. This is balanced against areas which will support improvements in on-going Council services such as investing in infrastructure to support delivery of Social Care and Education services.

13.4. The Capital Programme as over the next five years at a gross budget of £966 million is fully funded through the use of external funding, capital receipts and borrowing where appropriate. A number of the schemes are earmarked only with business cases pending approval. Should approval not be forthcoming, these funds may be redirected to ensure maximum available capital investment is targeted to works that begin to address the ambition to make Bristol a more equal, aspirational and resilient city, where everyone can share in its success. Further details on the refreshed rolling capital programme are contained in Appendix 2.

13.5. Capital and revenue expenditure cannot be considered in isolation of each other. The capital strategy set a principal to contain the annual revenue expenditure to finance capital investment at 10% of the annual net revenue budget.

13.6. High levels of capital investment means the Council will incur a higher level of fixed annual costs for the foreseeable future and impacts upon revenue resources available to fund day-to-day services. Any new proposals go through defined prioritisation criteria as set out in the strategy to ensure it remains within an affordable envelope. This has involved broadly ranking any new pressures as priority 1 or priority 2 and the outcome of that exercise is reflected in the programme that is now recommended to the Council. Improved

governance arrangements for the development and management of capital projects will be introduced to ensure greater assurance of delivery.

13.7. The Council has significant capital investment requirements in its HRA Housing stock, which includes regular planned maintenance and refurbishments to existing assets as well as programmes to deliver new housing stock. In October 2018 the Government lifted the HRA borrowing cap meaning Councils were able to increase borrowing within the HRA. The current capital programme for the HRA includes a previously approved £43m of borrowing to support the programme of new build housing. The 30 year HRA business plan is currently being reviewed which will include reviewing the level of planned borrowing.

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

13.9. The table below summarises our current capital spending plans for the next five years that total £966 million. The detailed draft programme and its financing are set out in Appendix 2.

19/20 £m		20/21 £m	21/22 £m	22/23 £m	23/24 £m	24/25 £m
22.0	People	32.3	14.6	0.1	0.0	0.0
56.9	Growth & Regeneration	163.3	104.6	61.6	67.1	45.8
16.0	Resources	14.3	7.6	5.3	4.0	0.0
0.0	Corporate	1.5	1.5	3.4	4.4	7.0
0.1	Pending Schemes	0.6	12.4	23.8	25.4	11.4
49.5	Housing Revenue Account	79.7	63.0	76.7	76.3	58.3
144.4	Total	291.9	203.8	170.8	177.2	122.4
	<i>Financed by:</i>					
(34.5)	Prudential Borrowing	(71.6)	(43.9)	(24.1)	(25.7)	(7.2)
(41.1)	Grant	(90.0)	(38.9)	(30.4)	(33.4)	(16.9)
(1.4)	Developer Contributions	(9.1)	(12.6)	(10.1)	(8.5)	(6.5)
(15.1)	Capital Receipts (GF)	(25.2)	(28.8)	(20.5)	(24.1)	(19.4)
(0.3)	Revenue/Reserves (GF)	(2.2)	(1.5)	(0.3)	0.0	0.0
(2.5)	Economic Development Fund	(14.0)	(15.2)	(8.8)	(9.3)	(14.2)
(49.5)	Housing Revenue Account	(79.7)	(63.0)	(76.7)	(76.3)	(58.3)
(144.4)	Total	(291.9)	(203.8)	(170.8)	(177.3)	(122.4)

14. TREASURY MANAGEMENT STRATEGY

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

15. RISK MANAGEMENT AND FINANCIAL ASSURANCE STATEMENT

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

15.2. In considering the robustness of any estimates, the following criteria need to be considered:

- Is performance against the current year's budget on track and where variances are evident, ongoing and unavoidable, are they appropriately reflected in the plans?
- Are arrangements for monitoring and reporting performance against the savings plans robust?
 - The reasonableness of the underlying budget assumptions.
- The alignment of resources with the Council's service and organisational priorities.
 - A review of the major risks associated with the budget.
 - The availability of un-earmarked reserves to meet unforeseen cost pressures.
 - Have realistic income targets been set and 'at risk' external funding been identified?
 - Has a reasonable estimate of cost pressures been made?
- Are arrangements for monitoring and reporting performance against the budget robust?
 - Is there a reasonable contingency available to cover the financial risks faced by the Council?
 - Is there a reasonable level of reserves which could be used to mitigate any issues arising and are they reducing as the risks decrease?
 - The strength of the financial management function and reporting arrangements.
- Has there been quality of engagement with colleagues and councillors in the process to develop and construct the budget?

15.3. Responses to the above are outlined in section 15.11 below.

15.4. This section of the report advises of any significant risks identified in the budget process and sets out the range of measures and provisions put in place to mitigate these risks. There will always be risks inherent in the budget process. It is important that these are identified, mitigated and managed effectively.

- The Corporate Risk Register (CRR) is a live document which seeks to provide assurance to senior management and Members that the Council's main risks have been identified and that arrangements are in place to manage those risks within agreed tolerance. Appendix 3 – Budget Risk Matrix contains a summary of selected key strategic risks, causes, impact, mitigating actions and provides an indicative assessment of how the risks identified in the CRR could be managed should they be realised during this medium term.

15.5. The collection of council tax and the generation of business rate yields are two key risks which need to be closely monitored.

- Council tax collection rates and level of arrears will be subject to regular reviews.
- Provisions for the impact of business rates appeals have been reviewed for sufficiency and activity in this regard will be proactively monitored.
- Business rates income continues to be a significant risk, however as in the case of council tax, any losses greater than those assumed in setting the budget will materialise through a collection fund and will not impact in the current year.

15.6. Parent Company Guarantees are in place that underwrites our subsidiary trading activity and these could present significant risks. As the value grows, mitigating actions are being considered which de-risk the activity and the details where relevant will be outlined within the Business Plan of the subsidiary. An assessment is also undertaken of the sufficiency of the Council's earmarked and general reserves and the Council's ability to mitigate this risk should the need arise. Regular reports are provided to enable the Council

to actively monitor the position during the course of the year and take the necessary action to reduce activity or increase the risks provision.

15.7. The Council's financial controls are set out in the Council's financial regulations and scheme of delegations. The Council has a well-established framework for financial reporting at Executive Director Meetings, Corporate Leadership Board, Statutory Policy Board (Member representation), Scrutiny Commissions and Cabinet with a separate dashboard for each directorate. Where unavoidable pressures are identified that cannot be mitigated, collective ownership is taken and where appropriate, funds are held in abeyance, subject to mitigations or a supplementary estimate being agreed to minimise significant variations to net approved budgets.

15.8. The Council must ensure reserves and balances are retained at an appropriate level in order to provide an adequate buffer for any series of one-off pressures – or to provide sufficient time to identify on-going mitigations in a systematic way. Based on the results of the risk assessments undertaken, an adequate level of reserves is as follows:

- General Fund un-earmarked reserve of £20.0million and a financial risk resilience reserve totalling £7.4m as at 1 April 2020, which when combined represent 6.9% of the 2020/21 net revenue budget.
- Other earmarked reserves totalling £60.3 million as at 1 April 2020 (excluding, HRA and school balances), which in an emergency can be utilised on a short-term temporary basis, provided the funding is replaced in the following year.

15.9. In the context of the above, the Chief Finance Officer considers the proposed budget for 2020/21 as robust and that the level of reserves are adequate, given a clear understanding by members and senior management of the following:

- Directors and other budget holders should accept their budget responsibilities and subsequent accountability.
- The level of reserves is in line with the risk matrix but their enhancement will be a prime consideration for the use of any fortuitous in-year saving.
- Risk based budget monitoring and scrutiny arrangements are in place and include arrangements for the identification of remedial action.
- Budget risks are identified and recorded at the earliest opportunity and will be subject to focused control and management.
- To prevent the realising of operational earmarked reserves, directorates are required to have in place a clear plan for the drawdown of the reserves in line with the profile.
- Effective governance arrangements at a service and corporate level, to monitor the overall delivery of the 2020-21 budget plus regular finance monitoring reports to Cabinet and Scrutiny Commissions.
- There is a clear understanding of the duties of the Council's statutory finance officer and that the service implications of them being exercised are fully understood.

15.10. Risks and opportunities are outlined in depth within the MTFP and key risks summarised below:

- Local government funding – 2021/22 potential risk of material variation resulting from the 2020 Spending Review, Fair funding equalisation, and Business rates reforms including the future of the 100% business rates retention pilot. The significant uncertainty in the future funding available means that we need to ensure the Council is resilient to any future financial shocks that may impact the Council.

15.11. Table – Assessment of robustness of any estimates

Area	Y/N	Response
Is performance against the current year's budget on track and where variances are evident, ongoing and unavoidable, are they appropriately reflected in the plans?	Y	Management action plans are presented to Budget Scrutiny / CLB containing propositions to manage, include in transformation or request a contingency.
Are arrangements for monitoring and reporting performance against the savings plans robust?	Y	Monthly Budget Monitoring, including Savings tracker. Governance via EDM, CLB, Delivery Executive, Cabinet and commissioning scrutiny.
The reasonableness of the underlying budget assumptions	Y	Allocations for propositions which do not have a source or clear methodology are held in abeyance subject to the production of a business case with detailed options and financial analysis.
The alignment of resources with the Council's service and organisational priorities	Y	Integrated budget and service planning exercise is undertaken for 2020/21 budget with alignment to the corporate strategy and MTFP.
A review of the major risks associated with the budget	Y	Corporate and other risk have been reviewed, likelihood and impact assessed.
The availability of un-earmarked reserves to meet unforeseen cost pressures	Y	Unallocated general reserve in line with policy 5-6% net revenue budget; however should this be exceeded as a short term emergency measure longer term earmarked reserve could be utilised.
Have realistic income targets been set and 'at risk' external funding been identified?	Y	The income aspects of the overall budget are calculated based on previous and current trends, known influences and identified risks and external funding changes are built into the medium term financial modelling and incorporated in the calculation of the budget gap.
Has a reasonable estimate of demand cost pressures been made?	Y	
Have one-off cost pressures been identified?	Y	Risks and pressures are identified, provisions made where evidence and or mitigating opportunities explored.
Has a reasonable estimate of future income been made?	Y	Yes for income streams material to the councils financial position. E.g. Business Rates.
Are arrangements for monitoring and reporting performance against the budget and savings plans robust?	Y / N	Arrangements for revenue are robust. The governance and monitoring of the delivery of the schemes in the capital programme are at early stages and still need to be embedded.
Is there a reasonable contingency available to cover the financial risks faced by the council?	Y	Risk reserves are outlined in section 14 and a small element remains of contingencies set aside for non-delivery of savings across the life of the MTFP
Is there a reasonable level of reserves, which could be used to mitigate any issues arising and are they reducing as the risks decrease?	Y	The adequacy of the level of reserves is fully assessed and set annually, and it is reviewed periodically throughout the course of the year to check appropriate direction or release where no longer required.

The strength of the financial management function and reporting arrangements?	Y	A risk based approach is taken to the alignment of staff to projects and programmes in order to optimise the skills available and where necessary additional skills / capability is commissioned.
Has there been a degree and quality of engagement with colleagues and councillors in the process to develop and construct the budget?	Y	There has been widespread and practical engagement throughout the budget development and construction process with senior colleagues, Executive Councillors and Scrutiny MTFP task and Budget Task and finish group.

16. RESERVES AND BALANCES

16.1. The Council holds a number of reserves as part of its approach to maintaining a sound financial position and to demonstrate that there are no material uncertainties about the Council as a going concern. The requirement for financial reserves is linked to legislation such as Local Government Act 1992, which requires Councils to “have regard” to the level of reserves needed to meet future expenditure when calculating a budget.

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

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

General Reserve

16.4. The purpose of the Council’s General Reserve will be to cover emergency events only such as unforeseen financial liabilities or natural disasters and support one-off and limited on-going revenue spending. It will be maintained at a minimum level of between 5% and 6% of the council’s net revenue budget.

16.5. The balance of the General Fund Reserve at 1 April 2020 is anticipated to be £20m (5%) This will be reviewed annually and maintained at this level for 2020/21.

Earmarked Reserves

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

16.7. The opening balance in earmarked reserves on 1 April 2019 was £81.2 million. During the year 2019/20 there was a planned contribution of £8.9m approved by Full Council under 2019/20 budget setting, (mainly from clawback of MRP overprovision from previous years).

16.8. Cabinet at P4 approved the reallocation and redirection of £6.8m of reserves to a list of Mayoral priorities in 2019/20. This was achieved by redirecting £3.2m general reserves (from 18/19 one-off revenue surplus) and reallocating £3.6m of earmarked reserves to those areas. Table below also includes the additional movements since P4 as result of OED on Period Friendly Budget (£0.025m) and presentational re-categorisation of licencing reserve from Service Reserve to Ring-fenced reserve due to its ring fenced nature (£0.260m).

16.9. The estimated forecast drawdown of reserves is £31.8m leaving a forecast closing balance at 31 March 2020 of £81.6m.

Reserve Type	Opening Balance 01.04.2019	Previously Approved Movement	Revised Opening Balance 19/20 at P4	Proposed Reprioritisation in this Budget	Estimated Draw Down 19/20	Closing Balance at 31.03.2020
	£m	£m	£m	£m	£m	£m
Capital Investment	(14.230)	(9.450)	(23.680)		9.225	(14.455)
Risk	0.000	(6.193)	(6.193)	(1.178)		(7.372)
Service	(17.419)	(1.605)	(19.024)	0.805	10.375	(7.843)
Statutory/Ring-Fenced	(14.825)	(0.260)	(15.085)		0.400	(14.685)
Business Transformation	(4.362)	1.015	(3.347)		0.920	(2.427)
Financing	(11.735)	1.421	(10.314)		0.500	(9.814)
Risk Management	(16.859)	2.901	(13.958)		3.610	(10.348)
Legal	(0.750)	0.000	(0.750)		0.250	(0.500)
Consultation reserve	(1.000)	0.051	(0.949)	0.340	0.380	(0.229)
Earmarked Reserve Total	(81.179)	(12.120)	(93.299)	(0.033)	25.660	(67.672)
General Reserves	(23.258)	3.225	(20.033)	0.033	6.100	(13.900)
Total Reserves	(104.437)	(8.895)	(113.332)	0.000	31.760	(81.572)

Reserve type and description

Capital Investment Reserves	The capital reserve is maintained to provide funding for the Council's capital / commercial investments and growth in Enterprise areas including Energy.
Business Transformation Reserves	Invest to save funds and feasibility funds for transformation programmes
Specific Risk Management Reserves	Risk Reserves Funds set aside to mitigate known risks not otherwise provided for including, contribute to costs of Waste contract, volatility in Housing Benefit Subsidy and uninsured risks.
Statutory/Ring-Fenced Reserves	Amounts required by statute or accounting code of practice to be set aside and ring-fenced for specific purposes, e.g. Public Health Reserve, City Deal Business Rate Pooling, Stoke Park Dowry.
Financing Reserves	Technical Financial Reserves - Includes PFI sinking fund, grant income carried forward in accordance with accounting regulations, including troubled families grant and resources set aside to match known contract liabilities,
Service Specific Reserves	Amounts set aside to finance specific projects or to meet known expenditure plans, including: - Bristol Futures - to provide new technology to improve public services - Development Fund primarily to fund Docks Asset Survey existing and proposed regeneration schemes - Election reserve for local elections
Legal Reserve	Funds set aside to commission advice and mitigate risks of potential litigation/claims.

Mayors Consultation Reserve Funds set aside to mitigate risks of delays to delivery of savings as a result of consultation outcomes

General Risk Reserve Funds set aside to mitigate risks aligning to risk register not specifically quantified

16.10. As set out in accordance with the policy on reserves, all forecasted balances to 31 March 2020 have been reviewed for their continuing need, alignment with council priorities and a risk assessment considering internal and external factors has been undertaken.

16.11. As a result this report proposed to redirect £1.2 million of earmarked reserves, detailed in the table below:

Reserve Name	Redirected Reserve £m	New Reserve £m	Net Movement £m
Business Risk Reserve (19/20 P4 Pressure)		(0.033)	(0.033)
New Funding Holder Reserve 2020/21		(1.145)	(1.145)
Risk Total	0.000	(1.178)	(1.178)
Bear Pit		(0.340)	(0.340)
Business Information Management Systems (BIMS)		(0.068)	(0.068)
Cems & Crems Renewals	0.459		0.459
City Centre Revitalisation		(0.150)	(0.150)
Deferred Payment agreement 1516 revenue grant	0.098		0.098
Development Fund		(0.382)	(0.382)
Economic strategy		(0.078)	(0.078)
Energy Budget	0.106		0.106
Highways Asset Management System	0.020		0.020
Housing Delivery	0.384		0.384
Housing Delivery Service Redesign	0.000		0.000
JSP & Local Plan record		(0.272)	(0.272)
Marketing Budget	0.000		0.000
Neighbourhood Partnerships	0.100		0.100
Parking Renewals a/c	0.041		0.041
Parks	0.325		0.325
Pest control - Gull Work	0.050		0.050
Place - Highways Services Agency Staff Funding	0.020		0.020
Pledges		(0.438)	(0.438)
Project Management		(0.250)	(0.250)
Transport	1.181		1.181
Service Total	2.783	(1.978)	0.805
Business Transformation Reserve	2.000		2.000
Key Line of Business Systems*		(2.000)	(2.000)
Business Transformation Total	2.000	(2.000)	0.000
Future Risk (saving consultation reserve)	0.340		0.340
Consultation reserve Total	0.340	0.000	0.340
Total Earmarked Reserve	5.123	(5.156)	(0.033)
General Reserves	0.033	0.000	0.033

16.12. During 2020/21 there is a planned contribution to reserves of £21.0m. This will be allocated to the areas as outlined below:

Reserve Name	Proposed Transfers in 20/21 £m	Proposed Transfers in 21/22 £m	Proposed Transfers in 22/23 £m
Capital Investment	(6.000)	(6.000)	(4.076)
Risk / Resilience	(3.252)	0.010	-
Serious violence and Contextual safeguarding	-	(1.500)	-
Docks Dredging	(0.095)	-	-
Adult Social Care Innovation Fund	(2.100)	(0.600)	-
Property Asset Management Plan	(0.500)	(0.500)	(0.500)
Climate Change Reserve	(3.000)	-	-
Sub-Total	(14.947)	(8.590)	(4.576)
General Reserves	(6.100)	0.000	0.000
Total	(21.047)	(8.590)	(4.576)
Financed by:			
One-off Funding 2020/21 Held in Reserves	13.807	2.590	0.500
Draw down Redirected Reserves	1.145	-	-
MRP Claw-back	6.000	6.000	4.076
Service Revenue Contribution	0.095	-	-
Total	21.047	8.590	4.576

16.13. The Council recently declared a climate emergency and the new climate change reserve has been proposed for tackling climate change and the damaging impact of air pollution.

16.14. The levels of General and Earmarked reserves recommended in this report for the financial year 2020/21 are believed to be sufficient to meet all of the Council's obligations, and have been based on a detailed risk assessment. The reserve limits will be reviewed on an annual basis against prevailing risk assessments which consider both internal and external factors.

17. CONSULTATION AND SCRUTINY INPUT

Internal consultation:

17.1. Development of the MTFP and budget has been reviewed and challenged by a Task and Finish Group of the Council's Overview and Scrutiny Management Board from September to November 2019. The Resources Scrutiny commission considered the final budget proposals in meetings scheduled for 24 January 2020 and 6 February 2020.

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

External consultation:

17.3. The consultation on the Council's 2020/21 budget was open for six weeks from 23 October 2018 until 4 December 2019. The consultation sought views about alternative options for the level of Council Tax increase and Social Care Precept in 2020/21, before

decisions on the 2020/21 budget are made by Full Council in February 2020.

17.4. The consultation was widely publicised through media, social media and communications with the public, including partner organisations, non-domestic rate payers and other stakeholders, a range of formats were available and utilised to boost response and individual responses were received and responses from organisations and individuals via email, suggestion boxes and at events.

17.5. The final report summarising the result is attached at Appendix 6.

17.6. The proposed budget contains propositions for increasing income and reducing costs. These proposals were included in previous consultations over the last three years.

Consultation Principles for New Proposals

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

17.8. Principles:

- Where specific consultation is still considered necessary, Full Council will set the service cash limit but will not make decisions on operation issues within the service budget.
- Decision (and consultation) in respect of detailed operational proposals are a matter for Cabinet.
- Following Full Council, Cabinet will decide how best to allocate funds within the designated cash limits. When making decisions on specific proposals within budget lines it will take into consideration consultation responses and Equalities Impact Assessments where needed, fully recognising the constraints on any departure from the Council's budget / financial plan.
- Services should ensure consultation is undertaken on defined proposals, giving consultees enough time and information to respond properly and that responses are taken into account. Informal engagement at a formative stage of proposals can also be beneficial.

18. OTHER OPTIONS CONSIDERED

18.1. Throughout the budget process, large number options are proposed and assessed in terms of opportunities, pressures, income generation, investments and risks. All of which need to be considered in the context of a balanced budget and appropriate level of reserves. This is a complex process with many iterations and possibilities too numerous to present as discrete options. This report presents the final overall package of detailed proposals, which together seek to balance the delivery of our strategic priorities and statutory and regulatory duties.

19. PUBLIC SECTOR EQUALITY DUTIES

19.1. As part of this decision making process, the Public Sector Equality Duty Decision requires council staff and elected members to consider what will be the impact on people with protected characteristics, whether in the wider city or in our own organisation. We need

to understand who will be affected, how will they be affected and where possible, how to minimise unintended negative consequences by planning in mitigations from the start.

19.2. This report sets out the Mayor's budget proposals for Full Council to set the budget. Specific decisions made within the overall budget set by Full Council may require a relevance check and, where it is indicated as needed by the relevance check, a full Equalities Impact.

20. RESOURCE AND LEGAL IMPLICATONS

a. Finance Implications:

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

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

The budget report sets out a comprehensive picture of the Council's finances over the short and medium term to assist in the decision making process in setting the 2020/21 budget and the forward look for the Council.

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

- The extent to which the service overspends in 2019/20 is recurrent and may present a risk in 2020/21, requiring further budget provision of efficiencies to be agreed in-year.
- Effective governance arrangements to monitor and report the overall delivery of the 2020/21 budget.

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

The increases in council tax as set out in this report, if agreed in this and subsequent years will generate additional revenue over time, which will facilitate the sustainable delivery of key services. If agreed, this budget would provide for affordable services in 2020/21 to 2024/25, however this may be impacted by the outcome of the Spending Review and other changes in Local Government Finance.

Advice given by: Michael Pilcher, Chief Accountant 14/02/2020

b. Legal implications:

Approval of a balanced budget each year is a statutory responsibility of Full Council (Local Government Finance Act 1972).

Full Council must have regard to the report of the Chief Finance (s.151) Officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves (Local Government Act 2003).

When considering the Budget proposed by the Mayor, Members must bear in mind their fiduciary duty to the council taxpayers of Bristol. Members must have adequate evidence on which to base their decisions and must satisfy themselves that sufficient mechanisms are in place to ensure both that any savings are delivered and that new expenditure is contained within the available resources.

Public consultation has taken place in relation to the level of Council tax to be set in 2020/21. In doing so the Council has satisfied its statutory duty to consult with non-domestic rate payers (S65 Local Government Finance Act 1992).

Responses to the consultation must be taken into account by Full Council when setting the budget. Full Council should also be satisfied that a proper consultation has taken place in that consultation was undertaken when proposals were at a formative stage and sufficient reasons and time has been given to allow consultees to understand and respond to them properly.

The appendices to the report set out the process that was undertaken and how responses have been taken in to consideration by officers when developing proposals for final decision.

The report sets out the consultation process to be undertaken relation to any relevant operational decisions required to be made by Cabinet within the service budgets set by Full Council.

The Public Sector Equality duty requires Full Council to consider the need to promote equality for persons with “protected characteristics” and to have due regard to the need to i) eliminate discrimination, harassment, and victimisation; ii) advance equality of opportunity; and iii) foster good relations between persons who share a relevant protected characteristic and those who do not share it.

The Equalities Relevance Check is designed to assess whether there are any barriers in place that may prevent people with a protected characteristic using a service or benefiting from a policy. Full Council must take into consideration the information in the check before taking the decision.

Advice given by: Nancy Rollason, Head of Legal Services 14/02/2020

c. Human resources implications:

The budget proposals for 2020/21 do not include a requirement for workforce reductions. They include provision for national pay settlements for 2020/21. It should be noted that the pay settlement for 2020/21 has not been agreed for employees covered by the Local Government national agreement which covers the vast majority of the workforce. If the final pay settlement exceeds the provision, there will be a need to consider mitigating measures.

Some workforce reductions may arise in service areas through service redesign but these are not anticipated to be significant. Any requirement for redundancies will be mitigated through pro-active vacancy management and redeployment. Service managers will consult with employees and trade unions in accordance with agreed HR policies. As an employer, the City Council is under an obligation to avoid redundancies and will use its best endeavors to avoid any job losses.

Advice given by Mark Williams, Head of Human Resources 14/02/2020.

Proposed Budget 2020/21 - Full Council Summary by Division (General Fund)

Division	2020/21 Budget - Proposed					
	Base Budget 2020 / 21 £000	Pay & Inflation * £000	Virements £000	Growth £000	Savings and Efficiencies £000	Proposed 2020 / 21 Budget £000
People						
14 Adult Social Care	150,940	(24)	(3,707)	343	(2,000)	145,552
15 Children and Families Services	62,699	0	85	0	(2,400)	60,384
16 Educational Improvement	11,814	0	18	0	0	11,831
34 Public Health	0	0	0	0	0	0
36 Public Health - General Fund	3,237	0	1	0	0	3,238
People	228,689	(24)	(3,602)	343	(4,400)	221,005
Resources						
21 Digital Transformation	11,668	0	45	0	(232)	11,481
22 Legal and Democratic Services	6,808	(20)	232	170	0	7,190
24 Finance	11,591	(0)	(300)	0	0	11,290
25 HR, Workplace & Organisational Design	10,364	(4)	(92)	100	0	10,368
28 Policy, Strategy & Partnerships	3,040	0	115	0	0	3,155
38 Commercialisation & Citizens	10,131	(52)	364	380	(1,430)	9,392
Resources	53,602	(76)	364	650	(1,662)	52,877
Growth & Regeneration						
37 Housing & Landlord Services	11,649	(13)	840	0	(300)	12,176
42 Development of Place	1,355	(53)	(138)	150	(90)	1,224
46 Economy of Place	3,013	(298)	598	700	(343)	3,670
47 Management of Place	44,818	(535)	(2,454)	1,160	(959)	42,029
Growth & Regeneration	60,834	(899)	(1,155)	2,010	(1,692)	59,098
Corporate Funding & Expenditure						
X2 Levies	857	0	0	0	0	857
X3 Corporate Expenditure	33,941	1,000	12,605	6,166	7,754	61,465
X4 Capital Financing	405	0	0	0	0	405
X8 Corporate Revenue Funding	(378,327)	0	(8,212)	(9,169)	0	(395,708)
Corporate Funding & Expenditure	(343,125)	1,000	4,393	(3,003)	7,754	(332,981)
General Fund Total	0	0	0	0	(0)	0

*Note pay and contract inflation are held corporately pending pay award

Proposed Budget 2020/21 - Directorate summary with savings

Directorate: People

Summary by Division		2020/21 Budget					
Division		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	Proposed 2020/21 Budget £000
14	Adult Social Care	150,940	(24)	(3,707)	343	(2,000)	145,552
15	Children and Families Services	62,699	0	85	0	(2,400)	60,384
16	Educational Improvement	11,814	0	18	0	0	11,831
36	Public Health - General Fund	3,237	0	1	0	0	3,238
Total People		228,689	(24)	(3,602)	343	(4,400)	221,005

Summary by CIPFA group (Account Type)		2020/21 Budget					
CIPFA description		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	Proposed 2020/21 Budget £000
1	Employees	78,111	0	(2,552)	0	0	75,559
2	Premises-Related Expenditure	1,013	0	6	0	0	1,019
3	Transport-Related Expenditure	2,141	0	0	0	(66)	2,075
4	Supplies & Services	11,847	0	13	0	0	11,860
5	Third Party Payments	220,129	0	(1,088)	343	(4,334)	215,051
6	Transfer Payments	18,073	0	0	0	0	18,073
7	Support Services	14,994	0	(19)	0	0	14,975
Expenditure		346,308	0	(3,640)	343	(4,400)	338,611
9	Income	(116,091)	(24)	38	0	0	(116,077)
Income		(116,091)	(24)	38	0	0	(116,077)
N	Income & Expenditure outside of Net Cost of Service	(4)	0	0	0	0	(4)
Other items outside of the Net Cost of Service		(4)	0	0	0	0	(4)
R	Transfer to \ from Reserves	(1,525)	0	0	0	0	(1,525)
Transfer to \ from reserves		(1,525)	0	0	0	0	(1,525)
NET Expenditure		228,689	(24)	(3,602)	343	(4,400)	221,005

Savings proposals within People

Saving Name	Description	Savings £000	Savings Reference
Youth services contracts	As part of the council's work to join up services for children, young people and families, we will be looking to partners to help carry out activity. A targeted youth contract is due to be commissioned by March 2018. This is already expected to involve a £1.2m reduction in funding and is now likely to offer a further £700k worth of savings. The contract is out for commissioning and the council is currently evaluating bids. In addition a support grant of £350k is being offered to an organisation which can manage and distribute smaller grants to community organisations to tackle medium and longer term issues as well as responding to emerging social problems in communities	(205)	FP07
Strengthening Families Programme	To respond to national and local challenges in children's social care, we are embarking on a 3-year programme to improve outcomes for children, young people and families and put us on a sustainable financial footing. The Statement of Intent for the Programme is to make cost savings whilst holding our ambition of improving outcomes, commissioning and delivering quality services and keeping "children and families" at the heart of what we do. There are three angles from which we are approaching the challenge: 1. DEMAND – tackling the number of children, young people and families that need our support and reducing the level of that need; 2. SUPPLY – how we organise our resources and commission in order to respond to that demand and, within that; 3. WORKFORCE – how we organise and support our staff to deliver the most effective and timely response to families. We are currently developing this proposal and if it leads to a potential significant change in services we will carry out public consulta	(2,195)	FP31
Introduce Better Lives Programme (Improving outcomes for adults in Bristol)	We'll be looking to deliver a transformation programme to change our adult social care services in order to ensure a more joined up and efficient service for the city. The programme will focus on ensuring people have the right level of care and ensuring residents can maximise their own independence; ensuring commissioning decisions can be better investigated to ensure good investment; and making sure our teams can work more efficiently and effectively with our partners.	(2,000)	FP33
Total savings proposals		(4,400)	

Proposed Budget 2020/21 - Divisional summary with savings

Division: Adult Social Care

Services provided by Adult Social Care

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

Summary by Service

Service	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	111	Joint Commissioning (Adults)	514	0	4	0	
141	Maximising Independence and Specialist Teams	106,145	0	21	343	(2,000)	104,509
142	Hospitals and Front Door	4,593	0	14	0	0	4,607
143	Safeguarding/Deprivation of Liberty	2,050	0	7	0	0	2,057
145	Reablement, Intermediate Care & Regulated Services	8,624	(0)	3	0	0	8,626
146	Technical Specialist Mental Health/PSW	1,153	(1)	3	0	0	1,155
147	Head of Service – Senior Professional Lead	3,179	0	(2,862)	0	0	317
148	Contracts & Quality Assurance	10,129	(4)	(909)	0	0	9,216
152	0-25 Integrated Service	8,871	0	2	0	0	8,873
1A2	Early Intervention – Adults	5,683	(19)	11	0	0	5,674
Total Adult Social Care		150,940	(24)	(3,707)	343	(2,000)	145,552

Summary by CIPFA group (Account Type)

CIPFA description	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	1	Employees	35,631	0	(2,619)	0	
2	Premises-Related Expenditure	376	0	6	0	0	382
3	Transport-Related Expenditure	455	0	0	0	0	455
4	Supplies & Services	3,341	0	13	0	0	3,354
5	Third Party Payments	137,355	0	(1,088)	343	(2,000)	134,610
6	Transfer Payments	17,489	0	0	0	0	17,489
7	Support Services	958	0	(19)	0	0	939
Expenditure		195,605	0	(3,707)	343	(2,000)	190,242
9	Income	(44,662)	(24)	0	0	0	(44,686)
Income		(44,662)	(24)	0	0	0	(44,686)
N	Income & Expenditure outside of Net Cost of Service	(4)	0	0	0	0	(4)
Other items outside of the Net Cost of Service		(4)	0	0	0	0	(4)
NET Expenditure		150,940	(24)	(3,707)	343	(2,000)	145,552

Savings proposals within Adult Social Care

Saving Name	Description	Savings £000	Savings Reference
Introduce Better Lives Programme (Improving outcomes for adults in Bristol)	We'll be looking to deliver a transformation programme to change our adult social care services in order to ensure a more joined up and efficient service for the city. The programme will focus on ensuring people have the right level of care and ensuring residents can maximise their own independence; ensuring commissioning decisions can be better investigated to ensure good investment; and making sure our teams can work more efficiently and effectively with our partners.	(2,000)	FP33
Total savings proposals		(2,000)	

Proposed Budget 2020/21 - Divisional summary with savings

Division: Children and Families Services

Services provided by Children and Families Services

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

Summary by Service

Service	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	112	Joint Commissioning (Children)	4,294	0	3	0	
113	Targeted Support	9,343	0	18	0	(355)	9,006
153	Quality Assurance, BSCB	1,632	0	6	0	0	1,638
154	Area Social Work (North)	2,352	0	8	0	(22)	2,338
155	Area Social Work (East/Central)	3,539	0	9	0	(119)	3,429
156	Area Social Work (South)	2,545	0	9	0	(22)	2,531
157	Children & Aftercare teams	8,022	0	21	0	0	8,043
158	Internal & External Placements	26,343	0	(8)	0	(1,882)	24,453
159	Children & Family Support - Management	1,226	0	4	0	0	1,230
15A	Safeguarding and Area Services	1,868	0	7	0	0	1,875
15B	Specialist Services	1,535	0	9	0	0	1,544
Total Children and Families Services		62,699	0	85	0	(2,400)	60,384

Summary by CIPFA group (Account Type)

CIPFA description	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	1	Employees	28,692	0	48	0	
2	Premises-Related Expenditure	321	0	0	0	0	321
3	Transport-Related Expenditure	630	0	0	0	(66)	564
4	Supplies & Services	2,617	0	0	0	0	2,617
5	Third Party Payments	36,953	0	0	0	(2,334)	34,619
6	Transfer Payments	573	0	0	0	0	573
7	Support Services	6,167	0	0	0	0	6,167
Expenditure		75,954	0	48	0	(2,400)	73,601
9	Income	(12,550)	0	38	0	0	(12,513)
Income		(12,550)	0	38	0	0	(12,513)
R	Transfer to \ from Reserves	(705)	0	0	0	0	(705)
Transfer to \ from reserves		(705)	0	0	0	0	(705)
NET Expenditure		62,699	0	85	0	(2,400)	60,384

Savings proposals within Children and Families Services

Saving Name	Description	Savings £000	Savings Reference
Youth services contracts	As part of the council's work to join up services for children, young people and families, we will be looking to partners to help carry out activity. A targeted youth contract is due to be commissioned by March 2018. This is already expected to involve a £1.2m reduction in funding and is now likely to offer a further £700k worth of savings. The contract is out for commissioning and the council is currently evaluating bids. In addition a support grant of £350k is being offered to an organisation which can manage and distribute smaller grants to community organisations to tackle medium and longer term issues as well as responding to emerging social problems in communities	(205)	FP07
Strengthening Families Programme	To respond to national and local challenges in children's social care, we are embarking on a 3-year programme to improve outcomes for children, young people and families and put us on a sustainable financial footing. The Statement of Intent for the Programme is to make cost savings whilst holding our ambition of improving outcomes, commissioning and delivering quality services and keeping "children and families" at the heart of what we do. There are three angles from which we are approaching the challenge: 1. DEMAND – tackling the number of children, young people and families that need our support and reducing the level of that need; 2. SUPPLY – how we organise our resources and commission in order to respond to that demand and, within that; 3. WORKFORCE – how we organise and support our staff to deliver the most effective and timely response to families. We are currently developing this proposal and if it leads to a potential significant change in services we will carry out public consulta	(2,195)	FP31
Total savings proposals		(2,400)	

Proposed Budget 2020/21 - Divisional summary with savings

Division: Educational Improvement

Services provided by Educational Improvement

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

Summary by Service

Service	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	161	Early Years Learning	735	0	0	0	
162	School Partnerships	9	0	9	0	0	18
163	Education Management	3,576	0	1	0	0	3,577
164	Additional Learning Needs	6,772	0	6	0	0	6,778
165	Employment, Skills & Learning	721	0	2	0	0	723
Total Educational Improvement		11,814	0	18	0	0	11,831

Summary by CIPFA group (Account Type)

CIPFA description	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	1	Employees	10,383	0	18	0	
2	Premises-Related Expenditure	315	0	0	0	0	315
3	Transport-Related Expenditure	1,052	0	0	0	0	1,052
4	Supplies & Services	2,529	0	0	0	0	2,529
5	Third Party Payments	3,315	0	0	0	0	3,315
6	Transfer Payments	10	0	0	0	0	10
7	Support Services	5,790	0	0	0	0	5,790
Expenditure		23,394	0	18	0	0	23,412
9	Income	(11,581)	0	0	0	0	(11,581)
Income		(11,581)	0	0	0	0	(11,581)
NET Expenditure		11,814	0	18	0	0	11,831

Savings proposals within Educational Improvement

Saving Name	Description	Savings £000	Savings Reference

Proposed Budget 2020/21 - Divisional summary with savings

Division: Public Health - General Fund

Services provided by Public Health - General Fund

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

Summary by Service

		2020/21 Budget					
Service		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	Proposed 2020/21 Budget £000
342	Public Health - Non PHE Funded	1,833	0	0	0	0	1,833
371	Safer Bristol	1,403	0	1	0	0	1,405
Total Public Health - General Fund		3,237	0	1	0	0	3,238

Summary by CIPFA group (Account Type)

		2020/21 Budget					
CIPFA description		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	Proposed 2020/21 Budget £000
1	Employees	523	0	1	0	0	524
2	Premises-Related Expenditure	2	0	0	0	0	2
3	Transport-Related Expenditure	3	0	0	0	0	3
4	Supplies & Services	259	0	0	0	0	259
5	Third Party Payments	12,462	0	0	0	0	12,462
7	Support Services	964	0	0	0	0	964
Expenditure		14,212	0	1	0	0	14,214
9	Income	(10,976)	0	0	0	0	(10,976)
Income		(10,976)	0	0	0	0	(10,976)
NET Expenditure		3,237	0	1	0	0	3,238

Savings proposals within Public Health - General Fund

Saving Name	Description	Savings £000	Savings Reference

Proposed Budget 2020/21 - Directorate summary with savings

Directorate: Resources

Summary by Division		2020/21 Budget					
Division		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	Proposed 2020/21 Budget £000
21	Digital Transformation	11,668	0	45	0	(232)	11,481
22	Legal and Democratic Services	6,808	(20)	232	170	0	7,190
24	Finance	11,591	(0)	(300)	0	0	11,290
25	HR, Workplace & Organisational Design	10,364	(4)	(92)	100	0	10,368
28	Policy, Strategy & Partnerships	3,040	0	115	0	0	3,155
38	Commercialisation & Citizens	10,131	(52)	364	380	(1,430)	9,392
Total Resources		53,602	(76)	364	650	(1,662)	52,877

Summary by CIPFA group (Account Type)		2020/21 Budget					
CIPFA description		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	Proposed 2020/21 Budget £000
1	Employees	62,483	0	40	240	0	62,762
2	Premises-Related Expenditure	2,860	0	1	0	0	2,861
3	Transport-Related Expenditure	2,920	0	3	0	0	2,923
4	Supplies & Services	21,164	0	(648)	30	(163)	20,382
5	Third Party Payments	5,164	0	(245)	0	0	4,919
6	Transfer Payments	135,704	0	0	0	0	135,704
7	Support Services	3,185	0	53	0	0	3,238
8	Depreciation and Impairment Losses	202	0	0	0	0	202
Expenditure		233,681	0	(796)	270	(163)	232,992
9	Income	(179,065)	(76)	1,121	0	0	(178,021)
Income		(179,065)	(76)	1,121	0	0	(178,021)
N	Income & Expenditure outside of Net Cost of Service	(441)	0	33	380	(1,499)	(1,527)
Other items outside of the Net Cost of Service		(441)	0	33	380	(1,499)	(1,527)
R	Transfer to \ from Reserves	(573)	0	7	0	0	(566)
Transfer to \ from reserves		(573)	0	7	0	0	(566)
NET Expenditure		53,602	(76)	364	650	(1,662)	52,877

Savings proposals within Resources			
Saving Name	Description	Savings £000	Savings Reference
Restructure HR, Finance and associated support teams	Restructure the support teams to combine functions and outline clear responsibilities, objectives and reporting lines; convert temporary posts to permanent posts and stop recruiting to vacant posts. Scaling it to fit the smaller organisation which the council is becoming.	(232)	BE1
Review and reduce spend on services provided by external partners	The council's Neighbourhoods directorate currently spends £88 million on services provided by external partners. This proposal will consider how we can buy these services more efficiently and reduce the overall cost by £4.4 million	(1,220)	FP01
More income from commercial opportunities	Investigating new ways we can increase the council's income through commercial means.	(210)	IN23
Total savings proposals		(1,662)	

Proposed Budget 2020/21 - Divisional summary with savings

Division: Digital Transformation

Services provided by Digital Transformation

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

Summary by Service

Service		2020/21 Budget					Proposed 2020/21 Budget £000
		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	
212	Service Operations	9,765	0	(10)	0	(69)	9,686
213	Applications & Digital	3,612	0	11	0	(163)	3,460
21A	Digital Transformation	(2,151)	0	93	0	0	(2,058)
21D	Enterprise Architecture	263	0	(50)	0	0	212
21E	Service Improvement & Performance	180	0	2	0	0	181
Total Digital Transformation		11,668	0	45	0	(232)	11,481

Summary by CIPFA group (Account Type)

CIPFA description		2020/21 Budget					Proposed 2020/21 Budget £000
		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	
1	Employees	5,433	0	(44)	0	0	5,389
2	Premises-Related Expenditure	0	0	0	0	0	0
3	Transport-Related Expenditure	6	0	0	0	0	6
4	Supplies & Services	9,151	0	(18)	0	(163)	8,970
Expenditure		14,589	0	(61)	0	(163)	14,365
9	Income	(2,815)	0	0	0	0	(2,815)
Income		(2,815)	0	0	0	0	(2,815)
N	Income & Expenditure outside of Net Cost of Service	0	0	0	0	(69)	(69)
Other items outside of the Net Cost of Service		0	0	0	0	(69)	(69)
R	Transfer to \ from Reserves	(107)	0	107	0	0	0
Transfer to \ from reserves		(107)	0	107	0	0	0
NET Expenditure		11,668	0	45	0	(232)	11,481

Savings proposals within Digital Transformation

Saving Name	Description	Savings £000	Savings Reference
Restructure HR, Finance and associated support teams	Restructure the support teams to combine functions and outline clear responsibilities, objectives and reporting lines; convert temporary posts to permanent posts and stop recruiting to vacant posts. Scaling it to fit the smaller organisation which the council is becoming.	(232)	BE1
Total savings proposals		(232)	

Proposed Budget 2020/21 - Divisional summary with savings

Division: Legal and Democratic Services

Services provided by Legal and Democratic Services

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

Summary by Service

Service	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	221	Legal Services	2,737	0	13	0	
222	Democratic Services	2,362	(1)	9	140	0	2,509
225	Statutory Registration	165	(18)	6	30	0	184
226	Information Governance Service	308	0	202	0	0	510
291	Electoral Services	1,235	(0)	2	0	0	1,237
Total Legal and Democratic Services		6,808	(20)	232	170	0	7,190

Summary by CIPFA group (Account Type)

CIPFA description	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	1	Employees	7,446	0	232	0	
2	Premises-Related Expenditure	61	0	0	0	0	61
3	Transport-Related Expenditure	322	0	0	0	0	322
4	Supplies & Services	3,562	0	0	170	0	3,732
5	Third Party Payments	1	0	0	0	0	1
7	Support Services	255	0	0	0	0	255
Expenditure		11,647	0	232	170	0	12,050
9	Income	(4,763)	(20)	0	0	0	(4,782)
Income		(4,763)	(20)	0	0	0	(4,782)
R	Transfer to \ from Reserves	(77)	0	0	0	0	(77)
Transfer to \ from reserves		(77)	0	0	0	0	(77)
NET Expenditure		6,808	(20)	232	170	0	7,190

Savings proposals within Legal and Democratic Services

Saving Name	Description	Savings £000	Savings Reference

Proposed Budget 2020/21 - Divisional summary with savings

Division: Finance

Services provided by Finance

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

Summary by Service

Service	2020/21 Budget					
	Base Budget 2020/21	Pay & Inflation	Virements	Growth	Savings and Efficiencies	Proposed 2020/21 Budget
	£000	£000	£000	£000	£000	£000
231 Revenue, Benefits & Rent	6,021	0	(148)	0	0	5,874
242 Corporate Finance	3,329	0	15	0	0	3,344
243 Chief Internal Auditor	915	(0)	34	0	0	948
244 Procurement & Sourcing	1,619	0	(185)	0	0	1,434
246 Revenue – (Local Tax)	(293)	0	(16)	0	0	(309)
Total Finance	11,591	(0)	(300)	0	0	11,290

Summary by CIPFA group (Account Type)

CIPFA description	2020/21 Budget					
	Base Budget 2020/21	Pay & Inflation	Virements	Growth	Savings and Efficiencies	Proposed 2020/21 Budget
	£000	£000	£000	£000	£000	£000
1 Employees	13,802	0	(191)	0	0	13,611
2 Premises-Related Expenditure	368	0	0	0	0	368
3 Transport-Related Expenditure	379	0	0	0	0	379
4 Supplies & Services	2,625	0	(509)	0	0	2,116
6 Transfer Payments	135,704	0	0	0	0	135,704
7 Support Services	416	0	0	0	0	416
Expenditure	153,294	0	(700)	0	0	152,594
9 Income	(141,620)	(0)	500	0	0	(141,121)
Income	(141,620)	(0)	500	0	0	(141,121)
R Transfer to \ from Reserves	(82)	0	(100)	0	0	(182)
Transfer to \ from reserves	(82)	0	(100)	0	0	(182)
NET Expenditure	11,591	(0)	(300)	0	0	11,290

Savings proposals within Finance

Saving Name	Description	Savings £000	Savings Reference

Proposed Budget 2020/21 - Divisional summary with savings

Division: HR, Workplace & Organisational Design

Services provided by HR, Workplace & Organisational Design

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

Summary by Service

Service	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	251	People Operations	1,092	(4)	(126)	100	
252	Change & Performance	2,036	0	3	0	0	2,040
253	Admin Business Support	3,518	0	14	0	0	3,532
271	Change Services	1,050	0	10	0	0	1,060
541	Executive Office	1,077	0	3	0	0	1,080
542	Senior Leadership Team	1,591	0	3	0	0	1,594
Total HR, Workplace & Organisational Design		10,364	(4)	(92)	100	0	10,368

Summary by CIPFA group (Account Type)

CIPFA description	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	1	Employees	12,931	0	15	100	
2	Premises-Related Expenditure	16	0	0	0	0	16
3	Transport-Related Expenditure	27	0	0	0	0	27
4	Supplies & Services	1,475	0	0	0	0	1,475
5	Third Party Payments	68	0	0	0	0	68
7	Support Services	164	0	0	0	0	164
Expenditure		14,681	0	15	100	0	14,796
9	Income	(3,884)	(4)	(140)	0	0	(4,027)
Income		(3,884)	(4)	(140)	0	0	(4,027)
N	Income & Expenditure outside of Net Cost of Service	(33)	0	33	0	0	0
Other items outside of the Net Cost of Service		(33)	0	33	0	0	0
R	Transfer to \ from Reserves	(400)	0	0	0	0	(400)
Transfer to \ from reserves		(400)	0	0	0	0	(400)
NET Expenditure		10,364	(4)	(92)	100	0	10,368

Savings proposals within HR, Workplace & Organisational Design

Saving Name	Description	Savings £000	Savings Reference

Proposed Budget 2020/21 - Divisional summary with savings

Division: Policy, Strategy & Partnerships

Services provided by Policy, Strategy & Partnerships

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

Summary by Service

		2020/21 Budget					
Service		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	Proposed 2020/21 Budget £000
282	External Communications and Consultation	670	0	105	0	0	775
284	Insight, Performance & Intelligence	934	0	5	0	0	938
285	Policy and Public Affairs	1,033	0	1	0	0	1,034
512	International Affairs	309	0	4	0	0	313
543	City Office	95	0	1	0	0	96
Total Policy, Strategy & Partnerships		3,040	0	115	0	0	3,155

Summary by CIPFA group (Account Type)

		2020/21 Budget					
CIPFA description		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	Proposed 2020/21 Budget £000
1	Employees	3,920	0	(30)	0	0	3,890
2	Premises-Related Expenditure	16	0	0	0	0	16
3	Transport-Related Expenditure	14	0	2	0	0	16
4	Supplies & Services	774	0	(22)	0	0	753
5	Third Party Payments	118	0	0	0	0	118
7	Support Services	32	0	0	0	0	32
Expenditure		4,873	0	(50)	0	0	4,823
9	Income	(1,833)	0	165	0	0	(1,668)
Income		(1,833)	0	165	0	0	(1,668)
NET Expenditure		3,040	0	115	0	0	3,155

Savings proposals within Policy, Strategy & Partnerships

Saving Name	Description	Savings £000	Savings Reference

Proposed Budget 2020/21 - Divisional summary with savings

Division: Commercialisation & Citizens

Services provided by Commercialisation & Citizens

Summary by Service

Service		2020/21 Budget					Proposed 2020/21 Budget £000
		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	
166	Trading with Schools	(441)	0	(0)	0	0	(441)
232	Citizen Services	3,763	(12)	(14)	0	0	3,736
245	Companies Lead	325	0	1	0	0	326
331	Neighbourhood and Communities (Clean Streets)	242	0	5	0	0	246
336	Bristol Investment Fund	2,946	0	250	380	(1,220)	2,356
381	Commercialisation	84	0	267	0	(210)	140
411	Facilities Management	3,213	(40)	(144)	0	0	3,029
Total Commercialisation & Citizens		10,131	(52)	364	380	(1,430)	9,392

Summary by CIPFA group (Account Type)

CIPFA description		2020/21 Budget					Proposed 2020/21 Budget £000
		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	
1	Employees	18,951	0	57	0	0	19,008
2	Premises-Related Expenditure	2,399	0	1	0	0	2,400
3	Transport-Related Expenditure	2,172	0	2	0	0	2,173
4	Supplies & Services	3,576	0	(100)	0	0	3,476
5	Third Party Payments	4,977	0	(245)	0	0	4,733
7	Support Services	2,319	0	53	0	0	2,372
8	Depreciation and Impairment Losses	202	0	0	0	0	202
Expenditure		34,596	0	(232)	0	0	34,364
9	Income	(24,151)	(52)	595	0	0	(23,608)
Income		(24,151)	(52)	595	0	0	(23,608)
N	Income & Expenditure outside of Net Cost of Service	(408)	0	0	380	(1,430)	(1,458)
Other items outside of the Net Cost of Service		(408)	0	0	380	(1,430)	(1,458)
R	Transfer to \ from Reserves	93	0	0	0	0	93
Transfer to \ from reserves		93	0	0	0	0	93
NET Expenditure		10,131	(52)	364	380	(1,430)	9,392

Savings proposals within Commercialisation & Citizens

Saving Name	Description	Savings £000	Savings Reference
Review and reduce spend on services provided by external partners	The council 's Neighbourhoods directorate currently spends £88 million on services provided by external partners. This proposal will consider how we can buy these services more efficiently and reduce the overall cost by £4.4 million	(1,220)	FP01
More income from commercial opportunities	Investigating new ways we can increase the council's income through commercial means.	(210)	IN23
Total savings proposals		(1,430)	

Proposed Budget 2020/21 - Directorate summary with savings

Directorate: Growth & Regeneration

Summary by Division		2020/21 Budget					Proposed 2020/21 Budget
Division		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	£000
37	Housing & Landlord Services	11,649	(13)	840	0	(300)	12,176
42	Development of Place	1,355	(53)	(138)	150	(90)	1,224
46	Economy of Place	3,013	(298)	598	700	(343)	3,670
47	Management of Place	44,818	(535)	(2,454)	1,160	(959)	42,029
Total Growth & Regeneration		60,834	(899)	(1,155)	2,010	(1,692)	59,098

Summary by CIPFA group (Account Type)		2020/21 Budget					Proposed 2020/21 Budget
CIPFA description		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	£000
1	Employees	59,499	0	1,944	810	0	62,254
2	Premises-Related Expenditure	16,720	0	(307)	0	(80)	16,333
3	Transport-Related Expenditure	5,200	0	9	0	0	5,209
4	Supplies & Services	10,538	0	1,212	0	0	11,749
5	Third Party Payments	86,717	0	(9,961)	1,200	(300)	77,656
6	Transfer Payments	573	0	0	0	(58)	515
7	Support Services	10,200	0	(643)	0	(684)	8,872
8	Depreciation and Impairment Losses	500	0	0	0	0	500
X	Capital Financing Costs	274	0	0	0	0	274
Expenditure		190,219	0	(7,745)	2,010	(1,122)	183,362
9	Income	(130,391)	(899)	9,726	0	(570)	(122,134)
Income		(130,391)	(899)	9,726	0	(570)	(122,134)
N	Income & Expenditure outside of Net Cost of Service	1,749	0	(1,899)	0	0	(150)
Other items outside of the Net Cost of Service		1,749	0	(1,899)	0	0	(150)
R	Transfer to \ from Reserves	(743)	0	(1,237)	0	0	(1,980)
Transfer to \ from reserves		(743)	0	(1,237)	0	0	(1,980)
NET Expenditure		60,834	(899)	(1,155)	2,010	(1,692)	59,098

Savings proposals within Growth & Regeneration

Saving Name	Description	Savings £000	Savings Reference
Improving the performance of the council's Commercial/Investment Property portfolio	Review our commercial property portfolio and where appropriate rationalise and redirect to those that generate better rates of return and/or support wider economic objectives. Also increase income through a programme of rents/lease reviews introducing more commercial arrangements for the use of council commercial assets.	(100)	BE57
Review and reduce spend on services provided by external partners	The council's Neighbourhoods directorate currently spends £88 million on services provided by external partners. This proposal will consider how we can buy these services more efficiently and reduce the overall cost by £4.4 million	(300)	FP01
Gradually reduce funding to DestinationBristol	The council makes an annual £482k contribution to Destination Bristol, which works to attract tourists, visitors and conferences to the city. This proposal will gradually reduce our contribution over five years to allow time to find alternative funding sources.	(58)	FP16
Efficiencies realised by new Operations Centre	Our new state-of-the-art Operations Centre will contain services such as traffic and emergency control. By bringing these together and selling the remaining space to partners we can make savings, increase our income and reap the benefits of closer partnership working.	(35)	IN02
Residents' parking income	When people pay for residents' parking permits this is used to pay back the cost of installing the scheme. Once this money is paid back the income will be used firstly to cover parking services costs with any surplus being used to support transport related initiatives.	(684)	IN03
Establish city centre		(80)	IN04
Increase income from museum buildings	We will look at ways to increase income from our cultural assets such as the museum and art gallery and the M Shed, and various events the council runs. This could include re-tendering the café contract, reviewing our exhibitions programme and retail offerings at these venues	(86)	IN05
Increase income generation and efficiency across culture services	Proposals include introducing adult admission fees for Red Lodge and Georgian House Museums; increasing major event income through sponsorship and making the Bristol Film Office and Site Permissions services self-financing. This could be achieved by working to increase the number of events held in the city and productions filmed here. This was the subject of a consultation. A summary of responses is available here https://www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation	(19)	IN25
Generating and saving money through energy generation and efficiency	Bristol City Council's Energy Service is committed to making Bristol a carbon neutral city by 2050. The team will manage and support a range of projects such as heat networks, energy efficiency and energy generation available to residents and businesses across the city. Taking a more entrepreneurial approach to these projects, the team will raise an income to fund their activity whilst saving the council money by improving its energy usage.	(240)	IN27
New ways of funding Development Management services	Development Management provides paid for services that generates an income for the council. For the next four financial years the service will raise its income target and pursue more paid for work to cover the costs of existing job roles. Additionally, staffing will be slightly reduced by half a post to ensure the service can be more self-sufficient.	(80)	IN29
Reduce the scope of upgrading the city's advertising and signage	We are currently updating 'wayfinding' signage across the city; distinctive blue displays with maps and directions on them. Plans to extend the system in to new areas have been reduced.	(10)	RS32
Total savings proposals		(1,692)	

Proposed Budget 2020/21 - Divisional summary with savings

Division: Housing & Landlord Services

Services provided by Housing & Landlord Services

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

Summary by Service

Service	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	131	Housing Options	10,303	(12)	819	0	
132	GF - Private Housing & Accessible Homes	1,215	(1)	22	0	0	1,236
135	Housing Solutions	130	0	(1)	0	0	129
Total Housing & Landlord Services		11,649	(13)	840	0	(300)	12,176

Summary by CIPFA group (Account Type)

CIPFA description	2020/21 Budget						Proposed 2020/21 Budget £000
	Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000		
	1	Employees	9,015	0	712	0	
2	Premises-Related Expenditure	170	0	13	0	0	183
3	Transport-Related Expenditure	32	0	0	0	0	32
4	Supplies & Services	552	0	1,010	0	0	1,562
5	Third Party Payments	15,622	0	2,221	0	(300)	17,543
7	Support Services	4,102	0	(889)	0	0	3,213
Expenditure		29,492	0	3,067	0	(300)	32,259
9	Income	(17,874)	(13)	(991)	0	0	(18,878)
Income		(17,874)	(13)	(991)	0	0	(18,878)
R	Transfer to \ from Reserves	31	0	(1,237)	0	0	(1,206)
Transfer to \ from reserves		31	0	(1,237)	0	0	(1,206)
NET Expenditure		11,649	(13)	840	0	(300)	12,176

Savings proposals within Housing & Landlord Services

Saving Name	Description	Savings £000	Savings Reference
Review and reduce spend on services provided by external partners	The council's Neighbourhoods directorate currently spends £88 million on services provided by external partners. This proposal will consider how we can buy these services more efficiently and reduce the overall cost by £4.4 million	(300)	FP01
Total savings proposals		(300)	

Proposed Budget 2020/21 - Divisional summary with savings

Division: Development of Place

Services provided by Development of Place

Planning is divided into Strategic City Planning, Development Management which includes Building Control and Planning Enforcement, City Design which includes Engineering Design and the Sustainable City & Climate Change Team.

Summary by Service

Service		2020/21 Budget					Proposed 2020/21 Budget £000
		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	
421	Strategic City Planning	679	(7)	(21)	0	0	650
422	City Design	(104)	(0)	4	0	(10)	(110)
425	Development Management	(693)	(43)	(105)	0	(80)	(920)
426	Housing Delivery	860	(2)	3	0	0	861
511	Sustainable City & Climate Change	613	(0)	(20)	150	0	743
Total Development of Place		1,355	(53)	(138)	150	(90)	1,224

Summary by CIPFA group (Account Type)

CIPFA description		2020/21 Budget					Proposed 2020/21 Budget £000
		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	
1	Employees	8,157	0	541	150	0	8,848
2	Premises-Related Expenditure	3	0	0	0	0	3
3	Transport-Related Expenditure	16	0	0	0	0	16
4	Supplies & Services	461	0	(3)	0	0	458
5	Third Party Payments	25	0	0	0	0	25
7	Support Services	417	0	0	0	0	417
8	Depreciation and Impairment Losses	200	0	0	0	0	200
Expenditure		9,278	0	538	150	0	9,966
9	Income	(7,922)	(53)	(677)	0	(90)	(8,742)
Income		(7,922)	(53)	(677)	0	(90)	(8,742)
NET Expenditure		1,355	(53)	(138)	150	(90)	1,224

Savings proposals within Development of Place

Saving Name	Description	Savings £000	Savings Reference
New ways of funding Development Management services	Development Management provides paid for services that generates an income for the council. For the next four financial years the service will raise its income target and pursue more paid for work to cover the costs of existing job roles. Additionally, staffing will be slightly reduced by half a post to ensure the service can be more self-sufficient.	(80)	IN29
Reduce the scope of upgrading the city's advertising and signage	We are currently updating 'wayfinding' signage across the city; distinctive blue displays with maps and directions on them. Plans to extend the system in to new areas have been reduced.	(10)	RS32
Total savings proposals		(90)	

Proposed Budget 2020/21 - Divisional summary with savings

Division: Economy of Place

Services provided by Economy of Place

Summary by Service

Service		2020/21 Budget					Proposed 2020/21 Budget £000
		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	
		332	Library Services	4,697	(3)	(146)	
412	Asset Strategy	4,424	(1)	168	0	0	4,590
413	Property Management	(11,546)	(188)	(23)	0	(100)	(11,857)
433	Strategic City Transport	1,010	(9)	8	0	0	1,010
441	Culture Services	3,355	(45)	(202)	0	(105)	3,003
442	Cultural Development	639	(52)	16	0	0	603
443	Economic Development	999	0	(15)	0	(58)	926
444	Major Projects	661	0	(35)	0	(80)	546
445	Directors Office	(1,226)	0	826	700	0	300
Total Economy of Place		3,013	(298)	598	700	(343)	3,670

Summary by CIPFA group (Account Type)

CIPFA description		2020/21 Budget					Proposed 2020/21 Budget £000
		Base Budget 2020/21 £000	Pay & Inflation £000	Virements £000	Growth £000	Savings and Efficiencies £000	
		1	Employees	14,443	0	307	
2	Premises-Related Expenditure	6,563	0	(265)	0	(80)	6,218
3	Transport-Related Expenditure	25	0	1	0	0	26
4	Supplies & Services	2,972	0	164	0	0	3,136
5	Third Party Payments	2,934	0	0	0	0	2,934
6	Transfer Payments	573	0	0	0	(58)	515
7	Support Services	425	0	133	0	0	557
Expenditure		27,935	0	340	700	(138)	28,837
9	Income	(24,922)	(298)	258	0	(205)	(25,167)
Income		(24,922)	(298)	258	0	(205)	(25,167)
NET Expenditure		3,013	(298)	598	700	(343)	3,670

Savings proposals within Economy of Place

Saving Name	Description	Savings £000	Savings Reference
Improving the performance of the council's Commercial/Investment Property portfolio	Review our commercial property portfolio and where appropriate rationalise and redirect to those that generate better rates of return and/or support wider economic objectives. Also increase income through a programme of rents/lease reviews introducing more commercial arrangements for the use of council commercial assets.	(100)	BE57
Gradually reduce funding to DestinationBristol	The council makes an annual £482k contribution to Destination Bristol, which works to attract tourists, visitors and conferences to the city. This proposal will gradually reduce our contribution over five years to allow time to find alternative funding sources.	(58)	FP16
Establish city centre		(80)	IN04
Increase income from museum buildings	We will look at ways to increase income from our cultural assets such as the museum and art gallery and the M Shed, and various events the council runs. This could include re-tendering the café contract, reviewing our exhibitions programme and retail offerings at these venues	(86)	IN05
Increase income generation and efficiency across culture services	Proposals include introducing adult admission fees for Red Lodge and Georgian House Museums; increasing major event income through sponsorship and making the Bristol Film Office and Site Permissions services self-financing. This could be achieved by working to increase the number of events held in the city and productions filmed here. This was the subject of a consultation. A summary of responses is available here https://www.bristol.gov.uk/en_US/council-spending-performance/corporate-strategy-2018-2023-budget-consultation	(19)	IN25
Total savings proposals		(343)	

Proposed Budget 2020/21 - Divisional summary with savings

Division: Management of Place

Services provided by Management of Place

Summary by Service

Service		2020/21 Budget					Proposed 2020/21 Budget £000
		Base Budget 2020/21	Pay & Inflation	Virements	Growth	Savings and Efficiencies	
		£000	£000	£000	£000	£000	
133	Bristol Operations Centre	(116)	0	109	(40)	(35)	(82)
311	Waste	34,979	0	(5)	1,200	0	36,174
333	Regulatory Services	848	(1)	(57)	0	0	790
335	Parks and Green Spaces	1,909	(142)	(280)	0	0	1,487
432	Traffic & Highways maintenance	(7,603)	(331)	(292)	0	(684)	(8,910)
434	Local & Sustainable Transport	10,932	(23)	2	0	0	10,911
531	Energy Programme Manager (Corporate)	3,869	(38)	(1,932)	0	(240)	1,660
Total Management of Place		44,818	(535)	(2,454)	1,160	(959)	42,029

Summary by CIPFA group (Account Type)

CIPFA description		2020/21 Budget					Proposed 2020/21 Budget £000
		Base Budget 2020/21	Pay & Inflation	Virements	Growth	Savings and Efficiencies	
		£000	£000	£000	£000	£000	
1	Employees	27,884	0	384	(40)	0	28,228
2	Premises-Related Expenditure	9,984	0	(54)	0	0	9,930
3	Transport-Related Expenditure	5,128	0	8	0	0	5,136
4	Supplies & Services	6,553	0	40	0	0	6,593
5	Third Party Payments	68,136	0	(12,182)	1,200	0	57,154
7	Support Services	5,256	0	113	0	(684)	4,685
8	Depreciation and Impairment Losses	300	0	0	0	0	300
X	Capital Financing Costs	274	0	0	0	0	274
Expenditure		123,514	0	(11,690)	1,160	(684)	112,300
9	Income	(79,672)	(535)	11,135	0	(275)	(69,347)
Income		(79,672)	(535)	11,135	0	(275)	(69,347)
N	Income & Expenditure outside of Net Cost of Service	1,749	0	(1,899)	0	0	(150)
Other items outside of the Net Cost of Service		1,749	0	(1,899)	0	0	(150)
R	Transfer to \ from Reserves	(773)	0	0	0	0	(773)
Transfer to \ from reserves		(773)	0	0	0	0	(773)
NET Expenditure		44,818	(535)	(2,454)	1,160	(959)	42,029

Savings proposals within Management of Place

Saving Name	Description	Savings £000	Savings Reference
Efficiencies realised by new Operations Centre	Our new state-of-the-art Operations Centre will contain services such as traffic and emergency control. By bringing these together and selling the remaining space to partners we can make savings, increase our income and reap the benefits of closer partnership working.	(35)	IN02
Residents' parking income	When people pay for residents' parking permits this is used to pay back the cost of installing the scheme. Once this money is paid back the income will be used firstly to cover parking services costs with any surplus being used to support transport related initiatives.	(684)	IN03
Generating and saving money through energy generation and efficiency	Bristol City Council's Energy Service is committed to making Bristol a carbon neutral city by 2050. The team will manage and support a range of projects such as heat networks, energy efficiency and energy generation available to residents and businesses across the city. Taking a more entrepreneurial approach to these projects, the team will raise an income to fund their activity whilst saving the council money by improving its energy usage.	(240)	IN27
Total savings proposals		(959)	

People

2019/20 £000s	Ref	Scheme	Description	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Education									
14,849	PE01	School Organisation/ Children's Services Capital Programme	To provide enough suitable school/education places to meet the growing demand. This will involve building new schools and providing new spaces in existing facilities.	24,894	10,003	0	0	0	34,897
1,900	PE03	Schools Devolved Capital Programme	Additional capital investment in school buildings, funded primarily by government grants.	2,019	0	0	0	0	2,019
279	PE04	Non Schools Capital Programme	Investment in Education Management Case System and Employment Engagement Hub.	0	0	0	0	0	0
Children & Families									
170	PE05	Children & Families - Aids and Adaptations	Equipment and adaptations for children with disabilities.	142	113	60	0	0	314
745	PE06	Children Social Care Services	New homes investment for Care Services linking into The Strengthening Families Programme.	1,927	1,035	0	0	0	2,962
Sports Provision – Public Health Division									
120	PE10	Sports Capital Investment	Three identified sports schemes to proceed to delivery - Rugby Pitches, Ardagh Hub and Tennis Courts investment.	450	650	0	0	0	1,100
Care Services									
228	PE08	Care Management/Care Services	Investment in existing and Social Care Infrastructure and Assets.	0	0	0	0	0	0
Better Lives at Home (Adults) Programme									
3,727	PE06B	Adult Social Care – Better Lives at Home Programme	New homes investment for Care Services linking into The Better Lives Programme.	2,913	2,835	0	0	0	5,748
22,019	People Total			32,344	14,636	60	0	0	47,040

Resources

2019/20 £000s	Ref	Scheme	Description	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Information & Communication Technology									
1,620	RE01	ICT Refresh Programme	A programme of investment to replace and upgrade the Council's ICT assets.	3,116	1,500	1,500	1,500	0	7,616
1,317	RE02	ICT Development - HR/Finance	Development of HR/Finance System.	306	0	0	0	0	306
6,399	RE03	ITTP – IT Transformation Programme	Investment that will be required to support ICT infrastructure including a Cloud Hosting solution.	3,993	2,195	1,089	0	0	7,277
781	RE05	Mobile Working for Social Care (Adults & Children)	Investment of ICT equipment to improve agile working of social care teams, part of the transformation programmes.	0	0	0	0	0	0
Facilities Management - Commercialisation									
3,207	PL21	Building Practice Service - Essential H&S	Health & Safety works to maintain the structural fabric and condition of existing Council buildings to meet statutory compliance.	3,646	2,534	2,500	2,500	0	11,180
2,560	PL27	Vehicle Fleet Replacement Programme	Vehicle Fleet replacement programme.	2,100	1,001	0	0	0	3,101
0	PL35	Harbourside Operational Infrastructure	Investment into improving and replacing Harbourside assets including ICT system improvements.	739	146	165	0	0	1,050
90	PL36	Investment in Markets infrastructure & buildings	Investment to improve Markets infrastructure and buildings as part of wider development opportunities.	410	250	0	0	0	660
15,974	Resources Total			14,310	7,626	5,254	4,000	0	31,190

Growth & Regeneration

2019/20 £000s	Ref	Scheme	Description	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
Bristol Ops Centre & OPCR									
819	GR06	Innovation & Sustainability - OPCR 2	Open Programmable City Region Project - digital network improvements and job creation.	2,450	0	0	0	0	2,450
280	NH06	Bristol Operations Centre - Phase 1	Specification, procurement and implementation of modern systems (primarily for Telecare, Traffic Systems and CCTV) to replace end of life equipment.	350	0	0	0	0	350
564	NH06A	Bristol Operations Centre - Phase 2	CCTV replacement programme and investment into Smart City ICT solutions.	1,713	0	0	0	0	1,713
Parks and Green Spaces									
1,346	NH02	Investment in parks and green spaces	Improvement of Parks & Green Spaces across the city.	1,772	2,033	630	10	0	4,444
Economy of Place									
1,898	GR01	Strategic Property – Temple Meads Development	Engine Shed 2, Temple Square and Station Approach (Enterprise Zone property acquisitions).	9,027	15,935	6,000	6,000	6,000	42,962
0	GR05	Strategic Property - Hawkfield Site	Hawkfield Business Park development, re-location of Bottleyard studios.	500	2,000	2,000	0	0	4,500
72	NH01	Libraries for the Future	Investment in modernising Bristol's libraries, as part of the libraries for the future project.	553	0	0	0	0	553
304	NH04	Third Household Waste Recycling and Re-use Centre	Building a third Household Waste Recycling Centre at Hartcliffe Way Depot	5,450	1,200	0	0	0	6,650
1,491	PL11A	Cattle Market Road site re-development	Enabling and re-development works at the Cattle Market Road site as part of the wider Temple Meads regeneration.	2,805	0	0	0	0	2,805
158	PL13	Filwood Green Business Park	Development of the business park including new employment space.	0	0	0	0	0	0
2,398	GR03	Economy Development - ASEA Flood Defences	Avonmouth Severnside EA - Flood Defence scheme.	8,200	7,075	2,828	3,333	8,157	29,593
312	PL17	Resilience Fund (£1m of the £10m Port Sale)	Regeneration projects within the Avonmouth and Lawrence Weston ward, focussing on Jobs and Enterprise, Thriving High Streets and Social Impact.	230	0	0	0	0	230
141	PL20	Strategic Property	Investment to maximise opportunities and develop current property asset portfolio in-line with corporate strategic priorities.	498	1,468	0	0	0	1,966
8	PL22	Strategic Property - Investment in existing waste facilities	Health & Safety works on existing waste premises.	1,120	0	0	0	0	1,120
195	PL23	Strategic Property - Temple St	Additional works to Temple Street to facilitate letting out.	334	20	0	0	0	354
10,292	PL24	Colston Hall	Redevelopment of Colston Hall.	21,896	9,790	1,011	3,200	0	35,897

134	PL28	Bottleyard Studios	Investment of essential renewal and improvements.	0	0	0	0	0	0
0	PL32	Western Harbour Design Development	Preparatory design works as part of the emerging Western Harbour regeneration strategy.	480	0	0	0	0	480
0	PL25	Strategic Property - Community Capacity Building	Investment to support local community asset capacity building.	998	1,000	1,000	1,000	0	3,998
0	PL34	Strategic property - Community investment scheme	Development of the Lawrence Weston Community Centre.	0	1,650	1,950	550	0	4,150
Development of Place									
194	PL14	Bristol Legible City Scheme	Delivery of the Legible City Phase 2 which improves a network of a pedestrian wayfinding system across Bristol promoting public health related initiatives.	310	0	0	0	0	310
173	PL15	Environmental Improvements Programme	Public realm environmental improvement schemes, including a variety of small scale funded projects from S106 income.	200	100	100	100	0	500
Transport									
(411)	PL01	Metrobus	Completion of the three Metrobus schemes to improve public transport and reduce congestion.	0	0	0	0	0	0
985	PL02	Passenger Transport	A variety of projects supporting improvements in bus services such as use of hybrid vehicles and smart ticketing.	890	0	0	0	0	890
103	PL03	Residents Parking Schemes	Investment in existing residents parking schemes to improve and update transport and parking infrastructure.	0	0	0	0	0	0
4,199	PL04	Strategic Transport	This covers a range of projects including the Local Enterprise Zone improvements which is LEP funded and Bristol Metro development.	342	0	0	0	0	342
4,530	PL05	Sustainable Transport	Key projects include Cycle Ambition funded projects, Better Bus Area Fund, Go Ultra Low city scheme and Bus Shelter replacement.	8,343	0	0	0	0	8,343
885	PL06	Portway Park & Ride Rail Platform	Develop new platform on Severn Beach rail line between Shirehampton & Avonmouth.	1,340	0	0	0	0	1,340
165	PL08	Highways & Drainage Enhancements	A4/A4174 and Scotland Lane Road enhancement schemes.	500	0	0	0	0	500
295	PL09	Highways infrastructure - bridge investment	Redcliffe Bascule bridge and Plimsoll bridge planned investment.	2,895	0	0	0	0	2,895
1,272	PL09A	Highways infrastructure - Cumberland Road Stabilisation scheme	Planned major works to maintain and improve the Chocolate path.	4,919	2,475	0	0	0	7,394
7,128	PL10	Highways & Traffic Infrastructure	Highways Infrastructure planned maintenance and structural investment.	8,369	7,500	7,500	7,500	7,500	38,369
146	PL10B	Highways & Traffic - Street Lighting	Street Lighting Lamp replacement programme.	546	331	0	0	0	877
50	PL10C	Transport Parking Services	Investment in parking facilities across the City.	1,950	0	0	0	0	1,950
Housing Delivery									
8,708	PL30	Housing Strategy and Commissioning	Housing Delivery Programme designed to accelerate the delivery of new homes, in particular affordable homes through enabling, grant funding and land release.	31,478	17,967	11,458	11,160	0	72,063

1,024	PL30A	Housing Programme delivered through Housing Company	Implement new housing delivery vehicle to accelerate affordable housing provision across the city.	10,000	14,000	12,178	20,000	0	56,178
0	HIF	Housing Infrastructure fund (HIF) match funding	Match funding for projects related to the Council's HIF bid	7,385	10,509	9,914	11,184	20,985	59,977

Housing & Landlord Services - Private Housing

3,267	NH07	Private Housing	Delivering aids and adaptations for disabled people in private homes, helping them live more independently.	3,110	3,110	3,110	3,110	3,110	15,550
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Energy - Commercialisation

301	PL18	Energy services - Renewable energy investment scheme	Renewable energy investment schemes including Heat Networks and Solar energy.	2,601	0	0	0	0	2,601
2,544	PL18A	Energy Services – Bristol Heat Networks expansion	Bristol Heat Networks expansion programme.	18,598	4,416	254	0	0	23,268
439	PL18B	Energy Services - School Efficiencies	Schools efficiencies infrastructure improvements.	0	0	0	0	0	0
461	PL18D	Energy Services - EU Replicate Grant	EU replicate grant energy infrastructure pilot schemes.	0	0	0	0	0	0
0	PL19	Energy Services Phase 2 Investment & commercialisation opportunities	Energy Work stream 2 - City Leap, Infrastructure, renewables, heat networks and efficiencies.	1,200	2,001	1,710	0	0	4,911
56,871	Growth & Regeneration Total			163,349	104,579	61,642	67,146	45,752	442,470

Corporate Expenditure

2019/20 £000s	Ref	Scheme	Description	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
0	CP03	Corporate Contingencies	Contingency required for major capital projects.	1,500	1,549	3,400	4,400	7,000	17,849
0	Corporate Expenditure Total			1,500	1,549	3,400	4,400	7,000	17,849
94,864	Capital Programme (GF) Total			211,504	128,391	70,356	75,546	52,752	538,550

Schemes Pending Business Case Development

2019/20 £000s	Ref	Scheme	Description	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
0	GR07	Areas for Growth & Regeneration	Delivery of regeneration opportunities across the city.	0	3,500	3,500	3,500	3,500	14,000
0	GR08	Bedminster Green Regeneration	Delivery of regeneration of Bedminster Green	0	2,000	2,000	2,000	0	6,000
100	NH03	Cemeteries & Crematoria	Cemeteries and Crematoria service update and expansion.	610	970	1,400	2,920	0	5,900
0	NH05	Sports Provision	Investment into appropriate swimming and other sports facilities is subject to review design and service delivery based around a nil subsidy model.	0	880	200	2,000	550	3,630
0	PE02	Schools Organisation/SEN Investment Programme	Investment in additional SEN provision.	0	5,000	15,000	15,000	7,300	42,300
0	PE06A	Children Social Care Services	Infrastructure investment for Care Services linking into The Strengthening Families transformation programme.	0	0	1,662	0	0	1,662
100	Schemes Pending Business Case Development Total			610	12,350	23,762	25,420	11,350	73,492
94,964	Capital Programme (GF) including Pending Schemes			212,114	140,741	94,118	100,966	64,102	612,041

Capital Funding - General Fund

2019/20 £000s	Source of Finance	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
(34,546)	Prudential Borrowing	(71,560)	(43,860)	(24,063)	(25,679)	(7,150)	(172,312)
(2,522)	Economic Development Fund	(13,960)	(15,150)	(8,828)	(9,333)	(14,157)	(61,428)
(27,307)	Grants	(76,690)	(28,009)	(21,131)	(23,660)	(10,410)	(159,900)
(15,103)	Capital Receipts	(25,209)	(28,761)	(20,452)	(24,084)	(19,385)	(117,891)
(1,391)	Developer Contributions	(9,140)	(12,568)	(10,085)	(8,510)	(6,500)	(46,803)
(13,755)	WECA/LEP	(13,314)	(10,906)	(9,305)	(9,700)	(6,500)	(49,725)
(340)	Revenue and Reserves	(2,241)	(1,487)	(254)	0	0	(3,982)
(94,964)	Capital Funding - General Fund Total	(212,114)	(140,741)	(94,118)	(100,966)	(64,102)	(612,041)

Housing Revenue Account

2019/20 £000s	Ref	Scheme	Description	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
9,558	HRA1	Planned Programme - Major Projects	Programme includes major refurbishments and external improvements to existing assets.	8,768	16,987	17,433	10,160	8,724	62,072
22,164	HRA2	New Build and Land Enabling	Planned programme to deliver new housing stock.	40,851	19,221	31,240	36,941	20,546	148,799
17,762	HRA3	Building Maintenance and Improvements	Planned and cyclical repairs and maintenance including accessible improvements to existing assets.	24,218	26,832	28,000	29,183	29,022	137,255
0	HRA4	HRA Infrastructure	Investment in HRA Infrastructure such as ICT Systems and Sandy Park	5,900	0	0	0	0	5,900
49,484	Housing Revenue Account Total			79,737	63,040	76,673	76,284	58,292	354,026

HRA Financing

2019/20 £000s	Source of Finance	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s	Total £000s
(25,630)	HRA Self-Financing (MRR)	(34,873)	(29,680)	(30,616)	(31,706)	(32,806)	(159,681)
0	Prudential Borrowing	0	(4,818)	(15,295)	(22,974)	0	(43,087)
(9,767)	Capital Receipts	(29,620)	(24,472)	(27,562)	(15,353)	(15,917)	(112,924)
(14,087)	Revenue and Reserves	(15,244)	(4,070)	(3,200)	(6,251)	(9,569)	(38,334)
(49,484)	Housing Revenue Account Total	(79,737)	(63,040)	(76,673)	(76,284)	(58,292)	(354,026)

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR1: Long term commercial investments and major projects. BCC's long-term commercial investments and major projects may require greater than anticipated capital investment.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> The cost is higher than expected. The project is delivered later than planned. The operating and maintenance cost of the asset exceeds expectations. Strategic, geographic, social, financial and economic conditions changing over time. Oversight of Project Interdependencies not well managed. Insufficient in-house resources to progress major projects lead to missed opportunities to leverage third party investment. Failure to anticipate and secure investment and resources to deliver enabling works and infrastructure. 	<p>In July 2019 the Corporate Leadership Board (CLB) / Capital and Investment Board (CIB) were launched and meet on a monthly basis. They have an oversight and stewardship role for the delivery of the Capital Programme and capital investments.</p> <p>Some examples of recent key projects which were reviewed by CIB include Harbour Strategy, Cattlemarket Road, and Colston Hall.</p> <p>The Growth and Regeneration (G&R) Board meets monthly to continue to improve project, programme and portfolio risk management and to ensure robust arrangements are in place and there is challenge against deliverables.</p> <p>The G&R Board identified a number of Areas of Growth and Regeneration (AGR) across the City to enable place shaping and contribute to regeneration, affordable housing, community building and the financial sustainability of the Council. The AGR are regularly reviewed and re-prioritised by the G&R Board.</p>	↑	2	7	14	<p>The Growth and Regeneration Leadership Team undertook Capital Programme Workshops in August – October 2019 to review and re-prioritise the Capital Programme. This is reviewed on a monthly basis.</p> <p>Colston Hall - we continue to de-risk the building elements of the project. The roof structure has been removed and most of the demolition completed. During this process there have been a number of elements discovered that are of both of historic and archaeological importance. We are working with the relevant Statutory bodies, the Design Team and the Main Contractor to ascertain the best way of dealing with these issues and in due course we will be in a position to assess any effect on cost and/or programme timings.</p> <p>Harbour Strategy: Colleagues across Growth & Regeneration and Resources Directorates are working together to ensure we have a joined up approach to delivering a new Harbour Strategy. We are carrying out condition surveys on the docks walls to produce a future maintenance schedule as part of the BCC Asset Management Plan.</p> <p>Energy: Commissioning a strategic partner to deliver the ambitions as outlined in the City Leap prospectus.</p>	1	7	7
<p>Risk Owner: Executive Director Growth and Regeneration, Executive Director Resources and S151 Officer.</p>	<p>Action Owner: Executive Director Growth and Regeneration, Director Finance, Director Commercialisation and Citizens.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.</p>				

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>CRR3: Failure to Manage Asbestos. Failure to manage the asbestos management plan for properties.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Staff availability to carry out work plans in a safe way. Lack of appropriate training. Lack of oversight and control by local management. Lack of information on the potential or known risks. Inadequate contract management arrangements. Lack of effective processes and systems consistently being applied. Policies are not kept up to date. Budget pressures. 	<p>An action plan is in place within Housing department. The plan is being governed on a regular basis by the Health, Safety and Wellbeing Team.</p> <p>Progress has been made to raise the risk profile of asbestos amongst managers and operatives, introduction of more robust strategies for managing staff and contractors, asbestos good working practice is also regularly communicated.</p> <p>Staff and operatives have attended asbestos training.</p> <p>A management directive has been made this training a mandatory requirement for staff at every level with Housing and Landlord Services.</p> <p>Properties are surveyed prior to any work being undertaken by Asbestos Consultants plus an ongoing programme of surveys is being carried out.</p> <p>Asbestos incidents are investigated in-house and appropriate actions taken.</p> <p>Property Services have improved the contract management arrangements with MSS, the surveyor to ensure that all inspections are carried out according to required timescales.</p> <p>A new dedicated safety Team based within Housing and Landlord Services has been created.</p> <p>Property CHASM project is underway, to ensure all premises report on compliance.</p>	↔	2	7	14	<p>The structure of the new team is currently being formulated by the newly appointed Construction Safety Manager.</p> <p>The terms of reference for the new Team are being developed, it is envisaged that the team will take working responsibility for the Keystone asbestos management software and for leading other asbestos improvement strategies. Jan 2020.</p> <p>We are holding regular 'Asbestos working group' meetings to progress the management of Asbestos across the authority. Ongoing.</p> <p>Now that progress has been made with the plan, a second detailed review will be carried out by the Safety Health and Wellbeing Team and the Construction Health and Safety Manager to reassess the effectiveness of all action that has been taken to date and to ensure the Asbestos Management arrangements are continually improving. Jan 2020.</p> <p>Mandatory asbestos staff training within Housing and Landlord Services is in progress.</p>	1	7	7
<p>Risk Owner: Head of Paid Service and Corporate Leadership Board (CLB) / Director HR, Workforce and Organisational Design.</p>	<p>Action Owner: Director of Commercialisation and Citizens (for Corporate Estate) and Director of Housing and Landlord Services (for Social Housing).</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR4: Corporate Health, Safety and Wellbeing.</p> <p>If the City Council does not meet its wide range of Health & Safety requirements then there could be a risk to the safety of employees, visitors, contractors, citizens and BCC corporate body.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • If services do not have sufficient staff numbers to carry out work plans in a safe way. • If services are not able to order appropriate equipment required for staff safety. • Lack of appropriate equipment. • Lack of appropriate training. • Lack of oversight and control by local management. • Lack of information on the potential or known risks. • Inadequate contract management arrangements. • Lack of effective processes and systems consistently being applied • Policies are not kept up to date. 	<p>The Corporate Safety, Health & Wellbeing (SH&W) team support the council and provide advice and guidance. The Corporate Policy Statement, service specific policies, procedures and systems of work/safety arrangements are in place and routinely reviewed.</p> <p>BCC has a Corporate Health and Safety Management System (CHaSMS) to identify and monitor hazards, risks and appropriate actions. Each manager (with staff and /or premises responsibilities) has an action plan which is completed on a quarterly basis. Once completed the HS&W team check the returns and give relevant feedback to the individual Managers and report the overall results to Senior Management/EDM and develop appropriate action plans.</p> <p>BCC has a comprehensive programme of e-learning and personal face to face course delivery available to all directors, managers, staff and members.</p> <p>There is a corporate accident/incident reporting procedure. The Corporate Safety Information System is in place to share with staff details of addresses which due to potential violence & aggression or police notification are considered to present risks.</p> <p>Benchmarking and annual reports are provided to BCC along with the annual performance report.</p> <p>All contracts set up with external providers include a check of their relevant Health and Safety competency.</p> <p>The council's audit programme monitors compliance with statutory duty and best practices.</p> <p>We have reviewed the Health and Safety Management arrangements and developed a (project) service development and improvement plan.</p>	↔	2	7	14	<p>A revised electronic accident/incident local reporting database is being developed; approval will be required by the Project Board. Target date April 2020.</p> <p>The Project plan and work streams are being implemented to improve all elements of the health and safety management system. This plan is being governed quarterly by Statutory and Policy Board. Ongoing.</p> <p>All policies and procedures are being reviewed and refreshed. Target date April 2020.</p> <p>CHASMs will be expanded to include a greater focus on property risk, with a new arrangement for those "persons in charge" for reporting and discussing premises risks. Target date May 2020.</p> <p>A review of training is being undertaken. Linked to CHASM review by April 2020.</p> <p>Arrangements for controlling risks of Hand Arm Vibration, Noise and respiratory sensitizers will be carried out, with a supporting Occupational Health Surveillance programme where required. Programme started – ongoing.</p> <p>A refreshed focus on wellbeing and health is in progress with a plan in place within the project Improvement Plan to focus on mental health. Work has started and is ongoing.</p> <p>Time to Change action plan scheduled for April 2020 which will be monitored. Started and ongoing.</p> <p>Improved collaboration between Safety, Health & Wellbeing, Risk and Insurance, Civil Contingencies (including Business Continuity), Procurement and Legal Services</p>	1	7	7
<p>Risk Owner: Head of Paid Service and Corporate Leadership Board (CLB).</p>	<p>Action Owner: Director of Workforce Change.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>	<p>Strategy Theme: Our Organisation.</p>						

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<p>CRR5: Business Continuity and Councils Service Resilience.</p> <p>If the council has a Business Continuity disruption and is unable to ensure the resilience of key BCC operations and business activities, then the impact of the event maybe increased with a greater impact on people and council Services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Strikes (People, Fuel). • Loss of key staff (communicable diseases and influenza epidemics). • Loss of suppliers. • Loss of accommodation to deliver key services. • Loss of equipment. • Any event which may cause major disruption. • Unavailability of IT and/or Telecoms. • Loss of staff/staff availability. • Knowledge loss. • Reduced chances of preventing/responding to incidents due to a lack of forward planning or investment. 	<p>The council's Corporate Resilience Group (CRG) is supported by directorate representatives who meet quarterly to oversee the council's Business Continuity arrangements / receive significant risks outside council's Control which are reflected on the Local Resilience Forum Community Risk Register (LRF).</p> <p>Policies and procedures are in place. The Business Continuity Policy communicated to relevant staff. The Incident Response Plan updated in December 2019.</p> <p>Service Business Continuity Plans undergo 'refreshing by services' annually.</p> <p>An Incident Management Team training session was carried out November 2019.</p> <p>A Senior Management on-call rota has been devised agreed and is regularly monitored.</p> <p>A successful annual Pandemic Flu-themed continuity exercise was held on 5 Nov 2019.</p> <p>CLB accepted growth bid for extra staff on Civil Protection Unit (CPU) team.</p> <p>A Business Continuity Coordinator has been recruited and in post since the beginning of December 2020 and will lead the February review of service BC Plans.</p>	↔	2	5	10	<p>The Business Continuity Policy and the Corporate Business Continuity Plan will be reviewed before the end of the financial year.</p> <p>Annual Service Continuity Plan reviews.</p> <p>Business Continuity refresher training - workshops held at 100TS and City Hall.</p> <p>A review of Service Level Business Continuity Plans will be carried out in early 2020. We are introducing a quality assurance approach for our business continuity plans to emphasise service accountability.</p> <p>The Businesses Continuity Working Group will be refreshed within the year and we are currently drafting a plan for future exercises to test different elements of BCC Business Continuity arrangements with partners.</p>	1	7	7
Risk Owner: Executive Director Growth and Regeneration / Head of Paid Service	Action Owner: Director Management of Place and Civil Protection Manager.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation, Wellbeing.						

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<p>CRR6: Fraud and Corruption.</p> <p>Failure to prevent or detect acts of significant fraud or corruption against the council from either internal or external sources.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Failure of management to implement a sound system of internal control and/or to demonstrate commitment to it at all times. • Not keeping up to date with developments in new areas of fraud. • Insufficient risk assessment of new emerging fraud issues. • Lack of clear management control of responsibility, authorities and / or delegation. • Lack of resources to undertake the depth of work required to minimise the risks of fraud / avoidance. • Under investment in fraud prevention and detection technology and resource. 	<p>A Policy is in place on anti-fraud, corruption and bribery and a Bribery and Corruption review has been completed which concluded that controls in the services most at risk of corruption are in place.</p> <p>The counter Fraud and Investigations team concentrates on areas of high fraud risk, investigates fraud promptly where suspected and sanctions appropriately.</p> <p>An accessible route to report suspected fraud is available to both the public and employees via a Whistleblowing Policy.</p> <p>We have been improving awareness of fraud and compliance through a process of reminders about ethics and conduct, fraud awareness training and other publicity, continual maintenance of Counter Fraud information on Web pages and monitoring and review of the effectiveness of the Counter Fraud Arrangements.</p> <p>Counter Fraud Performance is monitored by Audit Committee via the Annual and half yearly Counter Fraud Update, periodic Internal Audit Updates and the Annual review of arrangements against CIPFA Count Fraud Assessment Tool. Improvements are highlighted in an action plan which is monitored by Audit Committee.</p> <p>An initiative to provide an amnesty period for tenancy fraudsters to return keys to Council properties has been completed.</p> <p>We are monitoring fraud indicators (warning signs and fraud alerts) to ensure anti- fraud approach is correctly targeted and we regular meet with Legal services to ensure cases progress swiftly.</p> <p>Data sets submitted to National Fraud Initiative and output received for review.</p>	↔	3	5	15	<p>The Fraud Policy is currently being reviewed and updated.</p> <p>Work is underway with legal services to ensure maximum recovery with minimum resource. Analysis of how much 'recoverable' overpayment is actually 'recovered' is currently underway to ensure resources are targeted most effectively.</p> <p>By investing in specialist fraud prevention and detection software and utilising cross organisation data will minimise the council's exposure to fraud risk and aid early detection / prevention. Project to develop a New Fraud Case Management System and data hub is being considered. Ongoing exercises to establish proof of concept are under way.</p> <p>Council wide fraud and avoidance initiatives will continue on a rolling basis and include the following:</p> <ul style="list-style-type: none"> • NNDR Small Business Rate Relief • National Fraud Initiative • Personal Budgets • Bribery and Corruption Risk Assessment 	2	5	10
Risk Owner: Executive Director Resources and Director of Finance (S151 Officer).	Action Owner: Director of Finance and Chief Internal Auditor.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

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<p>CRR7: Cyber-Security.</p> <p>The Council's risk level in regards to Cyber-security is higher than should be expected.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Lack of investment in appropriate technologies. Reliance on in-house expertise, and self-assessments (PSN). Lack of formal approach to risk management (ISO27001). Historic lack of focus. 	<p>Budget provision for Cyber Security was allocated within the Future State Assessment Plan (FSA) as approved by Cabinet June 2018.</p> <p>Independent full security assessments were carried out November 2018.</p> <p>An Information Governance Board was established to provide oversight of information security and an escalation point to the Council's SIRO.</p> <p>Head of Information Assurance commenced in post September 2019.</p>	↔	3	7	21	<p>The Council is starting to use a SIRO checklist to capture and escalate cyber security risks.</p> <p>The Council is procuring an Information Security Management System which will review and enhance the Council's policies and strategies for information management. The Information Assurance Service is working closely with the Council's ICT Department to improve the approach to all aspects of Information Assurance (including adoption of ISO27001).</p> <p>The ITTP (formerly FSA Programme) currently has plans to implement technology platforms to move the Council from file storage to document storage platforms, increase team collaboration without use of email, implement file retention policies, introduce document marking and rights management, implement data classification and improve federated search across structured and unstructured data stores.</p> <p>The ITTP (formerly FSA Programme) will align with the new Information Assurance approach and the strategy set by the Council's SIRO.</p> <p>As well as technical controls, the Council continues to carry out regular Phishing attack exercises where we are sending emails to staff to see how users react to this type of Cyber Attack. Anyone clicking on links is directed towards targeted training.</p> <p>The Information Assurance and ICT team will continue to work together to support the SIRO to develop appropriate targeted training for all Council staff relating to cyber security.</p>	1	5	5
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Director, Digital Transformation.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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<p>CRR9: Safeguarding Vulnerable Children.</p> <p>The council fails to ensure that adequate safeguarding measures are in place, resulting in harm or death to a vulnerable child.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Failure to meet the requirements of the Children Act and associated legislation. Inadequate controls result in harm. Demand for services exceeds its capacity and capability. Increase in complex safeguarding risks, criminal exploitation, serious youth violence and gang affiliation. 	<p>The Keeping Bristol Safe Board provides independent scrutiny of children's safeguarding arrangements in the city and holds BCC and partner agencies to account. This includes delivery of Safer Communities and the Prevent Duty.</p> <p>BCC works with partners to effectively identify victims and perpetrators of extra-familial abuse including Child Sexual exploitation, Criminal Exploitation and Serious Violence, taking action to disrupt and protect.</p> <p>Bristol's published policies and procedures, comprehensive training and development and monthly professional supervision help ensure safe practice and adequate control of risks.</p> <p>Bristol has invested in an integrated localities and team around the school and family approach aimed at meeting the needs of children and families at the earliest point.</p> <p>Children and Families' Services invests in its workforce and provides career progression opportunities.</p> <p>Bristol has established Violence Reduction Unit focussing on prevention, disruption and recovery from serious youth violence and is working with the University of Bedfordshire to develop its approach to contextual safeguarding in the city.</p>	↔	2	7	14	<p>Information sharing and analysis to improve our ability to understand and respond to children at risk of criminal exploitation and going missing.</p> <p>In response to an identified and increasing risk of serious youth violence and criminal exploitation a multiagency plan is being implemented under the Serious Youth Violence Exec Group.</p> <p>Service Delivery Plans for 2020-21 set out further actions to mitigate risks identified and deliver on our ambitions for children and families.</p>	1	7	7
Risk Owner: Executive Director, People	Action Owner: Director Children's and Families Services.	Portfolio Flag: Children and Young People.			Strategy Theme: Our Organisation, Empowering and Caring, Wellbeing.				

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Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR10: Safeguarding Adults at Risk with Care and support needs.</p> <p>The council fails to ensure adequate safeguarding measures are in place, Adults at risk.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Adequacy of its controls. • Management and operational practices. • Demand for its services exceeded its capacity and capability. • Poor information sharing. • Lack of capacity or resources to deliver safe practice. • Failure to commission safe care for adults at risk. • Failure to meet the requirements of the “Prevent Duty” placed on Local Authorities. 	<p>The Adults Safeguarding Board has been reconstituted into the Keeping Bristol Safe Board which also includes responsibility for Children and Community Safety. The Board has senior executive representation and will ensure a strong focus on strategic matters of concern. The constitution for the Board has been confirmed and it will meet regularly and have oversight of safeguarding priorities.</p> <p>Safeguarding improvement plans are in place for Older People, Physical Disability and Disabled Children and the Capability framework for safeguarding and the Mental Capacity Act have been introduced. The Adult Change Programme ‘Better Lives’ Transforming Care Programme has been established to implement policy objectives of moving people into more suitable care settings.</p> <p>We have an active strategy in place to attract, recruit and retain social workers through a variety of routes with particular emphasis on experienced social workers. The Adult South West Recruitment and Retention Strategy has been drafted, the risks and costs identified. The strategy will be presented through the Decision Pathway. Regular strategies and campaigns support the recruitment and retention of high calibre social workers and managers, with competent agency social workers and managers used on temporary basis to fill vacancies.</p> <p>All key staff working with people directly at risk are trained in the essentials of safeguarding and BCC has an ongoing awareness-raising ‘Prevent’ training programme.</p> <p>Regular reporting on safeguarding is taking place quarterly for Directors and Cabinet Members, with an annual report for elected Members to allow for scrutiny of progress. The quality assurance framework and performance framework is routinely monitored and reported on.</p> <p>Focused work is being undertaken to address the backlog in safeguarding referrals and good progress has been made in bringing the number outstanding down to more manageable numbers.</p>	↔	2	7	14	<p>Social workers working with Multi-agency partners supporting Adults and elderly people to live safely within their families and communities.</p> <p>We are increasing capacity this year in the commissioning team to lead on monitoring quality in the care sector. Improving the quality services for those who need it and ensuring effective management oversight.</p> <p>It is planned to make a one off retention payment to all social workers as part of the council's retention policy. A wider review of the remuneration package for social workers is planned to improve recruitment and retention.</p> <p>Review of the Safeguarding Pathway.</p> <p>Transforming the Safeguarding Adults Board.</p> <p>Considering transformational approaches to home care re-commissioning that may offer a more flexible employment offer.</p> <p>Planning placed based approaches to include working with micro providers.</p>	1	7	7
Risk Owner: Executive Director, People	Action Owner: Director Adult Social Care.	Portfolio Flag: Adult Social Care.			Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.				

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<p>CRR12: Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur. (Civil Contingency and Resilience)</p> <p>If the City has a Major Incident, Contractor Failure or the council inadequately responds, then the impact of the event may be increased with a greater impact on people and businesses.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Critical services unprepared or have ineffective emergency and business continuity plans and associated activities. • Lack of resilience in the supply chain hampers effective response to incidents. • Lack of trained and available strategic staff. 	<p>BCC plays a leading role in the Avon and Somerset Local Resilience Forum (LRF), the multi-agency partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire. The Avon and Somerset works to the Avon and Somerset Community Risk Register.</p> <p>A system is in place for ongoing monitoring of severe weather events (SWIMS).</p> <p>Emergency planning training has been rolled and a multi-agency exercise is regularly conducted to test different elements of BCC emergency arrangements with partners. The most recent exercises being Day Two May 2018, Dark Zodiac April 2018, Saxon Resolve November 2017 and major COMAH training exercise in November 2018 (Operation Spitfire).</p> <p>A senior management on-call rota has been devised, agreed and is monitored. Emergency volunteers have been recruited to aid emergency responses. Duty rotas in other key service delivery areas (e.g. Housing and Social Care) are also in place.</p> <p>The Bristol Operations Centre capacity to support multi-agency operations has been tested.</p> <p>BCC took receipt the South West’s share of the National Emergency Mortuary Equipment in July 2018 and arrangements for establishing Flax Bourton Public Mortuary as a dedicated disaster mortuary are in place.</p> <p>A progress paper on Civil Contingency is scheduled to go to the Corporate Leadership Board in early 2020.</p> <p>Recruitment and training of additional Emergency Centre Managers and Emergency Volunteers is ongoing.</p> <p>A review and exercise of the COMAH (Control of Major Accident Hazards) Plan is complete.</p>	↔	2	7	14	<p>An ‘Introduction to Emergency Planning’ e-learning package is in progress.</p> <p>Emergency Planning College (EPC)-led Strategic Incident Management Training session was delivered to senior officers in November 2019.</p> <p>Voluntary agency capacity to support incidents has been reviewed by BCC through the LRF.</p> <p>Training for staff to support incident response and recovery (admin, logging, logistics and support to victims, survivors and evacuees) is ongoing.</p>	1	7	7
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation, Wellbeing.				

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<p>CRR13: Financial Framework and Medium Term Financial Plan (MTFP).</p> <p>Failure to be able to reasonably estimate and agree the financial 'envelope' available, both annually and in the medium-term and the council is unable to set a balanced budget.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Failure to achieve Business Rates income- appeals/general economic growth/loss of major sites (in budget setting). Economic uncertainty impact on locally generated revenues - business rates and housing growth, impacting on council tax, new homes bonus and business rate income. Brexit - the general uncertainty affecting the financial markets, levels of trade & investment. Governments spending review 2020. Inadequate budgeting & budgetary control/Financial Settlements & wider fiscal policy changes: <ul style="list-style-type: none"> The potential for new funding formulas such as fair funding, business rates retention to significantly reduce the government funding available to the council alongside possible increase in demand for council services. Embedding of the new national funding formula for schools and High Needs. Political failure to facilitate the setting of a lawful budget. Unable to agree a deliverable programme of propositions that enable the required savings to be achieved. Inefficient reserves to mitigate risks and liabilities and provide resilience. Rising inflation could lead to increased cost. Judicial review. 	<p>BCC manages its financial risks through a range of controls including budget preparation, budget setting and a Budget Accountability Framework. Roles and responsibilities for managing, monitoring and forecasting income and expenditure against approved budgets have been updated.</p> <p>The council has developed a strong rolling Medium-term financial planning process to enable the strategic objectives and the statutory duties are met. We are working to ensure a rigorous structure exists to oversee the budgetary control process from budget setting through to monitoring, oversight and scrutiny including:</p> <ul style="list-style-type: none"> The maintaining of the evolving financial model that reflects in a timely manner changes in national and local assumptions. The level of reserves and balances are regularly reviewed to ensure that account is taken of any financial/economic risk and the adequacy of general reserves is determined as part of this exercise. Financial Regulations and Financial Scheme of Delegation is in place. Regular in-year monitoring and reporting, review of future financial plans and assessment of financial risks and reserves are undertaken to ensure the financial plans are delivered. Changes to savings in year are monitored by delivery executive. <p>Restructured the finance team and planned skills development remains a key priority which will include commercial and business acumen. This will be an ongoing and aligned with professional development.</p> <p>Ensuring that Bristol City Council is engaged with or receiving timely feedback from the range of Government working groups exploring future local funding.</p> <p>Refreshed of the MTFP and Capital Strategy and expanded our model to take in a longer term view.</p>	↔	2	5	10	<p>A review will be ongoing to identify a programme of propositions that exceed the forecasted budget gap to provide members with options and headroom for variations in financial estimates.</p> <p>2020 Budget presented to Cabinet to consider and recommend to Full Council for approval Feb 2020.</p> <p>CIPFA Financial Management Code for Local Authorities has been released for full implementation from April 2021 which will have some additional requirements for the Council's financial management and governance of which we will seek to begin some implement measures in shadow form from April 2020.</p>	1	5	5
Risk Owner: S151 Officer and Director of Finance.	Action Owner: Section 151 Officer, Executive Director Resources and Director of Finance.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

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<p>CRR15: Financial Deficit.</p> <p>The council's financial position goes into significant deficit in the current year resulting in reserves (actual or projected) being less than the minimum specified by the council's reserves policy.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> A failure to appropriately plan and deliver savings. Unscheduled loss of material income streams. Increase in demography, demand and costs for key council services. The inability to generate the minimum anticipated level of capital receipts. Insufficient reserves to facilitate short term mitigations, risks and liabilities. Interest rate volatility impacting on the council's debt costs. Impairments in our commercial Investments are realised. 	<p>BCC's Financial framework ensures that we have in place sound arrangements for financial planning, management, monitoring and reporting through to Corporate Leadership Team and Cabinet.</p> <p>The ongoing review and due diligence of all budget savings by Delivery Executive, Corporate Leadership Board and the Executive continues to be captured and monitored in the reports to Cabinet.</p> <p>We refreshed the Policy and Budget Framework and provided greater clarity in relation to the approval process for supplementary funding both capital and revenue.</p> <p>We have continual oversight and ongoing management of the council's financial risks and deep dives in areas reported of non-containable pressures.</p> <p>Regular reviews have been undertaken on the level and appropriateness of the earmarked reserves and where redirections have been south reported to Cabinet.</p>	↔	2	5	10	<p>Recovery plans are being fully assessed and requirements for any supplementary estimates will be incorporate into the period 8 monitoring reports and ongoing pressures and growth captured in the 2020/21 Budget report.</p> <p>Ensuring engagement at local, regional and national level in round table and working groups to keep abreast the spending review (now scheduled for 2020), Business Rates retention and new funding formulas for Local Government. To ensure funding for Bristol is maximised and impact of changes are fed into our long term financial planning and strategic planning.</p> <p>Ensure that there are sufficient reserves available to provide the Council with some resilience to material variations in spend forecasting and economic shocks.</p> <p>We will carry out frequent re-assessment of service delivery risks and opportunities and risk and other reserves.</p>	1	5	5
Risk Owner: S151 Officer and Director of Finance.	Action Owner: Section 151 Officer, Executive Director Resources and Director of Finance.	Portfolio Flag: Finance, Governance and Performance.	Strategy Theme: Our Organisation.						

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR18: The risk of failing to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes, of which 800 are affordable, per annum by 2020.</p> <p>Strategies and delivery models designed to further stimulate growth in the housing market and deliver diversity of the housing offer across the city prove to be ineffective and do not attract and retain economically active residents.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Not enough planning applications submitted. • Not enough permission granted. • Inability of the housebuilding industry to deliver at this level. • Increased uncertainty in the market due to Brexit. • Lack of capacity within the council's delivery system and the local market. • Insufficient housing land identified in planning documents. 	<p>Secured planning permissions.</p> <p>Secured additional grant funding for infrastructure.</p> <p>Releasing land.</p> <p>Issuing grants to Registered Providers (RPs).</p> <p>Established Local Housing Company (Goram Homes).</p> <p>Secured funding from Homes England under HIF and Accelerated Construction and Community Development in order to release further housing land.</p> <p>Established a grant funding programme to subsidise the delivery of affordable homes.</p> <p>Introduced the Affordable Housing Practice Note.</p> <p>Working collaboratively with Homes England to maximise subsidy in schemes to provide as much affordable housing as possible.</p> <p>Requiring a minimum of 30% affordable housing on land released by the Council.</p>	↔	2	5	10	<p>We are addressing all areas of provision including: Community Led Housing (CLH), Registered Providers (RPs) and Direct Delivery, (New Council Homes).</p> <p>We are carrying out a Service Review of the Housing Delivery Team.</p> <p>Significant land release programme to Registered Partners (RPs).</p> <p>We are looking at opportunities to fund the acquisition of additional units in developments on site.</p> <p>External funding bids have been made to secure infrastructure funding to accelerate delivery.</p> <p>Revised the Affordable Housing Grant Funding Policy to ensure it is relevant and assist the delivery of new affordable homes.</p> <p>Working Closely with Homes England to ensure additional subsidy is secured</p> <p>Identifying opportunities to acquire additional affordable homes off the shelf.</p> <p>We are monitoring performance closely.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Development of Place.	Portfolio Flag: Housing.			Strategy Theme: Fair and Inclusive.				

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
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<p>CRR19: Tree Management.</p> <p>Risk of trees and tree limbs falling and causing harm to people or property due to unfavourable weather conditions and tree diseases.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • The Council has 100,000 trees. Severe weather conditions and / or disease can leads to tree failure. • Lack of maintenance of trees can result in tree failure. • Some council trees are not being managed or inspected, increasing the chance of failure. 	<p>Analysis of all trees is the main task and this takes time to complete.</p> <p>Analysis work on trees is underway by the tree team and Desktop mapping is complete.</p> <p>Cabinet report in June2019 was agreed including re-procuring the tree management contract to create additional capacity to manage all off the councils trees. The cost of this will be covered by the departments on whose land the trees are situated - more finance work is needed on this.</p>	↔	3	5	15	<p>Analysis continues on trees potentially at risk. Desktop mapping is completed and trees will need to be assessed.</p> <p>Contract has been extended for tree maintenance</p> <p>Budget for 18/19 has been protected. Budget for 19/20 is available to continue tree analysis and maintain trees on the existing contract.</p> <p>Additional resource being recruited to undertake the work.</p> <p>New tree management contract going through procurement process.</p>	1	5	5
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

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<p>CRR21: General Data Protection Regulation (GDPR) compliance.</p> <p>If the Council fails to maintain a defensible and compliant response to the Data Protection Act 2018 and General Data Protection Regulation (GDPR) then it will fail to fully comply with its statutory requirements.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Failure to invest in the required systems, equipment and posts required to implement these regulations. Failure to adequately train staff in the requirements of the regulations. Lack of resource (capacity or expertise) to manage Subject Access Requests. 	<p>A Steering Group and Working Group is in place and regular reports continue to be provided to Executive Directors Meetings (EDM's) to ensure that the high-level of engagement and buy-in across all levels of the organisation is maintained.</p> <p>Improved data breach reporting for EDM's.</p> <p>Guidance on GDPR compliance and breach reporting has been published on the Council's intranet (Source).</p> <p>Improved PIA process and PIA register.</p> <p>Business Continuity plan produced and updated to reflect new IG Service.</p> <p>The Council provides e-learning training for new starters on data protection.</p> <p>Data protection staff have attended training courses to maintain up to date knowledge and expertise.</p>	↔	2	5	10	<p>Continuing delivery of prioritised objectives to embed GDPR compliance in this quarter we are working on:</p> <ul style="list-style-type: none"> New starters induction and awareness training. Training for offline staff. Reviewing procurement templates. Reviewing data protection policies. Progressing the business case for a privacy management system (with Head of Service and Director). Implementing a case management system. Team training plan. Targeted training for data protection champions within the Council. The purchase of a privacy management system is being considered as part of service and budget planning for 2020/21. 	2	3	6
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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<p>CRR22: Partnerships Governance</p> <p>If the council does not maximise (or cannot quantify) the benefits of partnership working and/or experiences negative or counter-productive results may arise from partnership working.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Failure to establish and/or manage contracts, Service Level Agreements and/or Terms of Reference in relation to partnerships. Not maintaining a central register of partnerships, membership, governance arrangements and performance measures. No identified lead officer to progress development of partnership working as in proposals presented to the Audit Committee in April 2016. Outdated partnership policy and toolkit (last iteration 2010). A broad range of partnerships with variable degrees of formality. 	<p>BCC has close involvement of Elected Mayor and Members in key partnerships. Regular review and evaluation of the current position by CLB.</p> <p>BCC has mechanisms in place for regular dialogue including formal partnerships.</p> <p>The role of Director: Policy and Strategy has been expanded to include oversight of partnerships and a permanent appointment to this post has been made.</p> <p>A refreshed Partnerships Policy has been drafted and iterated in consultation with relevant business partners. (June-Dec 2019).</p> <p>Scoping and reviewing the need for Commercial Training for relevant managers as part of Procurement and Commercial Strategy.</p> <p>Created a central partnership register.</p>	↑	2	3	6	<p>We are reviewing and refreshing the Partnership Policy and Toolkit.</p> <p>Creating a template Terms of Reference and porting existing Terms of reference to it where required.</p>	2	3	6
Risk Owner: Head of Paid Service.	Action Owner: Head of Policy and Public Affairs	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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<p>CRR23: Better Lives Programme.</p> <p>Failure to deliver the required outcomes and savings from the Better Lives Programme, whilst delivering against our statutory duties and maintaining quality services.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> Increased demand and complexity of Service Users' needs. The Provider Market is unable to meet needs in the required way and/or we suffer relationship breakdown. Other Directorates within the organisation are unable to support the Programme in the way required. Statutory requirements of Adult Social Care (ASC) mean resources have to be diverted away from Programme activity. Changes to the priorities of the wider health system and/or the National context, requires us to divert resources/focus away from the Programme's objectives. 	<p>Programme Board in place that meets monthly with representation from Executive Directors, cabinet member for Adults and NHS and has a key governance role for the Programme in terms of managing risk. Risks and issues are shared and actions and decisions arising are minuted and logged. The Programme Senior Responsible Officer (SRO) flags up risks and issues at key internal governance meetings e.g. People EDM, Statutory & Policy Board.</p> <p>A Trajectory management approach tracks key performance metrics across all areas which are shared with Programme Board, ASC DMT and People to identify risks, dependencies and alter priorities accordingly.</p> <p>Key interventions to improve Provider Market's ability to respond to changing requirements and needs e.g. Bristol Price introduced for residential and nursing care and unit cost for Home Care.</p> <p>Working closely with wider Council partners where there are dependencies e.g. Change Services, Housing, Communities, Information Communication Technology (ICT) and Procurement colleagues as well as external partners including NHS where there is direct impact between services.</p> <p>All workstreams focussing on practice which ensure we are meeting statutory requirements and that people receive the correct care and support, including a Reviews workstream.</p> <p>Interventions that are impacting new demand and enabling individuals to maximise their independence e.g. the introduction of the Bristol Price; increased capacity and investment in Home Care; increased capacity in the Reablement Service; Introduced a new Home First Service and a new Technology Enabled Care offer.</p>	↔	2	7	14	<p>Current phase of programme includes activities to deliver further changes which are required around Older People's services and an increased focus on Adults of Working Age and Preparing for Adulthood and Preparing for Adulthood.</p> <p>Provider reviews to ensure that people are receiving the right care and support and freeing up capacity in the Market is now embedded into business as usual.</p> <p>New technology and ways of working to our Home First and Reablement teams in place and continue to increase the capacity of the Reablement service to the required level.</p> <p>Introducing a further rate increase for Home Care.</p> <p>Embedding the new Pathway to Independence service.</p> <p>Safeguarding Pathway review to ensure greater efficiency and response to Safeguarding Alerts.</p> <p>Opening two new Extra Care Housing sites in the City each with 60 units with BCC nomination rights (120 units in total). Also new 'First Home' provision for young adults (Preparing for Adulthood) March 20.</p>	1	7	7
Risk Owner: Executive Director, People	Action Owner: Director Adult Social Care.	Portfolio Flag: Adult Social Care.			Strategy Theme: Our Organisation, Empowering others and Caring, Fair and Inclusive, Well connected, Wellbeing.				

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<p>CRR24: Procurement and Contract Management Compliance</p> <p>Failure to ensure that BCC:</p> <ul style="list-style-type: none"> Achieves value for money when purchasing goods and services. Complies with legislation (including the risk of legal challenge), quality and cost. Meets social value requirements for contract awards. Ensure orders for goods / services are efficiently placed and observes agreed terms. BCC do not take into account long term view with regards to TCO (Total Cost of Ownership) & Life Cycle Costs. High incidence of non-contracted spends. <p>Key potential causes are:</p> <ul style="list-style-type: none"> Poor / weak pre procurement forward planning and tender specifications. Over reliance and inappropriate use of waivers. Ineffective Supply chain and market engagement. Poor / weak contract monitoring. Supplier failure and missed opportunities of warning signs. 	<p>The Procurement Service has been subject to a number of changes to the Procurement service which includes the following:</p> <ul style="list-style-type: none"> Combined the "Procurement Service" and CSRM under one service area as the new Strategic Procurement and Supplier Relations Service. Alignment of resources at Senior Management to enable direction of resources across Category Areas, Governance and Contract Management. Overhauled the Procurement Rules endorsed by Full Council in December 2019 and the streamlined the procurement process in line with Officer Delegated Authority providing greater empowerment and accountability. Related Audit report recommendations captured and plans established to address identified issues. Procurement resources engaged from inception on a number of key strategic projects e.g. City Leap and engagement on the service planning of the Service in the Council's Service Planning Process. 	↔	3	5	15	<p>A Service improvement plan is being developed to address some of the issues outlined in Internal Audit reports.</p> <p>Additional resources capacity being considered for Contract Management and service delivery.</p> <p>Strengthen the reporting to CLB / statutory policy board on areas of compliance, procurement rules and PFI reporting</p>	3	3	9
Risk Owner: Section 151 Officer, Executive Director Resources.	Action Owner: Director Finance (Section 151 Officer).	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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<p>CRR25: Suitability of Line of Business (LOB) systems</p> <p>The Councils reliance on legacy systems.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Lack of desire to change; systems. • Significant transition activity leads to systems being expensive/complex to change. • Lack of understanding of consequences of not changing systems on ICT. • Lack of adherence to Procurement rules in relation to re-procurements. 	<p>IT Services continue to highlight risks and shortcomings with systems (in an informal manner) to Heads of Service and Senior Leadership whilst the on-going formal review continues. We continue to work with Information Assurance colleagues in regards to those systems which may perpetuate a Cyber Security or Information Management risk.</p>	↔	4	5	20	<p>Planning for the roll out Windows 10, ICT are undertaking a review of the Council’s application portfolio to check compatibility with the new operating system. This has resulted in a widening of the review to look at a number of other aspects, such as cost, contract status, security and whether the functionality could be delivered through other products/solutions.</p> <p>We will continue to assess functionality and compatibility of LOS systems as part of the roll out of Windows 10. This will continue through to mid-2020.</p> <p>It is the intention of ITTP to produce a report against the Council’s line of business review which places the applications into groups which can be considered by stakeholders for replacement/removal/upgrade.</p>	2	5	10
<p>Risk Owner: Senior Information Risk Owner (SIRO) for Cyber Security. Service Areas for BCP/DR.</p>	<p>Action Owner: Director, Digital Transformation.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

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Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR26: ICT Resilience</p> <p>The Councils ability to deliver critical and key services in the event of ICT outages, and be able to recover in the event of system and/or data loss.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Poor BCP planning and understanding of key system architecture. • Untested DR arrangements including data recovery. • Untested network reconfiguration to alleviate key location outage. • Untested recovery schedules in terms of order and instructions. • Lack of resilience available for legacy systems (single points of failure – people and technology). • Services undertaking their own IT arrangements outside of the corporate approach. 	<p>Resilience has been implemented within the Corporate Network to ensure that the network remains active and available in the event of a building becoming unavailable or a circuit being interrupted. Work to date.</p> <p>Backups are held within, and external, to the corporate network to ensure availability. Work to date.</p> <p>The IT Transformation Programme has the movement to more resilient hosting as part of a core deliverable. Utilising cloud hosting improves resilience and recovery and enables access to key systems from outside of the corporate network, and if necessary, from non-corporate devices.</p> <p>The ITTP includes the review of future DR arrangements with the move to cloud for most services, and a move to crown hosting for remaining, servers.</p> <p>The ITTP includes work to aid with the survivability and recovery of Cyber Security Incidents which will aid the resilience of key Council systems.</p>	↔	2	7	14	<p>The Council has a contract with a third party to provide DR capability. The Council is working to undertake a full end- to- end test of the services it procures however, this has been challenging. The Council continues to engage with the third party supplier and have recently received a quote to undertake a full DR test, which is under review.</p> <p>The small scale tests undertaken to date have taken far longer and have been more complex than was envisaged. This has reduced confidence in the ICT service.</p> <p>It is our intention to undertake a full DR test on an annual basis. However, as the small scale tests have been problematic, this has not been possible to date.</p> <p>As part of the project to replace the Council’s on premise SAN, the Council is improving the resilience of hosted services by extending our replication of data. Our on-going move of service to Cloud infrastructure will reduce the Council’s risk profile over time.</p>	2	5	10
<p>Risk Owner: Head of Paid Service and Service Area Leads.</p>	<p>Action Owner: Director, Digital Transformation.</p>	<p>Portfolio Flag: Finance, Governance and Performance.</p>			<p>Strategy Theme: Our Organisation.</p>				

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
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<p>CRR27: Capital Transport Programme Delivery</p> <p>Management of the overall transport capital programme is key to ensuring we deliver against mayoral priorities in the most cost and time efficient way possible. Failure to do so negatively impacts the council's reputation and finances and makes the council less likely to reduce congestion, air pollution and inequality.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Overspend on individual schemes leading to uncontainable cost pressures. • Underspend on annual profile. • Lack of coordination and programme management across divisions. 	<p>Transport Programme Team and Delivery Board established.</p> <p>Shared paperwork and highlight reporting process initiated.</p> <p>Regular briefings and reporting to senior management and cabinet members.</p> <p>5 year capital programme mapping process underway.</p>	↑	3	3	9	<p>Working with Transport Planning Team (TPT) and other managers to develop systems further engaging with Directors of Economy of Place and Management of Place, to develop proposals for overall improved management of capital programme and recruitment of appropriate resource levels.</p> <p>We continuing to develop Transport Planning Team (TPT), Transport Development Board (TDB) and highlight report processes which are governed by the Growth and Regeneration (G&R) Board (monthly meeting).</p> <p>5 Year mapping ongoing, 19/20 programme mapped and ongoing.</p> <p>We continuing to develop Transport Planning Team (TPT), Transport Development Board (TDB) and highlight report processes which are governed by the Growth and Regeneration (G&R) Board (monthly meeting).</p>	2	3	6
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Economy of Place.	Portfolio Flag: Communities.			Strategy Theme: Our Organisation, Wellbeing.				

Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR29: Information Security Management System (ISMS)</p> <p>There is a risk that if the council does not have an Information Security Management System then it will not be able to effectively manage Information Security risks.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Ineffective Information Security Management System, inadequate resources to create and maintain an ISMS, management buy in and support to operate an ISMS 	<p>We have worked with Information Governance Board (IGB) and ICT on introducing and/or designing an ISMS aligned to ISO 27001.</p> <p>The Information Assurance Team have started a procurement process to design and deliver a new information security management system.</p>	↔	4	5	20	<p>Information Assurance are continuing to work with ICT and IGB on implementing an Information Security Management System.</p>	1	5	5
Risk Owner: Senior Information Risk Owner (SIRO).	Action Owner: Senior Information Risk Owner (SIRO) and Statutory Data Protection Officer (SDPO).	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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Corporate Risk Register as at December 2019 – Threat Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>CRR30: Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone) Communication/engagement with stakeholders does not result in sufficient behavioural change.</p> <p>We are unable to deliver actions committed to by Mayor in the wider Clean Air Plan (excluding Traffic Clean Air Zone) - which is addressed in Management of Place service area.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Staff capacity. • Procurement risks. • Lack of resources. • Unable to secure political agreement. • Unable to secure stakeholder buy in in the time available. 	<p>Measures have been developed and will form part of the Clean Air Plan. Mayors Speech June 2019 announced some of these as policy commitments (Mayors Office).</p> <p>Officers undertake initial works and the Mayor's Report was presented to Full Council 17th July 2019.</p> <p>Officers are working on the plan. Staff and consultancy resources are in place.</p> <p>Stakeholder engagement plan is in place and being implemented. Timetable remains very challenging.</p> <p>Mayor led Environment Sustainability Board being set up to oversee Climate Plan. 1st Meeting 10th July 2019.</p> <p>A proposal to allocate £250k of reserves has been approved by G&R EDM and CLB, and has now been approved by Cabinet.</p>	↑	2	5	10	<p>Measures have been finalised and implementation plans are being developed.</p> <p>Staff being allocated to complete the work.</p> <p>Commissioning consultants have been engage to help develop the Bristol Climate Strategy.</p> <p>Engagement plan with stakeholders is being implemented.</p>	1	3	3
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Climate Change & Sustainable City Manager	Portfolio Flag: Strategic Planning and City Design			Strategy Theme: Wellbeing				

Corporate Risk Register as at December 2019 – Opportunity Risks to the achievement of Bristol City Councils Objectives.									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
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<p>OPP1: One City Approach</p> <p>The One City Approach will offer a new way to plan strategically with partners as part of a wider city system.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Mayoral aspiration and widespread partner sign-up to the principle. • Work to date has produced outline plan and engaged partners in the long-term vision and necessary work to complete the plan. 	<p>We have Launched the One City Plan v1 in January 2019.</p> <p>We have funded the core City Office staff team for 2019/20 (April 2019).</p> <p>We appointed to the Head of City Office role, 2x Operational and Stakeholder Engagement Managers, a SDG Coordinator and a sequence of interns, work experience and external offers of resourcing to support the initiatives.</p> <p>We have established all One City Boards.</p> <p>We have agreed the top three priority One City projects for 19/20 and are actively supporting these.</p> <p>Aligned internal resourcing for One City Plan development with our review of Partnership Policy (see CRR21) to ensure a joined-up approach.</p> <p>Established the leadership framework with a regular meeting pulse and associated governance mechanisms.</p>	↔	3	7	21	<p>Have implemented the citywide governance structure including establishing the Economy Board, Environment Board and the associated city Climate Advisory Committee. All boards have now met and are refreshing their contributions to the One City Plan.</p> <p>The City Office has engaged a sponsorship expert to scope potential opportunities for future funding. Project activity will also be supported by the 100,000 Euros awarded to One City as a prize-winner for European Capital of Innovation.</p> <p>Producing One City Plan for v2 in January 2020.</p>	4	7	28
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Mayor.			Strategy Theme: Our Organisation.				

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<p>OPP2: Corporate Strategy</p> <p>The approved Corporate Strategy presents an opportunity to fundamentally refresh and strengthen our business planning, leadership and performance frameworks.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> • Approved Corporate Strategy provides the foundation and direction for the organisation. 	<p>We have approved and adopted the Corporate Strategy, Business Plan 18/19 and Performance Framework 18/19 through appropriate Decision Pathways.</p> <p>Re-launched and completed 'My Performance' reviews for all colleagues including annual objective setting linked to the Corporate Strategy and Business Plan 18/19.</p> <p>Designed and launched an integrated business planning approach for 2019/20, linking financial planning, service planning, Risk Management and performance management more closely and from an earlier starting point.</p> <p>The LGA Corporate Peer Challenge completed, providing fresh learning opportunities to improve our approach.</p> <p>Leadership Framework introduced and senior management posts recruited against it.</p>	↔	4	7	28	<p>Running an integrated business planning approach for 2020/21, linking financial planning, and service planning and performance management more closely and from an earlier starting point.</p> <p>Following up roll-out of iTrent for performance.</p>	4	7	28
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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<p>OPP3: Devolution</p> <p>Should the potential arise for opportunities from a region’s devolving, second devolution deal that could lead to an opportunity to align the Council’s corporate priorities and strengthen regional partnership working.</p> <p>Key potential causes:</p> <ul style="list-style-type: none"> Potential development of second devolution deal. 	<p>We have continued engagement with WECA; but with recognition that focus has been placed more on a proposed housing fund. The national uncertainty around long term government funding and approach has decreased the opportunity slightly (Q1 19/20), but this has recovered given the opportunity around a potential 'powerhouse' for the West of Britain, which has early positive momentum. (Q2 19/20)</p> <p>We have commissioned work to investigate the potential for a Western Powerhouse, a cross-border, cross-sector partnership akin to the Northern Powerhouse or Midlands Engine.</p> <p>We worked with partners to establish a cross-border economic powerhouse for western England and south Wales, the Western Gateway, an entity similar to the well-established Northern Powerhouse.</p>	↔	3	5	15	<p>We will continue to engage with WECA at strategic level.</p> <p>We will continue to engage with HM Government following suggestion that more devolution opportunities may be available following Brexit, including specific spending review asks and engagement on the Western Powerhouse proposal.</p> <p>We are establishing a Secretariat for the proposed western powerhouse and will continue to engage partners and HM Government on this project.</p>	3	7	21
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

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			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>OPP4: Brexit.</p> <p>If exiting the European Union provides benefits, such as increased domestic concentration of power, this may lead to opportunities for this to be harnessed at a local or regional level.</p> <p>Key potential causes for enhancing and exploiting:</p> <ul style="list-style-type: none"> Exiting the European Union. 	<p>Undertaken an internal assessment of threat and opportunities following an externally-provided workshop, publishing our No Deal Scenario Assessment and updated it in Q2 2019.</p> <p>Established a city Brexit Response Group and met since 2016.</p> <p>Met Michel Barnier in Brussels with the Core Cities.</p> <p>Been monitoring the environment; including news of threats from large local employers of leaving UK.</p> <p>Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy.</p> <p>Participating in MHCLG events and national working group of local authority representatives.</p> <p>We continue to work with Core Cities and M8 leaders on concerted joint efforts.</p> <p>We have formed a Brexit Project Board for internal preparedness and provided fortnightly updates to all Members on preparedness work.</p> <p>We have agreed terms of reference for a Brexit Coordination Group to manage daily operations in the event of a No Deal exit.</p>	↔	1	5	5	<p>We are monitoring the issue on an ongoing basis. We have further meetings of Bristol Brexit Response Group and Brexit Project Board.</p> <p>Continued monitoring of external environment and government relations.</p> <p>Promoting a potential powerhouse for the West of Britain as a post-Brexit opportunity to invest in the region and city.</p>	1	5	5
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Key External Risk and Civil Contingency Risks to note - Flooding and Brexit

Corporate Risk Register as at December 2019 - External and Civil Contingency Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC2: Brexit</p> <p>The risk that Brexit (and any resulting 'deal' or 'no deal') will impact the local economy, local funding and delivery of council services, and that uncertainty around Brexit could impact our ability to accurately assess or plan for potential positive or negative outcomes.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Exiting the European Union. • Lack of agreed Trade Deal and/or a defined permanent future relationship with the EU. • Unprecedented and complex national / international process. • Lack of planning by the authority. 	<p>We have established and operated a city-wide Bristol Brexit Response Group.</p> <p>Working with Core Cities and M8 leaders on concerted joint efforts, including meeting Michel Barnier.</p> <p>Collaborated on draft Inclusive Economic Growth Strategy and Local Industrial Strategy.</p> <p>Developed a BCC Brexit No Deal Scenario Assessment to inform action planning, then refreshed it in Q2 19/20.</p> <p>Participation in MHCLG events and national working group of local authority representatives.</p> <p>Formed Brexit Project Board to take forward preparedness actions and met consistently to drive progress.</p> <p>Agreed funding for key areas for mitigation work.</p> <p>Established TOR for a Brexit Coordination Group to manage daily activity in a No Deal scenario (Jan 2019) and tested (Mar 2019).</p> <p>Established regular meeting of Brexit Lead Officers from neighbouring authorities and WECA to share approaches and best practice. (Sep 19).</p>	↑	2	7	14	<p>Continue to implement actions identified through No Deal Brexit Scenario Assessment as required. Ongoing.</p> <p>Continued internal Brexit Project Board to oversee BCC preparedness and respond with agility to changing circumstances. Ongoing.</p> <p>Continued monitoring of external environment and government relations. Ongoing.</p> <p>Continue engagement with all relevant government departments and partners to ensure sectoral/organisation risks are communicated and mitigations proactively suggested. Ongoing.</p> <p>Continue to meet with neighbouring Brexit Lead Officers and plan further actions together, including shared initiatives.</p> <p>Taking forward a range of actions set by Brexit Project Board. Ongoing.</p>	2	5	10
Risk Owner: Head of Paid Service.	Action Owner: Director Policy, Strategy and Partnerships.	Portfolio Flag: Finance, Governance and Performance.			Strategy Theme: Our Organisation.				

Corporate Risk Register as at December 2019 - External and Civil Contingency Risks									
Risk title and description	What we have done	Performance	Current Risk Level			What we are doing	Tolerance Risk Level		
			Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating
<p>BCCC1: Flooding.</p> <p>There could be a risk of damage to properties and infrastructure as well as risk to public safety from flooding which may be caused by a tidal surge, heavy rainfall and river and groundwater flood events.</p> <p>Key potential causes are:</p> <ul style="list-style-type: none"> • Tidal surge, heavy rainfall, river and groundwater flood events. • Impact of climate change. • Lack of effective flood defences and preparedness for major incidents. 	<p>The Avon and Somerset Local Resilience Forum (LRF) is a partnership of all the organisations needed to prepare for an emergency in the LRF area. It includes the emergency services, health services, Maritime and Coastal Agency, Environment Agency, volunteer agencies, utility companies, transport providers and the five councils of Bath and North East Somerset, Bristol, North Somerset, Somerset and South Gloucestershire.</p> <p>Bristol is working with the Avon and Somerset LRF to construct new sea defences around North Somerset, Bristol and South Gloucestershire. Working with emergency services, local authorities and other agencies to develop flood response plans and procedures, investigating instances of flooding, training specialist staff in swift water rescue techniques, communicating with housing and business developers to incorporate flood protection into new developments. It provide guidance to members of the public about flooding, including flood warnings and what people can do to help themselves, regular maintenance and clearing programs of gullies and culverts, especially in the event of storm warnings.</p> <p>Bristol has in place a local Flood Risk Management Strategy which comprises of 5 keys areas and 43 separate actions in line with Environment Agency's national strategy.</p>	↔	3	5	15	<p>There is sustained resourcing and delivery of all actions in LFRMS over life of strategy. Strategy includes the following key projects:</p> <ul style="list-style-type: none"> • Working in partnership with the Environment Agency to develop a Bristol Tidal Flood Risk Management Strategy to protect the city centre, including climate change. • Working in partnership with South Gloucester and the Environment Agency to deliver a flood scheme to help protect Avonmouth Village and the Enterprise Area from tidal flooding, including climate change. 	3	3	9
Risk Owner: Executive Director Growth and Regeneration.	Action Owner: Director Management of Place, Flood Risk Engineer.	Portfolio Flag: Energy, Waste and Regulatory Services.			Strategy Theme: Our Organisation, Empowering and Caring, Fair and Inclusive, Well Connected, Wellbeing.				

Corporate Risk Report Summary Page	Corporate Risk Report Risk ID	Risk	Impact of risk	As at Dec 2019		Financial Impact Jan 2020		Choose Source
				Rating	Trend	Y / N	Em	
Risks								
Resources								
4	CRR7	Cyber-Security		3x7=21	↔	Y	0.5	UR
11	CRR29	Information Security Management System.		4x5=20	↔	Y	2.0	UR
10	CRR25	Suitability of Line of Business Systems		4x5=20	↔	Y	2.0	EMR
9	CRR24	Procurement and contract management compliance		3x5=15		N	0.0	MA
3	CRR6	Fraud and Corruption		3x5=15	↔	N	0.0	MA
15	BCCC2	Brexit		2x7=14	↑	N	0.0	MA
1	CRR3	Failure to Manage Asbestos.	Unlimited fines & custodial sentences	2x7=14	↔	Y	1.0	UR
2	CRR4	Corporate Health, Safety and Wellbeing	Unlimited fines & custodial sentences	2x7=14	↔	Y	0.5	UR
10	CRR26	ICT Resilience		2x7=14	↔	N	0.0	MA
8	CRR21	General Data Protection Regulation (GDPR) compliance.	Increased Fines	2x5=10	↔	N	0.0	MA
SRR	FIN RR	Legal disputes & claims, self-insurance and the risk of claims to the council not being covered by the council's insurance policies	Increased Fines	2x5=10	↔	Y	0.5	EMR
6	CRR13	Financial Framework and MTFP		2x5=10	↔	Y	5.0	EMR
6	CRR15	Financial Deficit	Overspends	2x5=10	↔	Y	5.0	CC
8	CRR22	Partnerships Governance		2x3=6	↑	N	0.0	MA
Growth and Regeneration								
15	BCCC1	Flooding		3x5=15	↔	Y	1.3	UR
7	CRR19	Tree Management		3x7=15	↔	N	0.0	MA
1	CRR1	Long Term Commercial Investments and Major projects Capital Investment		2x7=14	↑	Y	30.0	AMP
5	CRR12	Failure to deliver suitable emergency planning measures and respond to and manage emergency events when they occur. (Civil Contingency and Resilience)		2x7=14		N	0.0	MA
3	CRR5	Business Continuity and Councils Service Resilience.		2x5=10	↔	N	0.0	MA
7	CRR18	Failure to deliver the range of housing to meet Bristol's needs and not realise the ambition to deliver 2000 homes, of which 800 are affordable, per annum by 2020.		2x5=10		N	0.0	MA
12	CRR30	Failure to deliver Bristol City Council's wider Clean Air Plan (excluding traffic clean air zone)		2x5=10	↑	N	0.0	MA
11	CRR27	Capital Transport Programme Delivery		3x3=9	↑	Y	2.0	AMP
People								
5	CRR10	Safeguarding Adults	Potential claims and litigation	2x7=14	↔	N	10.0	MA
4	CRR9	Safeguarding Vulnerable Children	Potential claims and litigation	2x7=14	↔	N	13.0	MA
9	CRR23	Better Lives Risk CRR		2x7=14	↔	N	0.0	MA
Opportunities								
Resources								
13	OPP2	Corporate Strategy		4x7=28	↔	N	0.0	MA
13	OPP1	One City		3x7=21	↔	N	0.0	MA
14	OPP3	Devolution		3x5=15	↔	N	0.0	MA
14	OPP4	Brexit		1x5=5	↔	N	0.0	MA

Strategies to manage risk	
Definitions of the provision identified in the table above table by which risk will be managed	
MA	Mitigating Action – Strategic Directors / Directors to identify alternative measures to manage risks / opportunities within available resources
CC	Corporate Contingency - due to its recurrent nature a corporate contingency has been set aside
AMP	Asset Management Plans – will require to be addressed through asset management plans.
EMR	Earmarked provision – the Council has set monies aside in an earmarked reserve or other provision to meet the estimated costs.
UR	Unallocated Reserve – Council would require drawing funding down from the unallocated General Fund balance to meet costs
	Long-term view - recognising that these will not all happen simultaneously over 1 year but could materialise over the 5 year MTFP period

Total Em	Reserve Em
23.0	n/a
5.0	3.2
32.0	21.0
7.5	8.8
5.3	20.0
49.8	53.0

Risk Scoring Matrix

		Threat Impact (Negative risks)					Opportunity Impact (Positive Risk)					
		Almost certain	Likely	Unlikely	Rare	1	3	5	7	7	5	3
Threat Likelihood	Almost certain	4	4 (Low)	12 (Medium)	20 (High)	28 (Critical)	28 (Significant)	20 (High)	12 (Medium)	4 (Low)	4	Almost certain
	Likely	3	3 (Low)	9 (Medium)	15 (High)	21 (High)	21 (High)	15 (High)	9 (Medium)	3 (Low)	3	Likely
	Unlikely	2	2 (Low)	6 (Medium)	10 (Medium)	14 (High)	14 (High)	10 (Medium)	6 (Medium)	2 (Low)	2	Unlikely
	Rare	1	1 (Low)	3 (Low)	5 (Medium)	7 (Medium)	7 (Medium)	5 (Medium)	3 (Low)	1 (Low)	1	Rare
			1	3	5	7	7	5	3	1		
			Minor	Moderate	Major	Critical	Exceptional	Significant	Modest	Slight		

Threat Level	Opportunity Level	Level of Risk	Actions Required
1-4	1-4	Low	May not need any further action / monitor at the Service level.
5-12	5-12	Medium	Action required, manage and monitor at the Directorate level.
14-21	14-21	High	Must be addressed - if Directorate level consider escalating to the Corporate Risk Report, if Corporate consider escalating to the Cabinet Lead.
28	28	Critical / Significant	Action required - escalate if a Directorate level risk, escalate to the Corporate Level, if Corporate bring to the attention of the Cabinet Lead to confirm action to be taken.

Current and Tolerance risk ratings: The ‘Current’ risk rating for both threats and opportunities refer to the current level of risk taking into account any strategies to manage risk - management actions, controls and fall back plans already in place. The ‘Tolerance’ rating represents what is deemed to be a realistic level of risk to be achieved once additional actions have been put in place. On some occasions the aim will be to contain the level of the risk at the current level.

Positive Risks (Opportunities): Where the risk is an opportunity, a cost benefit analysis is required to determine whether the opportunity is worth pursuing, guided by the score for the matrix, e.g. an opportunity with a score of 28 would be pursued as it would offer considerable benefits for little risk.

LIKELIHOOD AND IMPACT RISK RATING SCORING**Likelihood Guidance**

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	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.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner 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.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through council complaints procedure. Higher levels of local or national interest. Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pick-up. Public enquiry or poor external assessor report.

APPENDIX 4

Treasury Management Strategy Statement

1 BACKGROUND

- 1.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
- 1.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.3 The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 1.4 Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day to day treasury management activities.
- 1.5 The Chartered Institute of Public Finance Accountants (CIPFA) defines treasury management as:

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

Reporting Requirements – Capital Strategy

1.6 The CIPFA revised 2017 Prudential and Treasury Management Codes require, for 2020-21, all local authorities to prepare an additional report, a capital strategy report, which will provide the following:

- a high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this capital strategy is to ensure that all elected members on the full council understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite. Full Council approved its current Capital Strategy in December 2019.

This capital strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset. The capital strategy will show:

- The corporate governance arrangements for these types of activities;
- Any service objectives relating to the investments;
- The expected income, costs and resulting contribution;
- The debt related to the activity and the associated interest costs;
- The payback period (MRP policy);
- For non-loan type investments, the cost against the current market value;
- The risks associated with each activity.

Where a physical asset is being bought, details of market research, advisers used, (and their monitoring), ongoing costs and investment requirements and any credit information will be disclosed, including the ability to sell the asset and realise the investment cash.

Where the Council has borrowed to fund any non-treasury investment, there will also be an explanation of why borrowing was required and why the MHCLG Investment Guidance and CIPFA Prudential Code have not been adhered to.

If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the capital strategy.

To demonstrate the proportionality between the treasury operations and the non-treasury operation, high-level comparators are shown throughout this report.

Reporting Requirements – Treasury Management

- 1.7 The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.
- I. **A treasury strategy including Prudential and Treasury indicators** (this report) - The first, and most important report covers:
 - the capital plans (including prudential indicators);
 - a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
 - the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
 - an investment strategy (the parameters on how investments are to be managed).
 - II. **A Mid-year Treasury Management Report** – this will update the Council with the progress of the capital position, amending prudential indicators as necessary, and whether the treasury activity is meeting the strategy or whether any policies require revision.
 - III. **An Annual Treasury Report** – this provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.
- 1.8 The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by both the Audit Committee and Overview and Scrutiny Management Board.

2 Treasury Management Strategy for 2020/21

2.1 The Treasury Management Strategy for 2020/21 covers two main areas:

Capital Issues

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

Treasury Management Issues

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

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

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

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

2.5 The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

2.6 The Council recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

2.7 The scope of investments within the Council's operations now includes both conventional treasury investments, (the placing of residual cash from the Council's functions), and more commercial type investments, such as investment properties and investment into wholly owned subsidiaries. These commercial type of investments require specialist advice such as from within the Council's experienced property team that may procure further advice as appropriate.

3 THE CAPITAL PRUDENTIAL INDICATORS 2020/21 – 2024/25

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

Capital expenditure

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

Capital expenditure £m	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Non-HRA	81	95	211	128	70	76	53
Non – HRA ^{*1}	-	-	1	12	24	25	11
HRA	37	49	80	63	77	76	58
Commercial Activities / Non-Financial Investments ^{*2}	12	14	1	2	2	-	-
Total	130	158	293	205	173	177	122
Financed by:							
Capital receipts	11	27	55	53	49	39	36
Capital grants	44	54	98	52	40	42	23
HRA Self financing	23	25	35	30	31	32	32
Revenue	20	17	19	6	5	6	10
Net financing need for year	32	35	86	64	48	58	21

*1 Schemes pending subject to business case development

*2 Commercial activities / non-financial investments relate to areas such as capital expenditure on investments properties, loans to third parties and investment in wholly owned companies etc.

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

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

borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

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

3.5 The CFR includes any long-term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility and so the Council is not required to separately borrow for these schemes. The Council currently has £140m of such schemes within the CFR.

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

	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
CFR – non housing	458	490	572	625	650	672	680
CFR – PFI/Lease schemes	135	128	121	115	108	101	94
CFR – housing	245	245	245	250	265	288	288
CFR - Commercial Activities / Non-Financial Investments	9	9	9	9	9	9	9
Total CFR	847	872	947	999	1,032	1,070	1,071
Movement in CFR	24	25	75	52	33	38	1

Net financing need for year	32	35	86	64	48	58	21
Less MRP & other financing	(8)	(10)	(11)	(12)	(15)	(20)	(20)
Movement in CFR	24	25	75	52	33	38	1

- 3.7 A key aspect of the regulatory and professional guidance is that members are aware of the size and scope of any commercial activity in relation to the authority's overall financial position. The capital expenditure figures shown in para 3.2 and the details above demonstrate the scope of this activity and, by approving these figures, consider the scale proportionate to the Authority's remaining activity.

Minimum revenue provision (MRP) policy statement

- 3.8 The Council is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge, the minimum revenue provision (MRP), although it is allowed to undertake additional voluntary provision (VRP).
- 3.9 The Ministry of Housing, Communities and Local Government (MHCLG) have issued Regulations which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 and capital expenditure incurred on or after that date which forms part of its Supported Capital Expenditure - The MRP policy will be based on the pre 2007/08 borrowing and post supported borrowing at 2% fixed so that the whole debt is repaid after 50 years.

Note a change in policy approved by Full Council on 13th December 2016 amended the rate that is used to calculate MRP from 4% reducing balance to 2% straight line as this is better aligned to the average lives of the authorities assets and results with the debt being fully repaid. This means that the authority has overprovided during the period 1st April 2008 through to 31st March 2016. The Council has reduced it's MRP provision in 2017/18 through to 2019/20 and will reduce it's MRP further, over an adequate timeframe (a further 3 years) to recover this overprovision while also ensuring a prudent annual provision is maintained. This additional reduction in MRP will be set aside to reserves to ensure the Council maintains reasonable provision as mitigation for financial risks outlined in the main body of the report. It is estimated that for 2020/21 £6m of this overprovided MRP will be made available to supplement general reserves.

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

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

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

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

3.10 There is no requirement on the HRA to make a minimum revenue provision but there is a requirement for a charge for depreciation.

3.11 Repayments included in annual PFI or finance leases are applied as MRP.

Affordability prudential indicator

3.12 The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicator:

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

	2018/19 Actual %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	2024/25 Estimate %
General Fund	6.14	6.42	6.85	7.81	8.57	9.47	9.63
HRA	8.71	8.62	8.16	7.89	7.78	7.87	7.61

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

4 BORROWING

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

Current and projected portfolio position

4.2 The Council's treasury portfolio position at 31 March 2018, with forward projections are summarised below. The table shows the actual external debt against the underlying capital borrowing need (the Capital Financing Requirement), highlighting any over or under borrowing.

	2018/19 Actual £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
External Debt 1 April	431	431	461	536	586	621	651
Expected change in debt	-	30	75	50	35	30	25
Other long-term liabilities	140	135	128	121	115	108	101
Expected change in other long-term liabilities	(5)	(7)	(7)	(6)	(7)	(7)	(7)
Debt Administered on behalf of the Unitary authorities	(43)	(41)	(40)	(38)	(37)	(35)	(34)
Actual gross debt 31 March	523	548	617	663	692	717	736
Capital Financing Requirement	847	872	947	999	1,032	1,070	1,071
Under borrowing	(324)	(329)	(330)	(336)	(340)	(353)	(335)

Gross Debt and the Capital Financing Requirement

4.3 Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2020/21 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures

that borrowing is not undertaken for revenue purposes or speculative purposes.

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

Treasury Indicators: limits to borrowing activity

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

	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Debt	461	536	586	621	651	676
Other long-term liabilities	134	128	121	115	108	101
Total	595	664	707	736	759	777

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

- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
- The Council is asked to approve the following authorised limit:

	2019/20 Approved £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m	2024/25 Estimate £m
Total	970	970	1,020	1,050	1,090	1,090

Prospects for interest rates

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

Period	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)			
		5 year	10 Year	25 year	50 year
Mar 2020	0.75	2.40	2.70	3.30	3.20
Mar 2021	1.00	2.60	2.90	3.60	3.50
Mar 2022	1.00	2.90	3.20	3.90	3.80
Mar 2023	1.25	3.20	3.50	4.10	4.00

- Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts (and MPC decisions) will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year with further details set out in Annex 2. In summary,
- Counterparty risks appear to have eased but market sentiment remains changing and economic forecasts uncertain.
- Investment returns are likely to remain relatively low during 2020/21 but to be on a gently rising trend over the next few years.
- Borrowing interest rates were on a falling trend during the first half of 2019-20 until the Treasury and PWLB announced on the 9th of October 2019 a 1% increase across all maturities. This unexpected increase requires the Council to reconsider its treasury management strategy and risk management.

The the gap between longer term borrowing rates and investment rates has materially widened, and in the long term Bank Rate is not expected to rise above 2.5%, it is unlikely that the Council will do any further longer term borrowing in the near future or until such time as the 1% margin is removed.

- The overall longer run trend is for gilt yields and PWLB rates to rise modestly during the medium term.
- The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;

- There will remain a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new long-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

Borrowing Strategy

- 4.8 Based on current cash flow forecasts, it is estimated that the Council will have a net borrowing requirement of £215m over the MTFs period. The most significant consideration from a treasury management perspective is the timing and duration of that borrowing. Should the financial environment change and borrowing is deemed advantageous the Council will seek to borrow long-term loans below a target rate of 3.00% and short-term to medium term loans below a target rate of 2.50%.
- 4.9 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is an issue that needs to be considered.
- 4.10 Against this background and the risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Chief Finance Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:
- *If it was felt that there was a significant risk of a sharp FALL in long and short term rates (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*
 - *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*
- 4.11 Any decisions will be reported to the appropriate decision making body at the next available opportunity.
- Long-term and short term fixed interest rates are expected to rise modestly over the medium term. The Chief Finance Officer, under delegated powers, will take the most appropriate form of borrowing depending on the

prevailing interest rates at the time, taking into account the risks shown in the forecast above.

- The option of postponing borrowing and running down investment balances strategy has been applied partially in 2019/20. This approach will continue until balances are reduced to adequate liquidity requirements unless it was felt that there was a significant risk of a sharp rise in interest rates.
- The Councils borrowing strategy will give consideration to new borrowing in the following ways:
 - The cheapest borrowing will be internal borrowing by running down cash balances and foregoing interest earned at historically low rates. However, in view of the overall forecast for long term borrowing rates to increase over the next few years, consideration will also be given to weighing the short term advantage of internal borrowing against potential long term costs if the opportunity is missed for taking loans at long term rates which will be higher in future years;
 - PWLB loans for up to 10 years where rates are expected to be significantly lower than rates for longer periods. This offers a range of options for new borrowing, which will spread debt maturities away from a concentration in longer dated debt;
 - PWLB loans in excess of 10 years where rates are considered to be low and offer the Council the opportunity to lock into low value long-term finance;
 - Following the decision by the PWLB on 9 October 2019 to increase their rates by 1% consideration will also be given to sourcing funding at cheaper rates from the following:
 - Long term fixed rate market loans at rates significantly below PWLB rates for the equivalent maturity period (where available) and to maintaining an appropriate balance between PWLB and market debt in the debt portfolio;
 - Long term borrowing from the Municipal Bond Agency if available and appropriate and rates are lower than those offered by the Public Works Loan Board (PWLB).
 - Short to medium funding from local authorities and financial institutions at rates lower than the PWLB

4.12 The authority is planning net borrowing of £215m over the period as set out in table 4.2, to finance the expected Prudential Borrowing requirement of £277m as set out in table 3.2 as set out in the Capital programme. The reduced borrowing of £62m primarily reflects the cash set-aside for the repayment of debt, also known as Minimum Revenue Provision (MRP). The most efficient arrangement is for MRP to be used to reduce the new long term debt expected

to be required. This ensures that MRP is utilised and does not accumulate as cash on the balance sheet, and reduces the expected level of debt. Alternatively MRP could be used to repay existing debt, but this would be at considerable cost in the current interest rate environment.

The level of borrowing will ensure the authority will maintain adequate liquidity levels as set out in the strategy.

- 4.13 The Council will seek to undertake temporary borrowing (less than one year) loans to cover day-to-day cashflow requirements as and when required. Such a decision will be based on the availability of and access to cash in deposit accounts and money market funds to cover the cashflow requirement, whilst also considering the most efficient method for the authority.
- 4.14 Temporary borrowing will also be considered when the draw down deadline for a deposit account for same day transfer has passed, thus resulting in borrowing cash from the money markets.
- 4.15 The Chief Finance Officer will be kept informed of the temporary loans outstanding on a monthly basis and reviewed at the regular Treasury Management Group meeting.

Policy on borrowing in advance of need

- 4.16 The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.
- 4.17 Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Debt rescheduling

- 4.18 As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).
- 4.19 The reasons for any rescheduling to take place will include:
- the generation of cash savings and / or discounted cash flow savings;
 - helping to fulfil the treasury strategy;
 - enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

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

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

Municipal Bond Agency

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

5 ANNUAL INVESTMENT STRATEGY

Investment policy

- 5.1 The MHCLG and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy, (a separate report).
- 5.2 The Council’s investment policy has regard to the following: -
- MHCLG’s Guidance on Local Government Investments (“the Guidance”)
 - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 (“the Code”)
 - CIPFA Treasury Management Guidance Notes 2018
- The Council’s investment priorities will be security first, portfolio liquidity second and then yield, (return).
- 5.3 In accordance with the above guidance from the MHCLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.
- 5.4 Ratings will not be the sole determinant of the quality of an institution and that it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Council will engage with its advisors to maintain a monitor on market pricing such a ‘credit default swaps’ and overlay that information on top of the credit ratings.
- 5.5 Other information sources including the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
- 5.6 Investment instruments identified for use in the financial year are listed in Annex 3 under the ‘specified’ and ‘non-specified’ investments categories. Counterparty limits will be as set through the Council’s treasury management practices – schedules.

Creditworthiness policy

- 5.7 The primary principle governing the Council’s investment criteria is the security of its investments, whilst liquidity and the yield on the investment is also a key consideration. After this main principle, the Council will ensure that:

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

5.8 The Chief Finance Officer will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

5.9 The minimum rating criteria uses the lowest common denominator method of selecting counterparties and applying limits. This means that the application of the Council's minimum criteria will apply to the lowest available rating for any institution. For instance, if an institution is rated by two agencies, one meets the Council's criteria, the other does not, the institution will fall outside the lending criteria. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are considered before making investment decisions.

5.10 The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:

- **Banks 1** - good credit quality – the Council will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign long term rating of AA-

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

- i. Short term – F1 (or equivalent)
- ii. Long term – A- (or equivalent)

- **Banks 2** – Part nationalised UK banks – Royal Bank of Scotland ring-fenced operations. This bank can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above.
- **Banks 3** – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.

- **Bank subsidiary and treasury operation** - the Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- **Building societies** - the Council will use all societies which meet the ratings for banks outlined above.
- **Money market funds (CNAV ^{Constant Net Asset Value})** – AAA rated (sterling)
- **Money Market Funds (LVAV ^{Low Volatility Asset Value})** – AAA rated (sterling)
- **Money Market Funds (VNAV ^{Variable Net Asset Value})** – AAA rated (sterling)
- **Ultra-Short dated Bond Funds with a volatility rating of S1+**
- **UK Government** (including gilts and the DMADF)
- **Local authorities, parish councils etc**
- **Supranational institutions**
- **Council owned subsidiaries.** The Council invests in wholly owned Council subsidiaries. Depending on the nature of the investment this will either be classified as a Service investment or a Treasury investment. Service investments fall outside the scope of the specified/ non specified categories and currently investments of this type are classified as service investments.

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

Country and sector considerations

5.11 Due care will be taken to consider the country, group and sector exposure of the Council's investments. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent). In addition:

- no more than 25% will be placed with any non-UK country at any time;
- limits in place above will apply to a group of companies;
- sector limits will be monitored regularly for appropriateness.

5.12 **Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision. This additional market information (for example Credit Default Swaps (CDS), negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments.

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

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

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

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

UK banks – ring fencing

5.14 The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity’s core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

5.15 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the fluctuations of the cash flows, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

5.16 Investment return expectations. On the assumption that the UK and EU agree a Brexit deal including the terms of trade by the end of 2020 or soon after, then Bank Rate is forecast to increase only slowly over the next few years to reach 1% by quarter 1 2023. Bank Rate forecasts for financial year ends (March) are:

- 2019/20 0.75%
- 2020/21 0.75%
- 2021/22 1.00%
- 2022/23 1.00%

Budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year over the medium term are as follows:

- 2019/20 0.75%
- 2020/21 0.75%
- 2021/22 1.00%
- 2022/23 1.25%
- 2023/24 1.50%
- 2024/25 1.75%
- Later years 2.25%

The overall balance of risks to economic growth in the UK is probably to the downside due to the uncertainties of Brexit, as well as a “softening” global economic picture.

The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.

In the event that a Brexit deal is agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

Treasury management limits on activity

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

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments;
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates;

- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

	2020/21	2021/22	2021/22 & Beyond
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	100%	100%	100%
Limits on variable interest rates based on net debt	40%	40%	40%
Maturity structure of fixed interest rate borrowing 2019/20			
	Lower	Upper	
Under 12 months	0%	30%	
12 months to 2 years	0%	40%	
2 years to 5 years	0%	40%	
5 years to 10 years	0%	50%	
10 years and above	25%	100%	

Investment treasury indicator and limit

- 5.18 Total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment,

Maximum principal sums invested > 365 days			
£m	2020/21	2021/22	2022/23 & Beyond
Principal sums invested > 364 days	£100m	£100m	£100m

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

Ethical Investment Policy

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

Investment Risk Benchmarking

- 5.21 These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage

risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

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

- 0.00% (AAA rated) to 0.05% (A rated) historic risk of default when compared to the whole portfolio.

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

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

Yield - local measures of yield benchmarks are:

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

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

	1 year	2 years	3 years	4 years	5 years
Maximum	0.05%	0.15%	0.28%	0.42%	0.59%

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

Annexes

Annex 1 - Treasury Management Policy Statement

Annex 2 – Economic Background

Annex 3 – TMP1 Credit and Counterparty risk management

Treasury Management Policy Statement

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

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

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

Economic Background / Interest Rate forecast

Link Asset Services Interest Rate View														
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.75	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.30	1.30
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40	1.50	1.50	1.50	1.50
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60	1.70	1.70	1.70	1.70
5yr PVL B Rate	2.30	2.40	2.40	2.50	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.10	3.20	3.20
10yr PVL B Rate	2.60	2.70	2.70	2.70	2.80	2.90	3.00	3.10	3.20	3.20	3.30	3.30	3.40	3.50
25yr PVL B Rate	3.20	3.30	3.40	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00	4.10	4.10
50yr PVL B Rate	3.10	3.20	3.30	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90	4.00	4.00

The above interest rate forecasts are based on the assumption of an agreement being reached on Brexit between the UK and the EU. On this basis, while GDP growth is likely to be subdued in 2019 and 2020 due to the uncertainties around Brexit depressing consumer and business confidence, an agreement on the detailed terms of a trade deal is likely to lead to a boost to the rate of growth in subsequent years. This could, in turn, increase inflationary pressures in the economy and so cause the Bank of England to resume a series of gentle increases in Bank Rate. Just how fast, and how far, those increases will occur and rise to, will be data dependent.

The forecasts in this report assume a modest recovery in the rate and timing of stronger growth and in the corresponding response by the Bank in raising rates.

In the event of an orderly non-agreement exit in December 2020, it is likely that the Bank of England would take action to cut Bank Rate from 0.75% in order to help economic growth deal with the adverse effects of this situation. This is also likely to cause short to medium term gilt yields to fall.

If there were a disorderly Brexit, then any cut in Bank Rate would be likely to last for a longer period and also depress short and medium gilt yields correspondingly. Quantitative easing could also be restarted by the Bank of England. It is also possible that the government could act to protect economic growth by implementing fiscal stimulus.

The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably even, but dependent on a successful outcome of negotiations on a trade deal.
- The balance of risks to increases in Bank Rate and shorter term PVL B rates are broadly similarly to the downside.

- In the event that a Brexit deal is agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

One risk that is both an upside and downside risk, is that all central banks are now working in very different economic conditions than before the 2008 financial crash as there has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could therefore either “over or under” do increases in central interest rates.

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

- Brexit – if it were to cause significant economic disruption and a major downturn in the rate of growth.
- Bank of England takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the Eurozone sovereign debt crisis.
- Weak capitalisation of some European banks, particularly Italian banks.
- EU Minority governments. Germany, Spain, Portugal, Netherlands, Belgium, Austria and Finland all have vulnerable minority governments dependent on coalitions which could prove fragile.
- Austria, the Czech Republic, Poland and Hungary now form a strongly anti-immigration bloc within the EU. There has also been rising anti-immigration sentiment in Germany and France.
- In October 2019, the IMF issued a report on the World Economic Outlook which flagged up a synchronised slowdown in world growth. However, it also flagged up that there was potential for a “rerun” of the 2008 financial crisis, centred on the huge debt accumulated by corporations during the decade of low interest rates. This now means that there are corporates who would be unable to cover basic interest costs on some \$19trn of corporate debt in major western economies, if world growth was to dip further than just a minor cooling. This debt is mainly held by the shadow banking sector i.e. pension funds, insurers, hedge funds, asset managers etc., who, when there is \$15trn of corporate and government debt now yielding negative interest rates, have been searching for higher returns in riskier assets. Much of this debt is only marginally above investment grade so any rating downgrade could force some holders into a “fire sale”, which would then depress prices further and so set off a “spiral down”. The IMF’s answer is to suggest imposing higher capital charges on lending to corporates and for central banks to regulate the investment operations of the shadow banking sector. In October 2019, the deputy Governor of the Bank of England also flagged up the dangers of banks and the shadow banking sector lending to corporates, especially highly leveraged corporates, which had risen back up to near pre-2008 levels.

- Geopolitical risks, for example in North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates

- Brexit – if agreement was reached all round that removed all threats of economic and political disruption between the EU and the UK.
- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- UK inflation, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

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

The CLG issued Investment Guidance in 2018, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

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

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

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

The investment policy proposed for the Council is:

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

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

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

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

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

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

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

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

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

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

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

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

Council owned companies

The Council has purchased share capital / provided loans to wholly owned Council subsidiaries amounting £41m at the turn of the calendar year.

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

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

Purpose

1. This report provides background information with regards the statutory guidance on the flexible use of Capital Receipts and its application within this authority. As part of the finance settlement for 2016/17 the government announced new flexibilities allowing local authorities to use capital receipts received in 2016/17, 2017/18 and 2018/19 to be used to fund transformational expenditure, which can include redundancy costs. This was extended in the 2018/19 as part of the Local Government Finance Settlement for a further three years until 2021/22.
2. The Council, as part of the medium term financial plan assumed a level of £6.3m of capital receipts to be available to support transformational schemes in 2018/19, however the amount required for the financial year ending 31st March 2020 been revised to £2.14m. It is estimated that receipts generated will meet this target.
3. The use of capital receipts to fund restructuring costs (up to the value of those capital receipts), rather than applying revenue resources / reserves that would have been previously necessary, allow for these revenue resources to be directed to service areas to facilitate further service re-development and also mitigate the financial pressures of the Authority for the current and ensuing year.

Background

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

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

realise.

Flexible Use of Capital Receipts Strategy

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

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

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

Project Description	Actual 2016/17- 2017/19 £m	Estimate 2019/20 £m	Estimate 2020/21 £m	Estimate 2021/22 £m
Costs to support - Organisational Business Change Programmes / Business efficiency programmes.	5.30	2.14	-	-
Resources earmarked for future Business Change / efficiency programmes with future savings to be identified	-	-	1.17	-
Total	5.30	2.14	1.17	-

11. In February 2018 the Council agreed a programme of savings to deliver a balanced budget for the medium term as set out in the table below, there are no additional savings as part of the current proposed budget. The capital receipts outlined in this report supports the project management capacity for that programme and also delivery of specific savings and efficiency programmes within it.

Project Description	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Organisation restructures	9.200	9.200	9.200	9.200	9.200	9.200
Business Efficiencies	24.179	24.772	25.522	25.792	25.962	25.962
How Services are funded / provided	24.461	35.063	41.521	46.631	44.084	44.084
Income generation	6.450	8.109	9.543	10.003	10.074	10.074
Reshaping Services	9.216	9.836	9.846	10.106	10.136	10.136
Total Savings	73.506	86.980	95.632	98.732	99.456	99.456

Impact on Prudential Indicators

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



Bristol's Budget

2020-21

- transport
- adult social care
- air quality
- street cleaning
- housing
- waste
- electoral services
- children's services
- libraries
- climate change
- museums
- planning

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Executive Summary

ES1 Bristol City Council Budget 2020/21

The council's budget proposals will be considered by Cabinet on 21 January 2020 for recommendation to Full Council to consider and agree on 25 February 2020.

The budget sets out how much money the council will be able to spend on each service area. As part of the budget, Full Council will decide on the level of Council Tax and Social Care Precept¹ for 2020/21.

Bristol City Council currently spends around £1 billion each year providing services to the people of Bristol. In 2019/20, a third of the revenue budget was raised locally through Council Tax (£215 million; 20%) and Business Rates (£134 million; 13%). The remaining 67% (£705 million) funding came in grants from the government (such as schools funding) and other income such as fees and charges we make for some of the services we provide.

As part of the council's budget planning, the council agreed in February 2018 that Council Tax increases would be reviewed annually and only charged where necessary and justifiable.

The decision on the council's budget will be made in the context of uncertainty over the level of funding the council will receive in the future, owing to government-led funding reform (the [Fair Funding Review](#)² and reform of business rates for 2021/22 and beyond) and uncertainties around the future level of grant funding we currently receive from central government and the EU.

At the same time, we face budget pressures (due to inflation and increasing demand from a growing and aging population). This could mean that any costs that cannot be covered by grants might have to be paid for through Council Tax.

ES2 The Budget 2020/21 Consultation

The Budget 2020/21 Consultation took place between 23 October and 4 December 2019. The consultation sought views from the public (including businesses and organisations which represent non-domestic rate payers³) about options for the level of Council Tax increase and Adult Social Care Precept in 2020/21, in order to inform decisions to be made by Full Council in February 2020.

The consultation also asked respondents to say which service areas they think are most important to fund to help shape the future of the city.

We have previously consulted in 2016 and 2017 on the amount of the savings which are already included in the council's financial plans and work continues across the council to further develop and deliver the agreed savings. The Budget 2020/21 Consultation therefore focussed on Council Tax and Adult Social Care Precept options and did not include new savings proposals. Should assumptions change or new plans be identified that require consultation, we will consult on specific service proposals before making a decision about changes to services.

¹ Adult Social Care Precept is a levy on top of core Council Tax, which is dedicated to help pay for adult social care.

² The [Fair Funding Review](#) aims to set the amount of funding for each council based on its spending needs and ability to raise money.

³ The council has a statutory duty to consult each year with representatives of non-domestic rate payers about the authority's proposals for expenditure in the forthcoming year.

The Budget 2020/21 Consultation sought feedback on:

- The level of core Council Tax in 2020/21 to support the delivery of services, with options of no increase, a 1% increase or a 2% increase⁴;
- An Adult Social Care Precept ring-fenced to support the delivery of adult social care, with options of no precept, a 1% precept or a 2% precept⁵;
- Which service areas respondents think are most important to fund in the longer term to help shape the future of the city;
- Respondents' reasons for the Council Tax and Adult Social Care Precept options they selected and their reasons for selecting particular services as priorities for future funding.

The Budget 2020/21 Consultation comprised information about the council's financial position and an [online survey](#). Downloadable print and [Easy Read](#) formats were also available online on the Consultation Hub. Paper copies of the survey and alternative accessible formats, including language translations, were available on request. Paper copies of the survey were also available in all libraries and the Citizen Service Point.

To boost response rates and to target low-responding parts of Bristol, 11,700 paper surveys and 11,700 A6 flyers were delivered direct to addresses in five areas (parts of seven wards) which have historically low response rates to consultations and high levels of deprivation. 11% of responses were generated from this activity.

8% of survey responses were garnered through face-to-face interviews in seven areas of the city which have historically low response rates, high deprivation and/or high proportions of black, Asian & minority ethnic (BAME) citizens.

The consultation was widely publicised through media, social media and communications with the public, including partner organisations, non-domestic rate payers and other stakeholders, as described in section 2.4.

ES3 Scope and use of this report

This report describes the methodology and presents the outcome of the Budget 2020/21 Consultation. It includes quantitative data and analysis of free text comments from the consultation survey responses.

This consultation report does not contain the council's recommendations for the level of Council Tax increase or Adult Social Care Precept (if any) in 2020/21, nor an assessment of the feasibility of any of the suggestions received or officers' proposals for the delivery of future services, having considered the consultation feedback.

The consultation feedback in this report will be taken into account by officers as final proposals for the 2020/21 budget, including the level of Council Tax and Adult Social Care Precept, are developed. The final proposals will be included in a separate recommendations report which, together with this consultation report, will be considered by Cabinet on 21 January. Full Council will also consider this consultation report in making its decisions about the 2020/21 budget at the Full Council meeting on 25 February 2020.

Budget decisions will be published through normal procedures for Full Council and Cabinet decisions at democracy.bristol.gov.uk.

⁴ 2% is the maximum amount the council can raise Council Tax in 2020/21 without holding a local referendum. This limit is set by government. There was not enough time to hold a local referendum before Full Council decides on its 2020/21 budget in February 2020 so we did not ask if citizens would prefer an increase of more than 2%.

⁵ The council is allowed to add an Adult Social Care Precept of up to 2% to Council Tax in 2020/21. This is in addition to the permitted increase of up to 2% for core Council Tax.

ES4 Budget 2020/21 Consultation - Key findings

ES4.1 Response rate

The Budget 2020/21 Consultation survey received 3,448 responses of which 2,766 (80%) were self-completed online, 261 (8%) were completed online as interview surveys and 421 (12%) were self-completed using paper surveys.

2,599 responses (75%) were received from postcodes within the Bristol City Council area, 33 (1%) responses were from South Gloucestershire, 10 (0.3%) were from North Somerset, and 5 (0.1%) were from Bath & North East Somerset (B&NES). A further 19 (0.6%) were from unspecified locations within the four West of England authorities⁶ and 3 (0.1%) responses were from further afield. 779 (23%) did not provide a postcode.

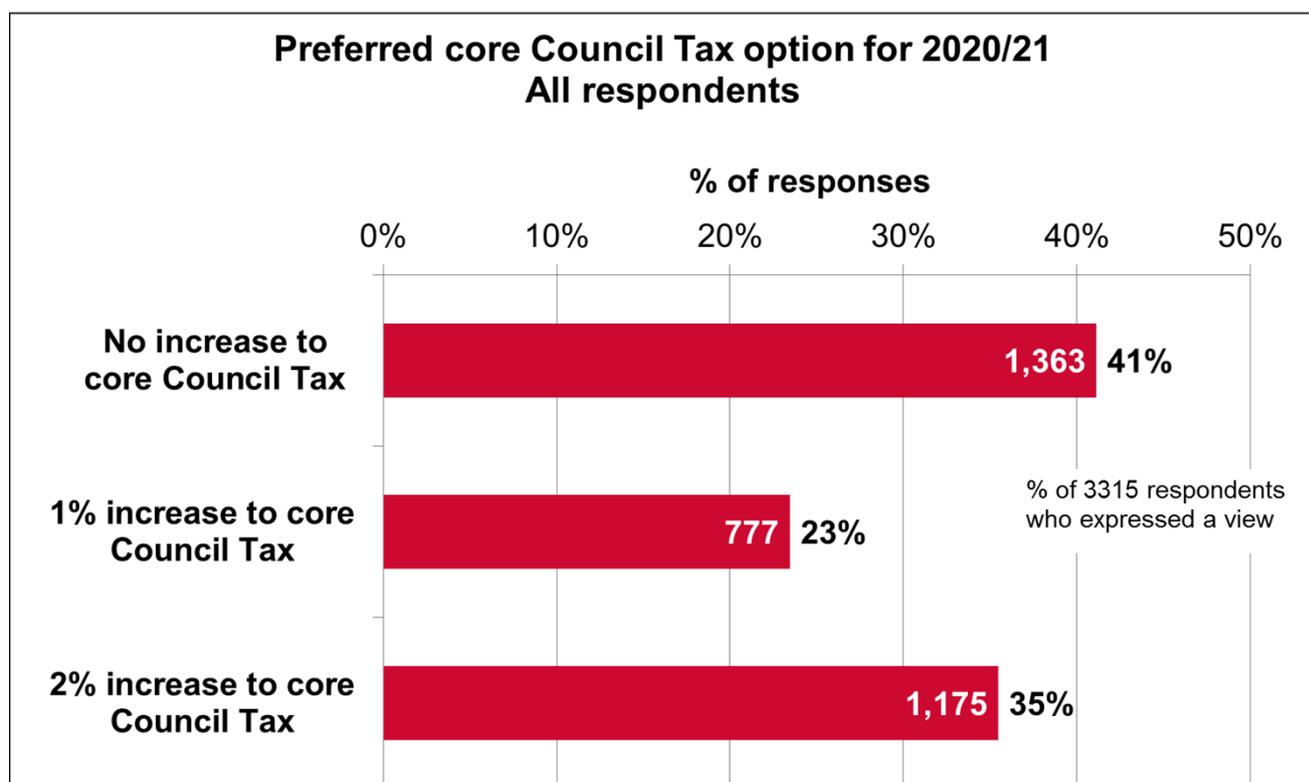
Analysis of respondents' postcodes indicate that there was a broadly representative response rate from areas of high, medium and low deprivation in Bristol.

Response rates from young people (aged 24 and younger), black, Asian & minority ethnic (BAME) citizens, and from people of faith were under-represented compared to these groups' proportion of Bristol's population. However, response rates for young people increased slightly compared to the 2019/20 budget consultation and response rates for BAME citizens matched the 2019/20 rates which were up significantly from previous years. A map of response rate by ward for the Bristol respondents is presented in chapter 3 along with the details of age profile, sex and other respondent characteristics.

ES4.2 Council Tax 2020/21

3,315 (96%) of the 3,448 people who responded to the budget consultation, stated the level core Council Tax increase they would support in 2020/21, from the three options provided (Figure ES1). 133 people did not answer this question.

Figure ES1: Preferred level of core Council Tax increase in 2020/21



⁶ Incomplete postcodes identified the home location as within the WOE authorities area (Bristol, B&NES, North Somerset and South Gloucestershire), but not which authority.

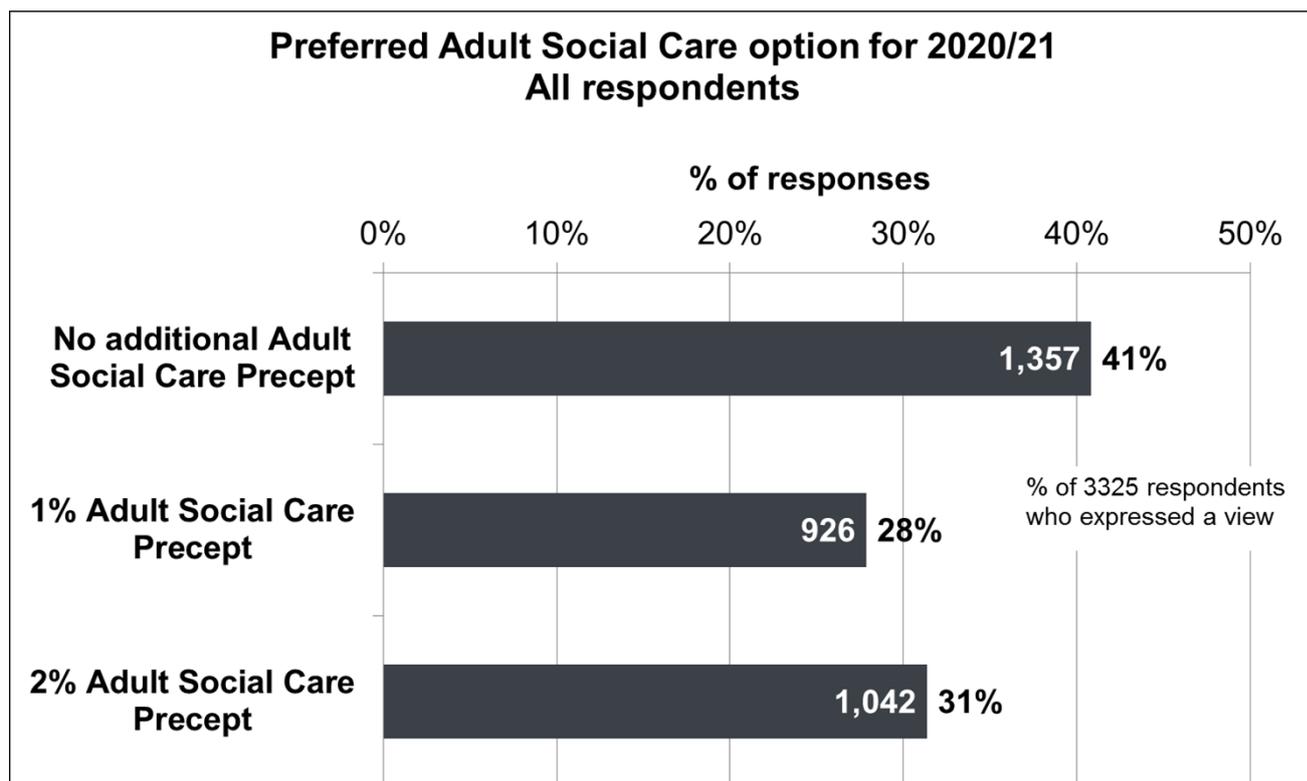
A majority of respondents (59%) favour an increase in core Council Tax to support general services. Of these, 1,175 (35% of all 3,315 respondents) favour a 2% increase⁷ and 777 (23%) would prefer a 1% increase in core Council Tax.

1,363 (41%) respondents would prefer ‘no increase to Council Tax’ in 2020/21.

ES4.3 Adult Social Care Precept 2020/21

3,325 (96%) of the 3,448 respondents to the consultation, expressed a preference for a particular level of Adult Social Care Precept. Figure ES2 shows the numbers who support each option. 123 people did not answer this question.

Figure ES2: Preferred level of Adult Social Care Precept in 2020/21



A majority of respondents (59%) favour an additional Adult Social Care Precept (on top of core Council Tax) to support the delivery of adult social care.

Of these, 1,042 (31% of all 3,325 respondents) favour a 2% Adult Social Care Precept⁸ and 926 (28%) would prefer a 1% Adult Social Care Precept.

1,357 (41%) respondents would prefer no increase to Adult Social Care Precept in 2020/21.

Comparison of Figures ES1 and ES2 shows that the same proportion of respondents (41%) want no increase to either core Council Tax or Adult Social Care Precept. Similarly, 59% would support some increase to both Council Tax and Adult Social Care Precept. However, there is more support for the **maximum 2%** increase in core Council Tax (35%) than would support the maximum 2% Adult Social Care Precept (31%).

⁷ A 2% increase in core Council Tax is the maximum increase permitted without requiring a local referendum

⁸ 2% Adult Social Care Precept is the maximum increase permitted by government in 2020/21.

ES4.4 Differences in views on the level of Council Tax in areas of high and low deprivation

Views on the preferred level of core Council Tax were compared for respondents from areas with different levels of deprivation.

Support for a 2% increase in Council Tax is highest among respondents from areas of low deprivation (Figure ES3). Conversely, there is more support for no increase in Council Tax in the more deprived areas than in less deprived areas (Figure ES4).

Figure ES3: Preference in each deprivation decile for a 2% increase in core Council Tax

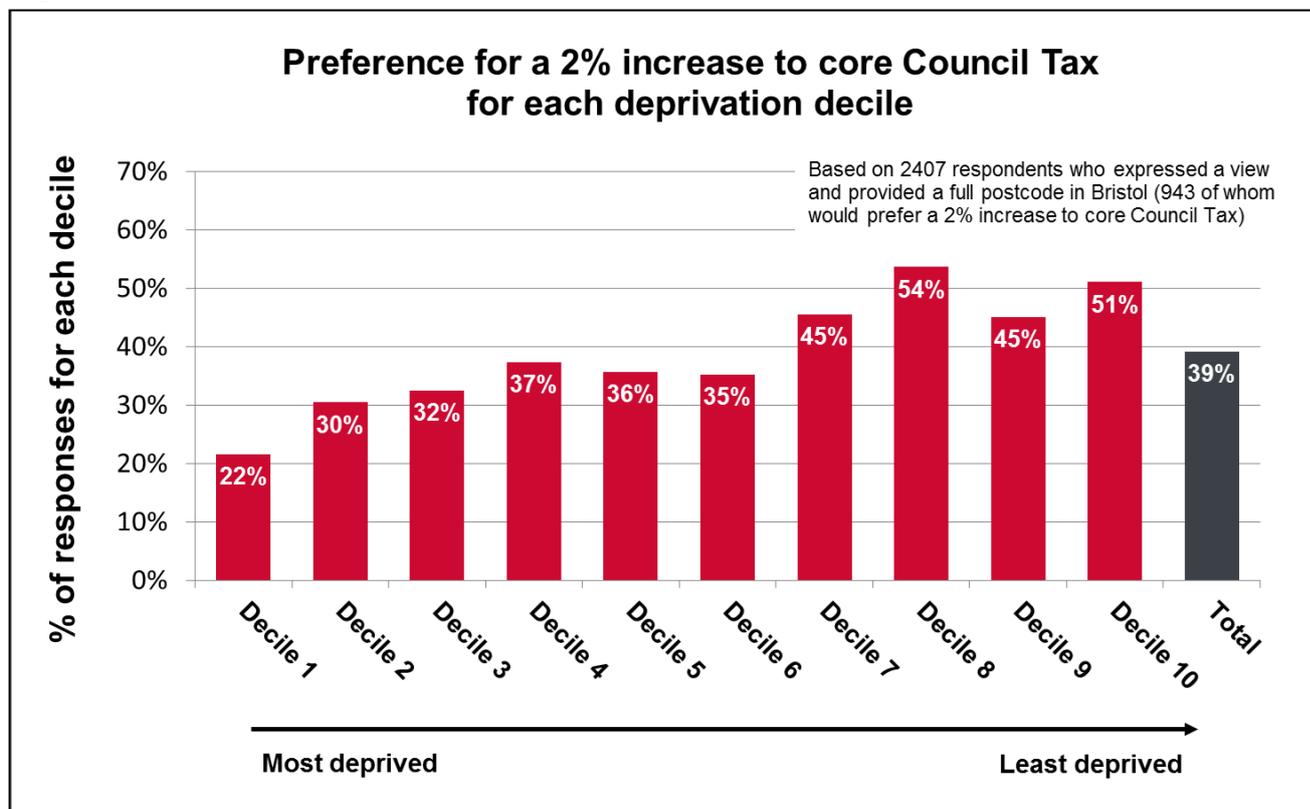
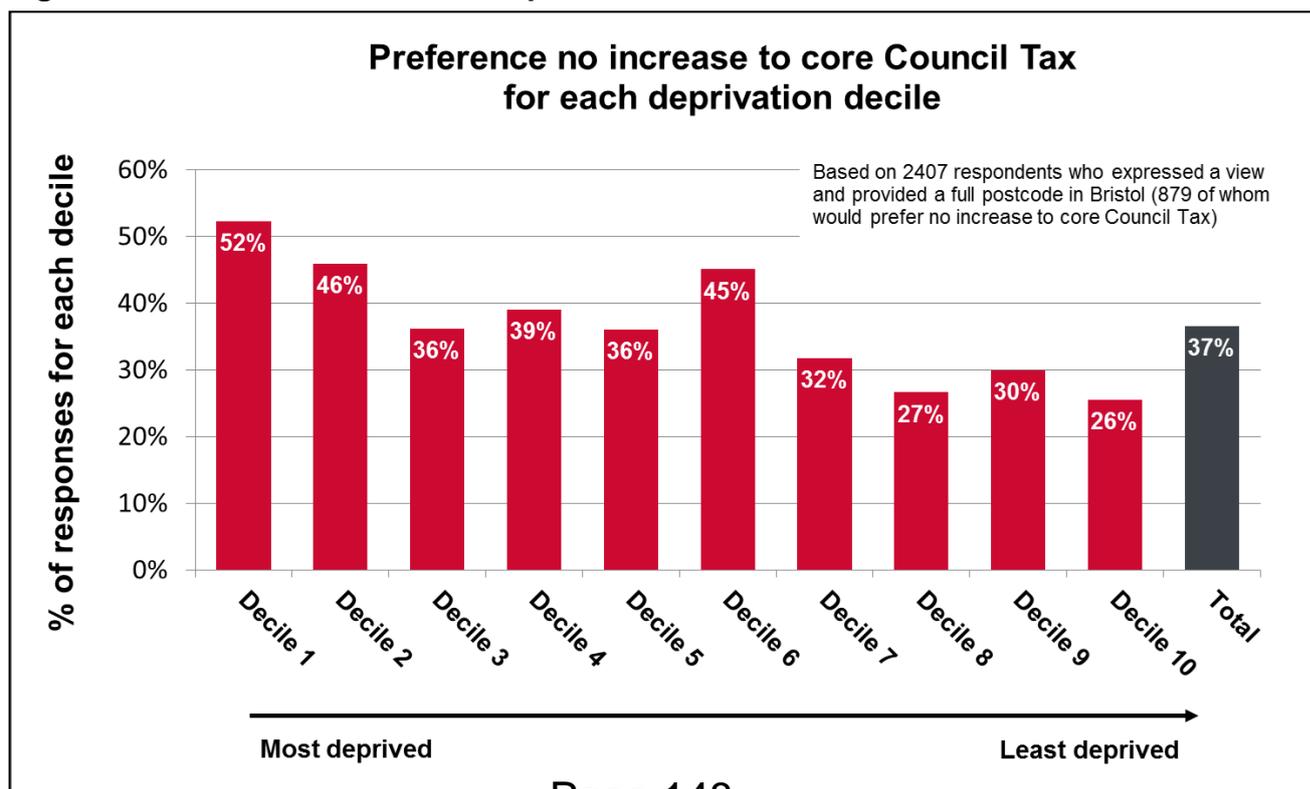


Figure ES4: Preference in each deprivation decile for no increase in core Council Tax



More than 22% of respondents in all deprivation deciles favour a 2% increase in core Council Tax (Figure ES3). More than a quarter of respondents in all deprivation deciles favour no increase in core Council Tax (Figure ES4).

Support for 1% increase in core Council Tax is more evenly balanced in all deprivation deciles. Slightly more people in the more deprived half of the city support a 1% increase than in the less deprived half.

ES4.5 Views on the level of Adult Social Care Precept in areas of high and low deprivation

As with core Council Tax, support for an Adult Social Care Precept follows inverse trends with deprivation. Support for a 2% Adult Social Care Precept is higher among respondents from areas of low deprivation (Figure ES5) and there is higher support for no Adult Social Care Precept in more deprived areas than in less deprived areas (Figure ES6)

However, the differences in support between high and low deprivation areas are smaller for Adult Social Care Precept than for core Council Tax. For example, support for a 2% increase in core Council Tax (Figure ES3) ranges from 22% in decile 1 to 54% in decile 8, whereas the support for a 2% Adult Social Care Precept (Figure ES5) ranges from 24% in decile 1 to 43% in decile 8.

There is no clear trend in support for 1% Adult Social Care Precept between areas of high and low deprivation.

Figure ES5: Preference in each deprivation decile for a 2% Adult Social Care Precept

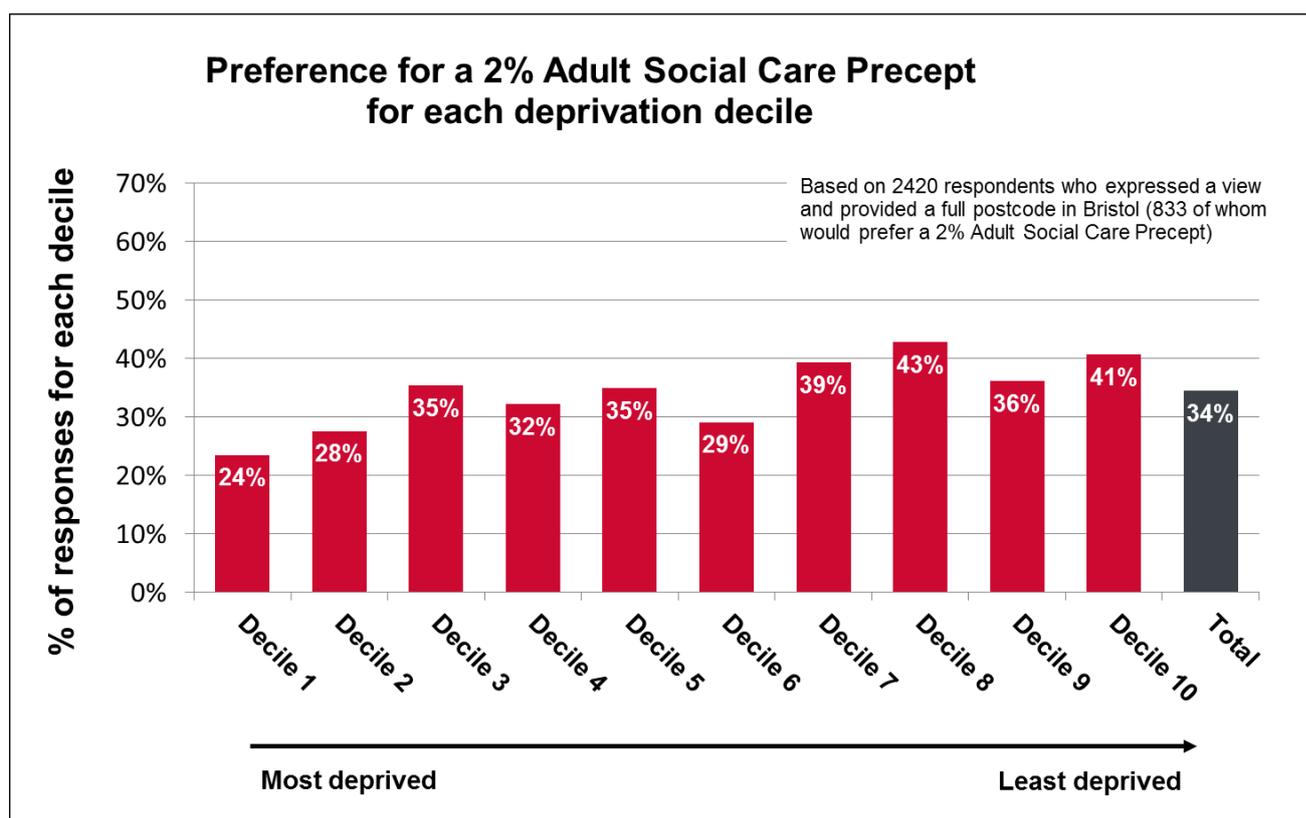
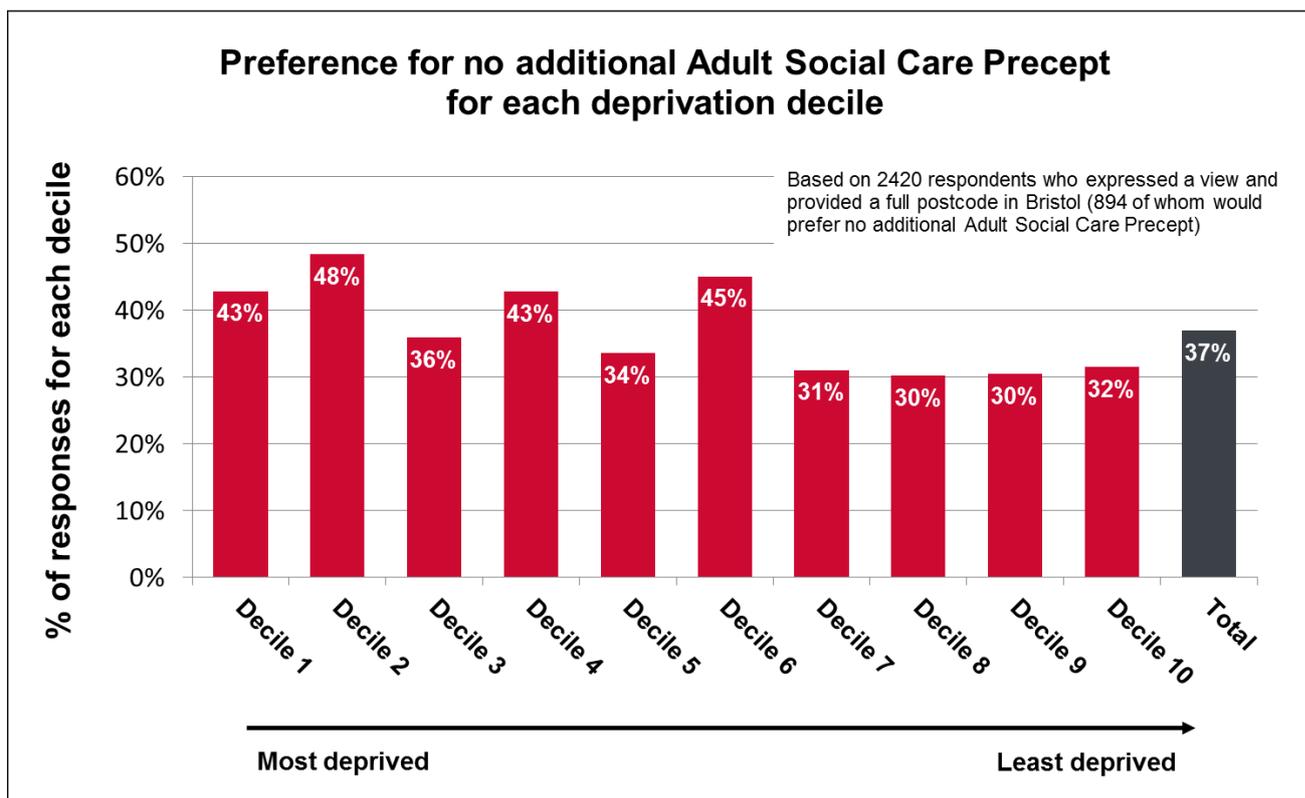


Figure ES6: Preference in each deprivation decile for no Adult Social Care Precept



ES4.6 Respondents’ priorities for longer term funding

3,422 (99%) respondents stated which service areas (from a list of 19) they think are most important to fund in the longer term to help shape the future of the city.

Figure ES7 summarises the percentage of respondents who think each service area is of high importance, medium importance and low importance. The services are shown in order of the percentage of respondents who think the service is of high importance (grey bars).

The services which respondents think are most important are **children’s services and social care** and **schools**, both of which are rated as high importance by at least 63% of respondents and of low importance by less than 10%.

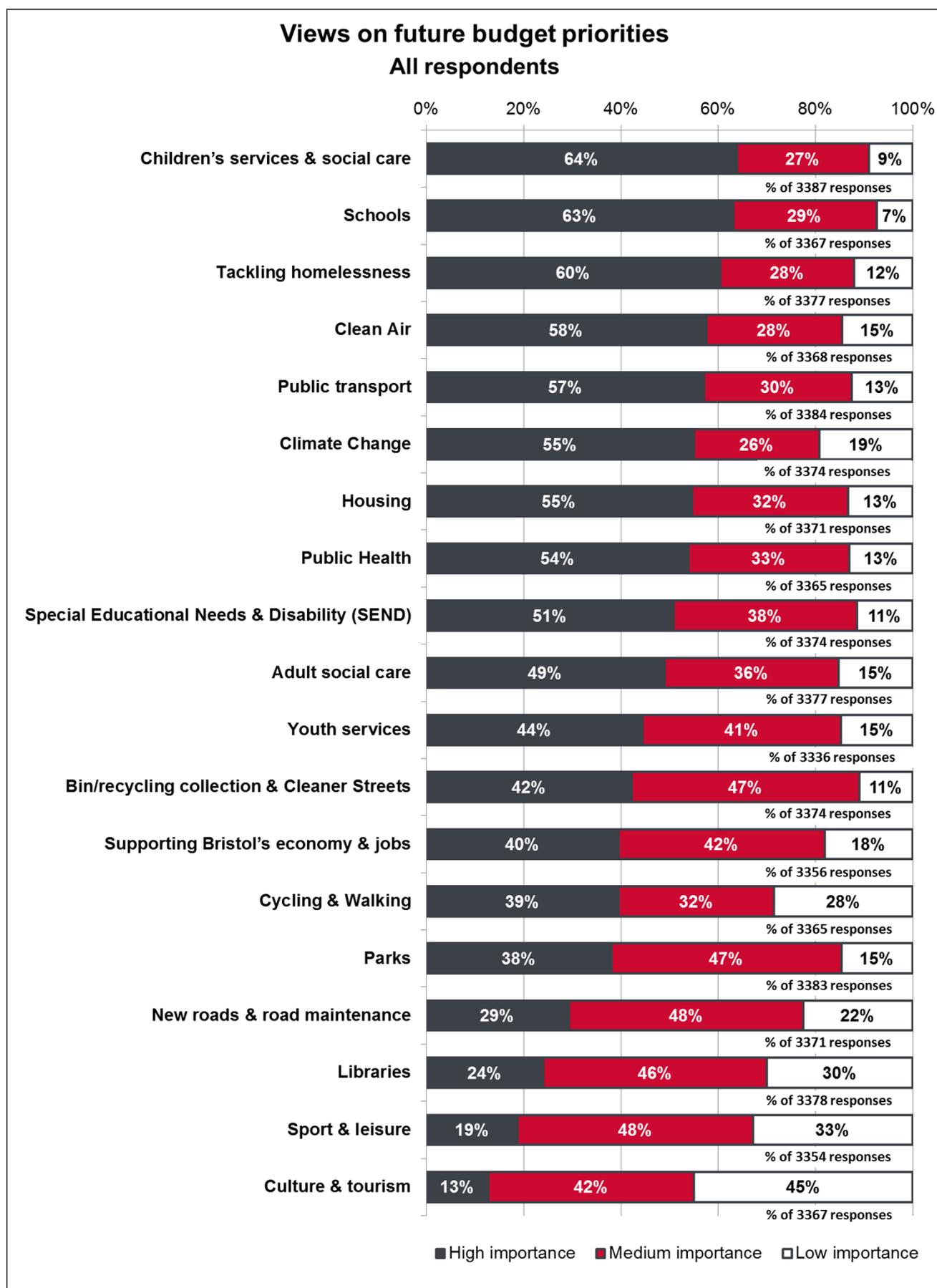
The next seven priorities (tackling homelessness, clean air, public transport, climate change, housing, public health, special educational needs & disability) are all rated as high importance by more than half of respondents.

Adult social care is rated as a mid-ranking priority (tenth out of 19 services), with 49% of respondents placing it as high importance and 36% as medium importance.

The three services which are rated as least important for funding by the council are **libraries, sport and leisure**, and **culture and tourism** each of which are seen as high importance by less than a quarter of respondents and low importance by at least 30% of respondents.

Climate change and cycling and walking divide opinions for and against (i.e. there is a small percentage who think the service is of medium importance).

Figure ES7: Priorities for longer term funding – all respondents



Views on the future spending priorities were compared for respondents from the most deprived 20% of Bristol (deprivation deciles 1 and 2) and the least deprived 20% (deciles 9 and 10) to understand if priorities differ for people in different circumstances.

Respondents in the most deprived areas (deciles 1 and 2) and the least deprived areas (deciles 9 and 10) share similar views on the importance of the following services:

- Children’s services and social care
- Schools
- Tackling homelessness
- Special educational needs & disability (SEND)
- Youth services
- Bin/recycling collection & cleaner streets
- New roads & road maintenance
- Sport and leisure

Respondents in the most deprived areas (deciles 1 and 2) place higher importance on the following services compared to respondents in the least deprived areas (deciles 9 and 10):

- Housing
- Public health
- Supporting Bristol’s economy & jobs.

Respondents in the least deprived areas (deciles 9 and 10) place higher importance on the following services compared to respondents in the most deprived areas (deciles 1 and 2):

- Clean air
- Public transport
- Climate change
- Adult social care
- Cycling and walking
- Parks
- Libraries
- Culture and tourism.

The scale of differences is shown in section 5.2.

1 Introduction

1.1 Context

On 25 February 2020, Full Council will set the council's budget for the 2020/21 financial year. The budget sets out how much money the council will be able to spend on each service area. As part of the budget, Full Council will decide on the level of Council Tax and Adult Social Care Precept⁹ for 2020/21.

The council is currently able to increase Council Tax by up to 2% to help fund general services, without a local referendum. An Adult Social Care Precept of up to 2% can be added to support the delivery of adult social care (this is in addition to the permitted increase of up to 2% in core Council Tax for general services). These limits are set by government¹⁰.

The Budget 2020/21 Consultation took place between 23 October 2019 and 4 December 2019 and sought views from the public (including businesses and organisations which represent non-domestic rate payers¹¹) about options for the level of Council Tax increase and Adult Social Care Precept in 2020/21. The consultation also asked respondents to say which service areas they think are most important to fund to help shape the future of the city.

This consultation report describes the consultation methodology and the feedback received, which will be considered by Cabinet and Full Council before decisions on the 2020/21 budget are made by Full Council in February 2020.

1.2 Funding pressures and uncertainty

Bristol City Council spends around £1 billion each year providing a range of services to the people of Bristol. The money the council has to spend on delivering day-to-day services to citizens is called the revenue budget. A third of this budget is raised locally through Council Tax (£215 million; 20%) and Business Rates (£134 million; 13%). The remaining 67% (£705 million) funding comes from grants from the government (e.g. schools funding) and other income such as fees and charges we make for some of the services we provide.

The council faces uncertainty over the level of funding it will receive in the future:

- The government is looking to reform how future funding is allocated via the [Fair Funding Review](#)¹² and business rates for 2021/22 and beyond;
- There are uncertainties around the level of grant funding that will be available to the council in the future. The grant funding we receive from central government and the EU helps to pay for services such as schools, early years & child care, high needs including special educational needs and disability (SEND), public health and homelessness.

⁹ Adult Social Care Precept is a levy on top of core Council Tax, which is dedicated to help pay for adult social care.

¹⁰ There was not enough time to hold a local referendum before Full Council decides on its 2020/21 budget in February 2020 so we did not ask if citizens would prefer an increase of more than 2% for Council Tax and 2% for Adult Social Care Precept. Where we refer to a 2% increase in Council Tax, we are using 2% as shorthand for an increase of 1.99%.

¹¹ The council has a statutory duty to consult each year with representatives of non-domestic rate payers about the authority's proposals for expenditure in the forthcoming year. The activities undertaken to consult representatives of non-domestic rate payers are described in section 2.4.4

¹² The [Fair Funding Review](#) aims to set the amount of funding for each council based on its spending needs and ability to raise money.

In addition, prices are increasing, Bristol's population is growing and there is increasing demand for our services. Services such as adult social care, children's services (including services for children with SEND) and homelessness support are under immense pressure. Funding these services properly is important to safeguard our most vulnerable citizens.

We are continuing to work to ensure we are able to provide sustainable funding for Bristol and to make sure services are good value for money. We will explore all of the funding options available to us to ensure we have sufficient funding to meet our budget requirement for 2020/21 and beyond.

1.3 Budget 2020/21 Consultation

The Budget 2020/21 Consultation sought citizens' views on the level of Council Tax with options of no increase, a 1% increase or a 2% increase, each of which would have different implications for the amount of money the council could spend on general council services.

The consultation also asked citizens what level of Adult Social Care Precept they would prefer next year to support the delivery of adult social care, in addition to the increase in Council Tax for general services. Options for the level of Adult Social Care Precept were no increase, a 1% increase or a 2% increase.

The consultation asked respondents to say which service areas, from a list of 19, they think are most important to fund in the longer term to help shape the future of the city.

We have previously consulted in 2016 and 2017 on the amount of the savings which are already included in the council's financial plans and work continues across the council to further develop and deliver the agreed savings. The Budget 2020/21 Consultation therefore focussed on Council Tax and Adult Social Care Precept options and did not include new savings proposals. Should assumptions change or new plans be identified that require consultation, we will consult on specific service proposals before making a decision about changes to services.

The consultation information and questions are summarised in section 2.1.1 and the full [consultation survey](#) can be viewed online.

1.4 Structure of this report

Chapter 2 of this report describes the Budget 2020/21 Consultation methodology.

Chapters 3 to 6 present the Budget 2020/21 Consultation survey results:

- Chapter 3 presents the survey response rate and respondent characteristics;
- Chapter 4 describes the survey feedback on the level of Council Tax and Adult Social Care Precept;
- Chapter 5 reports respondents' priorities for longer term funding to help shape the future of the city;
- Chapter 6 summarises respondents' reasons for their preferences and other comments provided as free text.

Chapter 7 describes feedback received in other correspondence (emails and letters).

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

2 Methodology

2.1 Survey

2.1.1 Online survey

The [Budget 2020/21 survey](#) was available on the council's Consultation & Engagement Hub (bristol.gov.uk/consultationhub) between 23 October 2019 and 4 December 2019.

Downloadable print and [Easy Read](#) formats were also available on the Consultation Hub.

Survey information

The survey contained the following information as context for the survey questions:

- Details of the council's revenue budget (the money available to spend on delivering day-to-day services). This included an overview of where the money comes from, a breakdown of how Council Tax revenue is spent (based on 2019/20 expenditure) and details of three other budgets (the Dedicated Schools Grant, the public health budget, and the Housing Revenue Account), which the council must keep separate from its main day-to-day spending;
- An outline of the council's five-year capital investment programme to 2023;
- An explanation of council reserves.
- The context of increasing costs and future funding uncertainties, which could mean that any costs that cannot be covered by grants might have to be paid for through Council Tax.
- Forecasts of how much additional revenue would be raised in 2020/21 by each of the proposed core Council Tax options (increases of 0%, 1% or 2%) and each of the options for the level of Adult Social Care Precept (0%, 1% or 2%)¹³;
- The weekly and annual cost increases that would be payable by households in each Council Tax band for each Council Tax plus Adult Social Care Precept option (0%, 1%, 2%, 3% and 4% for Council Tax plus Adult Social Care Precept).

Survey questions

The survey questions sought respondents' views on the following:

- The level of core Council Tax to support the delivery of general council services in 2020/21, with options of no increase, a 1% increase or a 2% increase;
- The level of Adult Social Care Precept in addition to the increase in core Council Tax, with options of no precept, a 1% precept or a 2% precept;
- Which service areas they think are most important to fund in the longer term to help shape the future of the city. Respondents were asked to rate each of 19 service areas as high importance, medium importance or low importance. The service areas were: adult social care, children's services and social care, youth services, special educational needs and disability (SEND), schools, public health, bin/recycling collection and cleaner streets, culture & tourism, libraries, parks, sport and leisure, supporting Bristol's economy and jobs, housing, tackling homelessness, climate change, clean air, new roads and road maintenance, public transport, and cycling and walking;
- Respondents' reasons for their views on the preferred level of Council Tax, the level of Adult Social Care Precept and the priorities for long-term funding.

¹³ The council is allowed to increase core Council Tax by up to 2% in 2020/21 without a local referendum. An Adult Social Care Precept of up to 2% can be added to support the delivery of adult social care (this is in addition to the permitted increase of up to 2% in core Council Tax for general services). These limits are set by government. There was not enough time to hold a local referendum before Full Council decides on its 2020/21 budget in February 2020 so we did not ask if citizens would prefer larger increases.

The ‘About you’ section requested information which helps the council to check if the responses are representative of people across the city who may have different needs.

- Respondents’ postcode – this identifies if any parts of the city are under-represented in responding to the consultation and it can show if people from more deprived areas of the city have different views compared to people living in less deprived areas;
- Equalities monitoring information – this enables the council to check if we receive responses from people with protected characteristics under the Equality Act 2010;
- Other information about respondents; for example whether they are a council employee, a councillor, or represent a local business;
- How respondents found out about the consultation – to help the council publicise future consultations effectively.

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

2.1.2 Paper surveys

Paper copies of the survey with Freepost return envelopes were available in all libraries, the Citizen Service Point and on request by email and telephone from the council’s consultation and engagement team.

Paper copies were also delivered to residential addresses in five areas which have historically low response rates to consultations. Details are described in section 2.1.5.

2.1.3 Alternative formats

The consultation was available in Easy Read format on the Consultation Hub. Easy Read and other alternative formats (braille, large print, audio, British Sign Language (BSL) and translation to other languages) were available on request.

2.1.4 Interview surveys

A programme of interview surveys was developed in order to increase the number of responses overall and response rates from wards and groups which are often under-represented in providing feedback to consultations; specifically areas with high deprivation¹⁴ and black, Asian & minority ethnic (BAME) citizens.

Seven locations were selected in wards which provided low response rates to city-wide consultations during 2017, 2018 and 2019 and which are also areas with high deprivation and/or high populations of BAME citizens.

The interview survey locations and the number of responses are summarised in Table 1 and Figure 1.

Interviewers talked each respondent through the consultation information and recorded their verbal responses to each question via the online survey using 4G-enabled tablets.

All interview survey responses are included within the overall survey results.

¹⁴ The measure of deprivation was ‘Indices of Multiple Deprivation’ (IMD), which takes into account 37 local indicators that cover income, employment, education, health, crime, barriers to housing and services, and living environment. The Office of National Statistics (ONS) publishes IMD scores for 263 Census Lower Super Output Areas in Bristol.

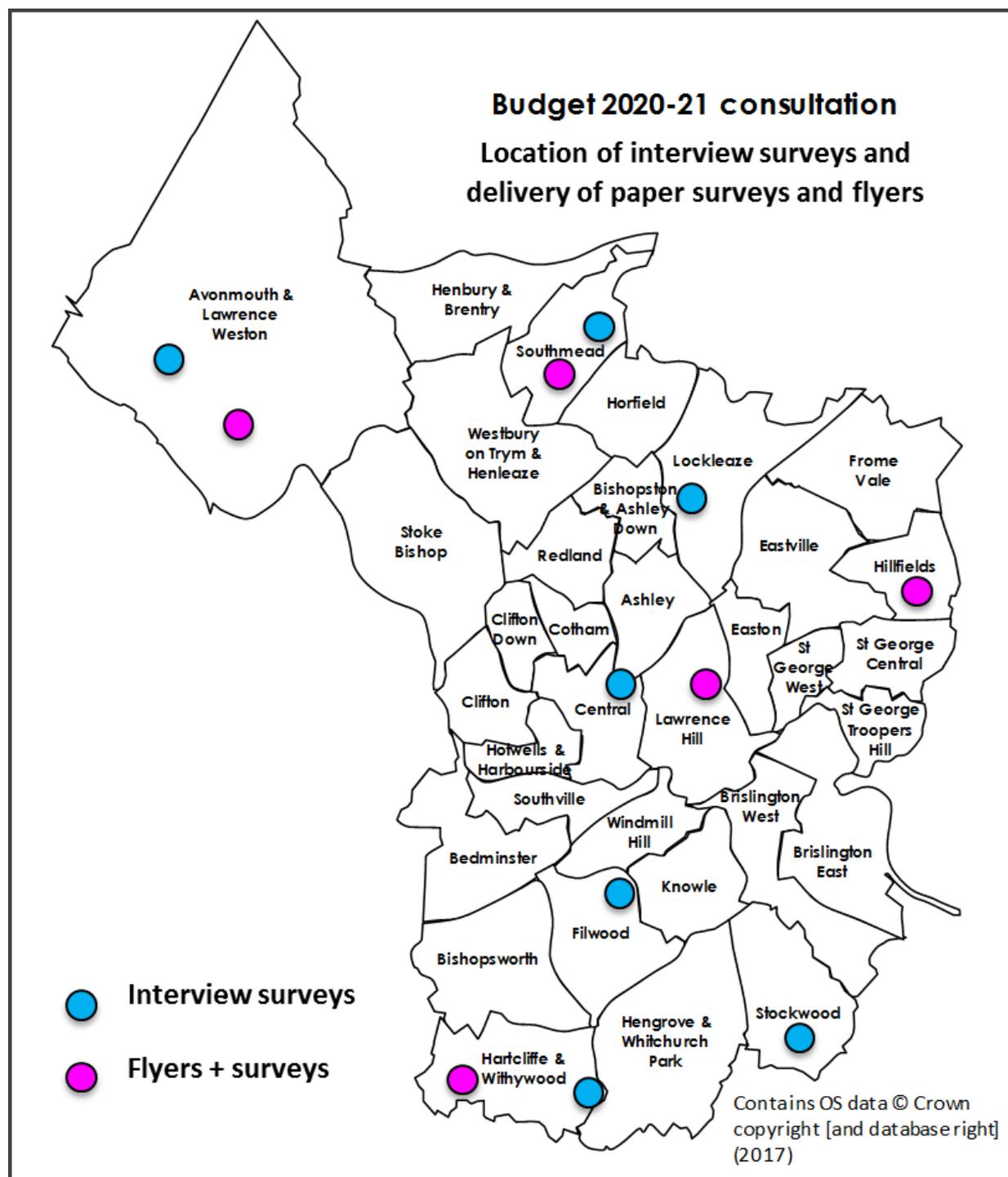
Table 1: schedule of budget consultation interview surveys

Ward	Location	Date	Reason for targeted surveys	Number of responses ¹⁵
Avonmouth	Avonmouth Coop	19 Nov	Low historic response rate ¹⁶ High deprivation	26
Southmead	Lidl, Southmead Road	21 Nov	Very low historic response rate Very high deprivation	25
Central	The Galleries, Broadmead Session 1	24 Nov	Very low historic response rate High deprivation 30% BAME Draws diverse citizens from inner wards	28
Lockleaze	Lidl, Muller Road	25 Nov	Low historic response rate High deprivation 30% BAME	26
Stockwood	Hollway Road	25 Nov	Very low historic response rate	11
Central	The Galleries, Broadmead Session 2	28 Nov	Very low historic response rate High deprivation 30% BAME Draws diverse citizens from inner wards	51
Filwood	The Park and other locations on Daventry Road	2 Dec	Very low historic response rate Very high deprivation	50
Central	The Galleries, Broadmead Session 3	3 Dec	Very low historic response rate High deprivation 30% BAME Draws diverse citizens from inner wards	19
Hartcliffe & Witherwood	Morrisons, Hartcliffe	3 Dec	Very low historic response rate Very high deprivation	25
Total				261

¹⁵ Number of responses to 2020/21 consultation obtained through interview surveys in each area.

¹⁶ Historical response rates are based on responses to city-wide consultations in 2017, 2018 and 2019.

Figure 1: Location of interview surveys and delivery of paper surveys and flyers



2.1.5 Direct delivery of paper surveys and information postcards

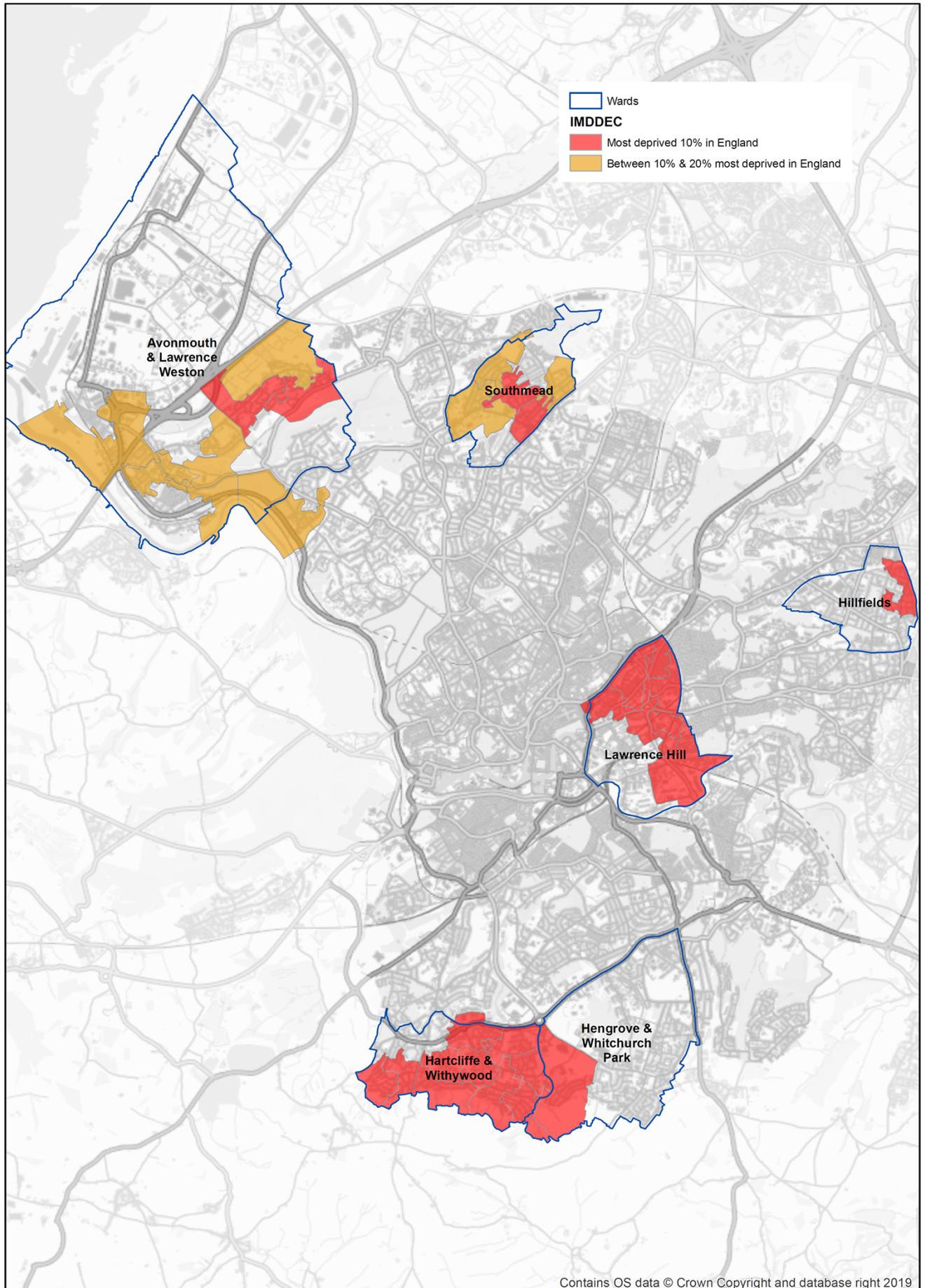
Paper surveys and A6 flyers were delivered direct to addresses in five areas (parts of seven wards) which have historically low response rates to consultations (Figure 1).

2,500 flyers and 2,500 paper surveys were distributed in each of four areas: Lawrence Hill, Avonmouth and Lawrence Weston (and part of Stoke Bishop), Southmead, and Hartcliffe and Withywood / Hengrove and Whitchurch Park.

1,700 flyers and 1,700 paper surveys were distributed in Hillfields.

Because response rates from more deprived parts of Bristol tend to be lower than from less deprived areas, the distribution areas targeted the more deprived parts of each ward, as shown in Figure 2. The delivery company distributed some surveys and flyers beyond the planned areas, resulting in additional responses from Horfield and Easton.

Figure 2 Distribution areas for paper surveys and flyers



The flyers included a URL to the online survey. The paper surveys included a URL to the online survey for recipients who wished to complete the survey online. A Freepost return envelope was also provided for use by respondents who preferred to complete the survey on paper.

Table 2 summarises the number of survey responses to the flyers and paper surveys distributed in each area.

Table 2: Survey responses from flyers and paper surveys delivered to households

Area	Reponses to distribution of flyers and paper surveys		
	Paper	Online	Total
Lawrence Hill	143	24	167
Avonmouth and Lawrence Weston and part of Stoke Bishop	96	13	109
Southmead	40	5	45
Hartcliffe and Withywood / Hengrove and Whitchurch Park	22	0	22
Hillfields	26	0	26
Total	327	42	369

Note, additional responses were received from these wards in response to the range of other publicity described in section 2.4

2.2 Public meetings

Council officers presented details of the Budget 2020/21 Consultation, answered questions and invited survey responses at the following public meetings:

- Voice and Influence Partnership on 14 November 2019;
- Bristol Older Peoples' Forum on 28 November 2019.

All responses received at these meetings were via the online or paper surveys and are included within the overall survey results.

2.3 Other correspondence

Five emails were received in response to the consultation. These are reported separately to the survey responses in chapter 7.

2.4 Publicity and briefings

2.4.1 Objective

The following programme of activity was carried out to publicise and explain the Budget 2020/21 Consultation. The primary objective was to involve residents and stakeholders across the city in decisions on the level of Council Tax and Adult Social Care Precept by ensuring that information was shared across a wide range of channels, reaching as broad a range of audiences as possible in order to maximise response rates. Areas of the city which tend to respond to surveys in low numbers were specifically targeted.

2.4.2 Bristol City Council channels

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

- Bristol City Council's website;
- Our City e-newsletter – 1,759 recipients;
- Ask Bristol e-bulletin - 3,100 recipients;
- All Members / Councillors;
- Invitation emails sent to 8,329 users of the online Council Tax account system. Initial emails were sent on 24 October, with follow-up emails sent to those who had not yet responded to the survey on 7 November, 26 November and 3 December;
- Email to 1,300 members of the Citizen's Panel;
- Messages to notify staff and visitors of the consultation were posted on digital screens in City Hall and 100 Temple Street and the consultation was advertised through the council's internal newsletter.
- Digital advertisement posted in libraries which have digital screens;
- Postcards and posters were placed in libraries across the city, along with paper copies of the survey and Freepost return envelopes

2.4.3 Members

A digital engagement pack including assets for social media and digital advertisement of the consultation was sent directly to members.

2.4.4 Bristol City Council Partners, Businesses and Voluntary Sector Organisations

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

Details of the consultation were shared with over 300 businesses, voluntary sector organisations, equalities groups and faith groups with a request for information to be circulated through their networks.

2.4.5 Media engagement

Press releases were distributed to media contacts and local community newsletters on 23 October detailing the options for the level of Council Tax and Adult Social Care Precept from April 2020 which resulted in media coverage in Bristol Post and local community newsletters.

2.4.6 Social Media – posts, outreach and advertising

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

Paid for Facebook advertising was employed to engage targeted areas of the city and encourage responses to the budget consultation. The target areas were selected by analysing the responses received after three weeks and prioritising wards with low response rates. In addition posts through Next Door were specifically targeted to 19 areas showing a lower response rate. Social media accounted for the following number of responses¹⁷:

- Facebook 9.5% (312 respondents)
- Twitter 2.9% (96 respondents)
- Next Door 8.4% (276 respondents)
- Instagram 0.2% (8 respondents)

2.4.7 Targeted Direct Mail

Direct mail in the form of A6 flyers and paper surveys (see section 2.1.5 for details) were distributed to five areas which have historically low response rates. These were Lawrence Hill, Avonmouth and Lawrence Weston (and part of Stoke Bishop), Southmead, Hartcliffe and Withywood / Hengrove and Whitchurch Park, and Hillfields.

¹⁷ Based on responses to the survey question ‘How did you hear about this consultation?’

3 Survey response rate and respondent characteristics

3.1 Response rate to the survey

The Budget 2020/21 Consultation survey received 3,448 responses of which 2,766 (80%) were self-completed online, 261 (8%) were completed online as interview surveys and 421 (12%) were self-completed using paper surveys.

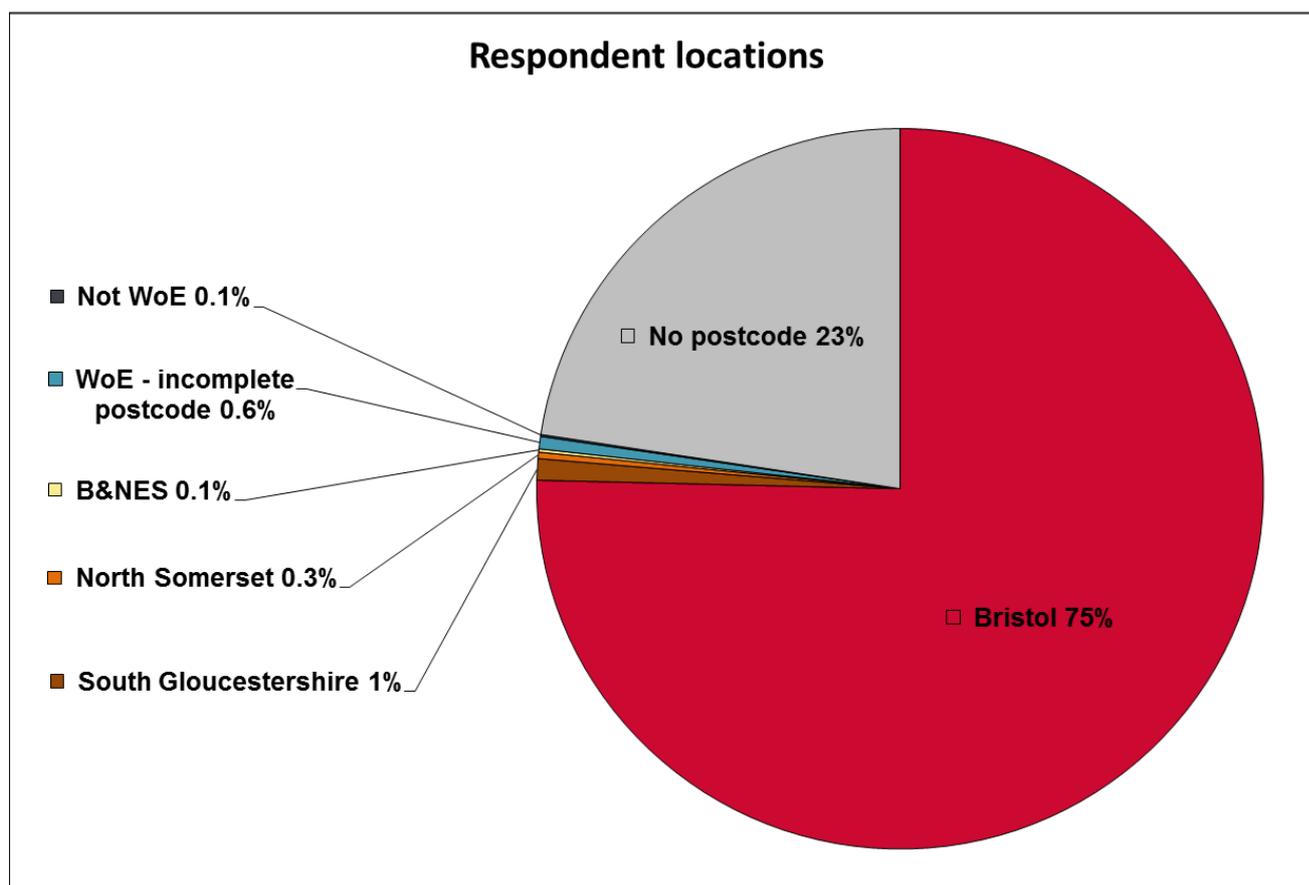
3.2 Geographic distribution of responses

2,599 responses (75%) were received from postcodes within the Bristol City Council area, 33 (1%) responses were from South Gloucestershire, 10 (0.3%) were from North Somerset, and 5 (0.1%) were from Bath & North East Somerset (B&NES). A further 19 (0.6%) were from unspecified locations within the four West of England authorities¹⁸ and 3 (0.1%) responses were from further afield (Figure 3).

779 (23%) did not provide a postcode.

Of the 2,599 responses from within the Bristol City Council area, 2,489 provided full or partial postcodes from which the ward of origin could be identified¹⁹ (Figure 4).

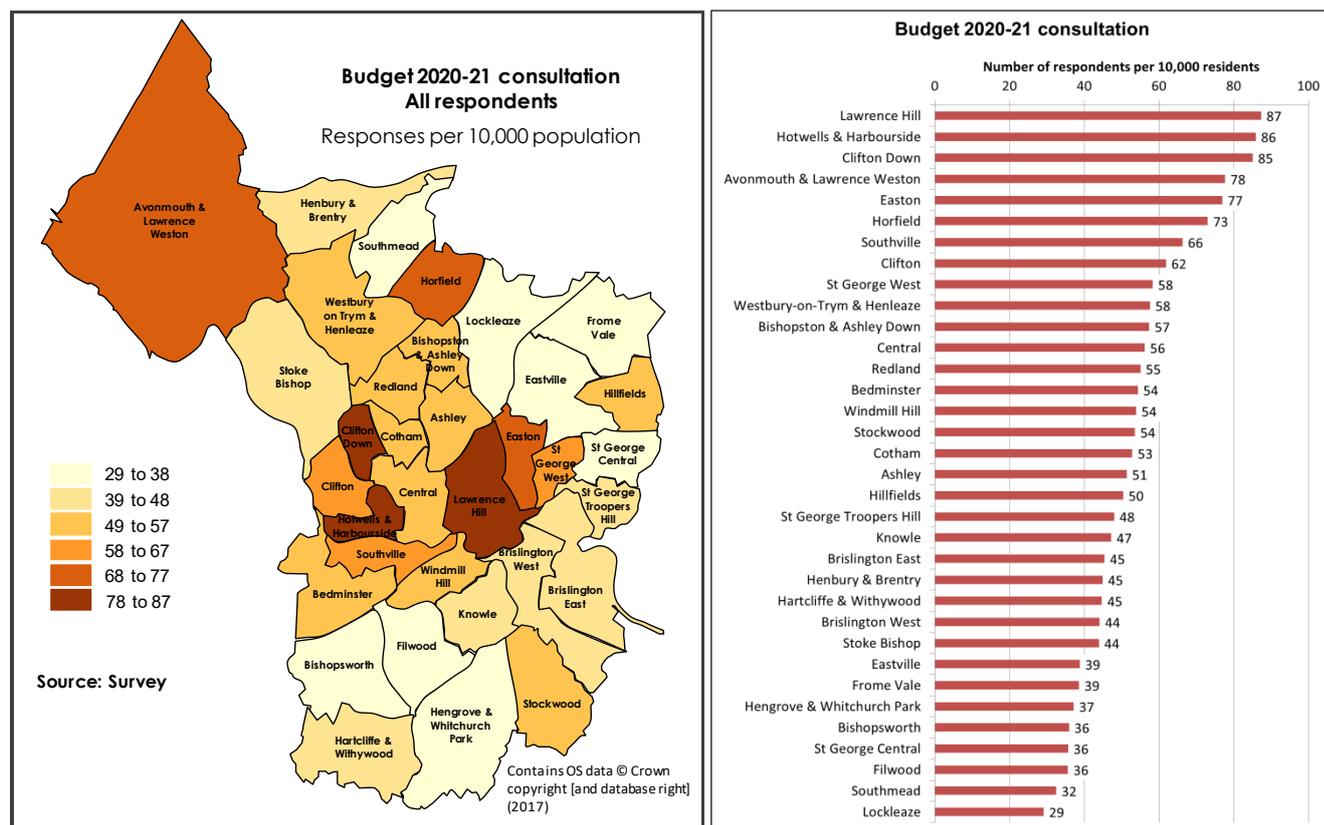
Figure 3: geographic distribution of responses



¹⁸ Incomplete postcodes identified the home location as within the WOE authorities area (Bristol, B&NES, North Somerset and South Gloucestershire), but not which authority.

¹⁹ The other 110 responses included incomplete postcodes which are within Bristol but do not include enough information to identify a specific ward.

Figure 4: geographic distribution of responses in Bristol



3.3 Response rate from areas of high and low deprivation

The home location of respondents in Bristol was compared with nationally published information on levels of deprivation across the city²⁰ to review if the responses received include a cross-section of people living in more deprived and less deprived areas. This helps the council to know if the views of citizens in more deprived areas differ from people living in less deprived areas.

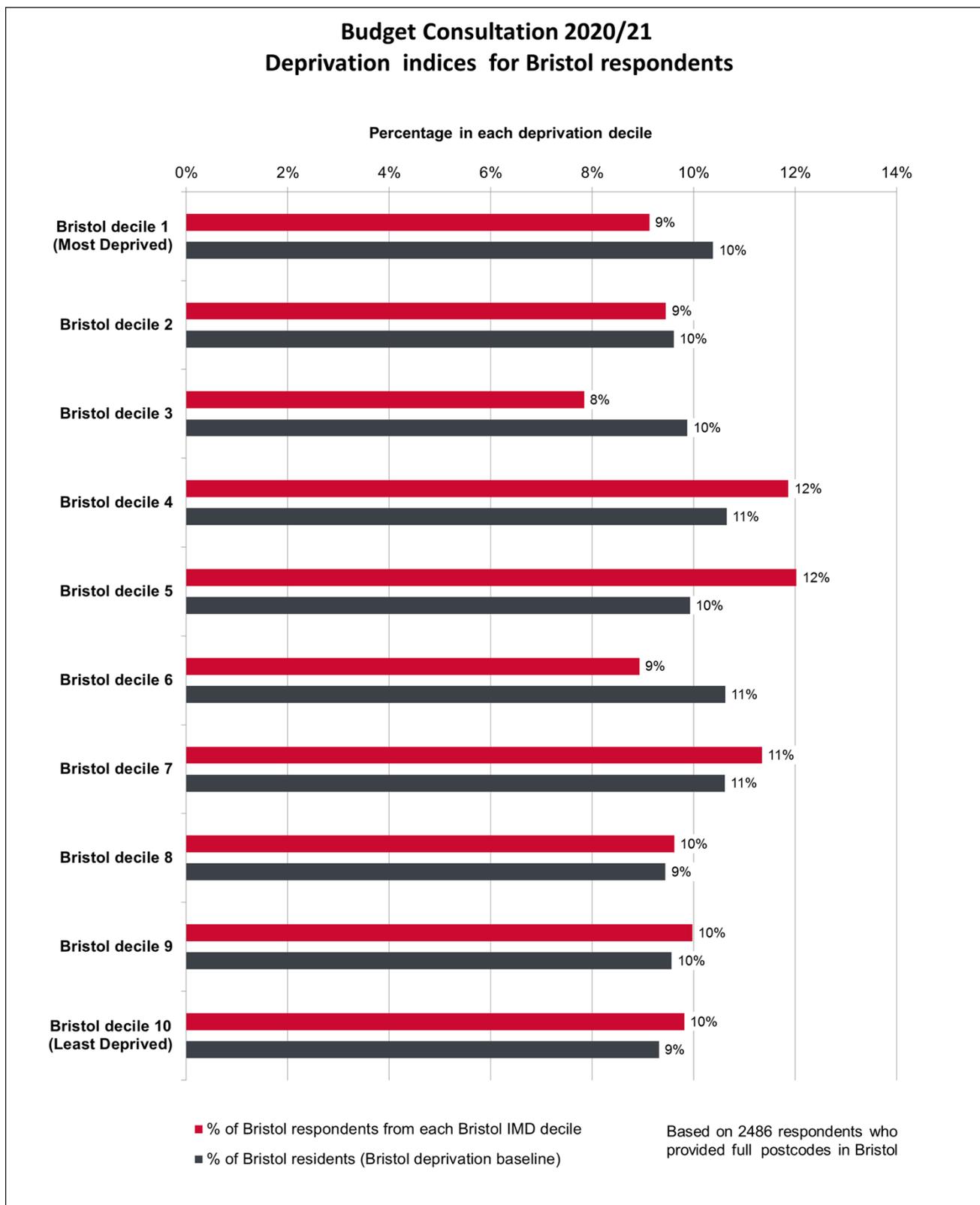
The comparison looked at levels of deprivation in 10 bands (known as ‘deciles’) from decile 1 (most deprived) to decile 10 (least deprived). Figure 5 compares the percentage of Bristol respondents²¹ living in each of the deprivation deciles to the percentage of all Bristol citizens who live in each decile.

Figure 5 shows that there was a good response rate from people in all deprivation deciles (red bars) and that this approximately matches the proportion of Bristol citizens living in each deprivation decile (grey bars). Response rates from deciles 3 and 6 are slightly lower and response rates from deciles 4 and 5 are slightly higher than the proportion of Bristol citizens living in each decile.

²⁰ The Office for National Statistics (ONS) publishes information about deprivation for 32,844 small areas - known as ‘Lower Super Output Areas’ (LSOAs) - throughout England. For each of these areas, a measure of deprivation is published called ‘Indices of Multiple Deprivation’ (IMD), which takes into account 37 aspects of each area that cover income, employment, education, health, crime, barriers to housing and services, and living environment. The postcodes provided by respondents to the consultation enabled each respondent to be matched to one of the 263 Lower Super Output Areas that cover the Bristol City Council area and thus to one of the deprivation deciles. Note that postcodes provide approximate locations; they are not used to identify individuals or specific addresses.

²¹ Based on 2,486 respondents who provided full postcodes in the Bristol administrative area from which deprivation decile can be identified.

Figure 5: Comparison of response rate from areas of high and low deprivation



(Percentages in Figure 5 are given to the nearest integer. The length of bars in the chart reflects the unrounded percentage; hence bars shown as 10% may be slightly different in length.)

3.4 Characteristics of respondents

3,372 (98%) people answered one or more of the equalities monitoring questions. Respondent characteristics are summarised below. The charts compare:

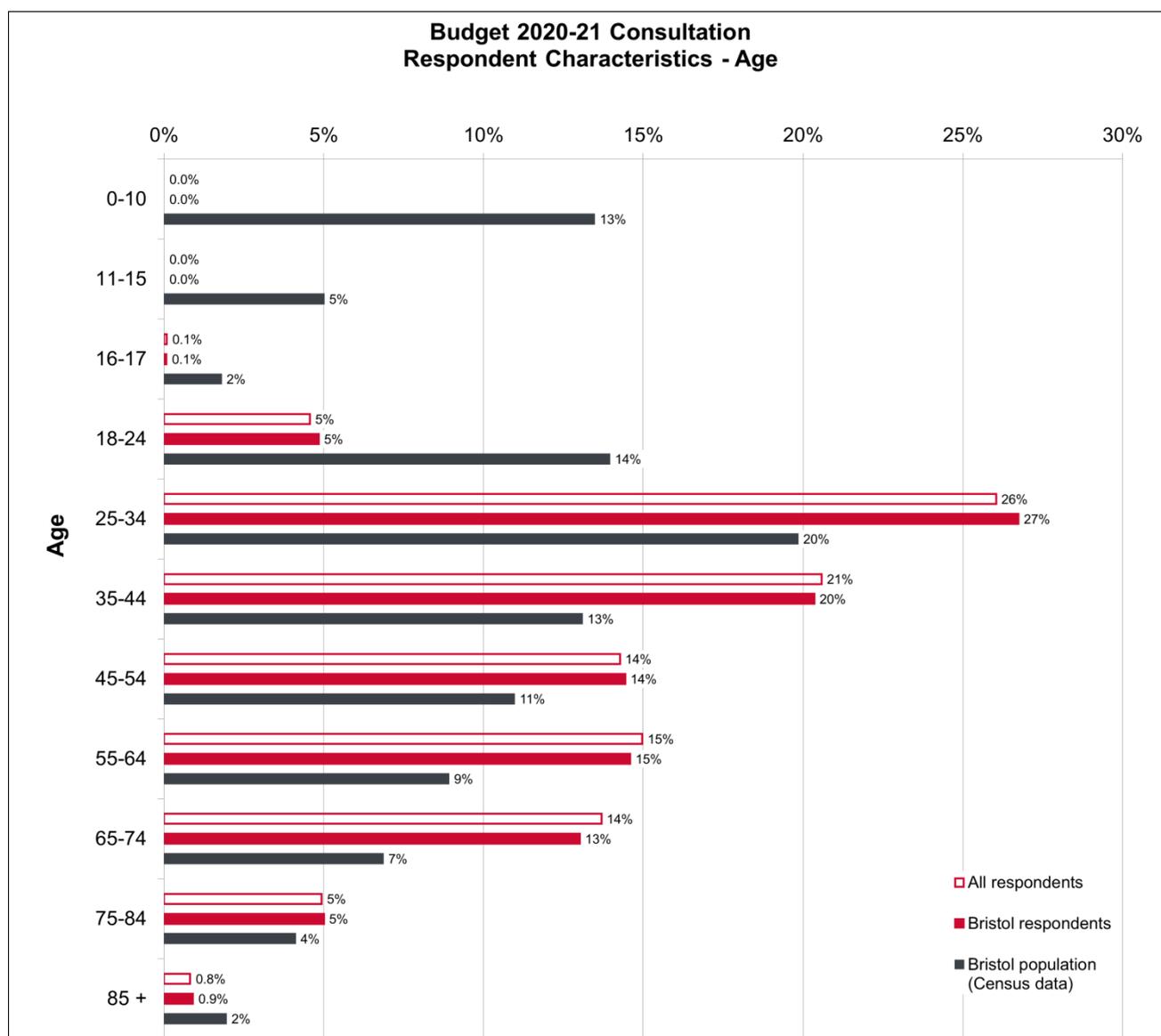
- Characteristics for all respondents who answered the equalities questions;
- Characteristics of respondents who provided a Bristol postcode;
- Characteristics of all Bristol citizens. This is available for five protected characteristics (age, sex, disability, ethnicity and religion/faith) for which population data are available from the 2011 Census and subsequent updates.

Note that many of the respondents who did not provide postcodes may also live in the Bristol administrative area, but are not included in figures for ‘Bristol respondents’

Age

The most common age of respondents was 25-34 years (26%), followed by 35-44 (21%). The proportion of responses in the age categories 25-34 years, 35-44, 45-54, 55-64, 65-74 and 75-84 was higher than these age groups’ proportion of the population in Bristol. Survey responses from children (under 18), young people aged 18-24 and people aged 85 and older were under-represented. In each age category, the proportions of ‘all respondents’ and ‘Bristol respondents’ were very similar.

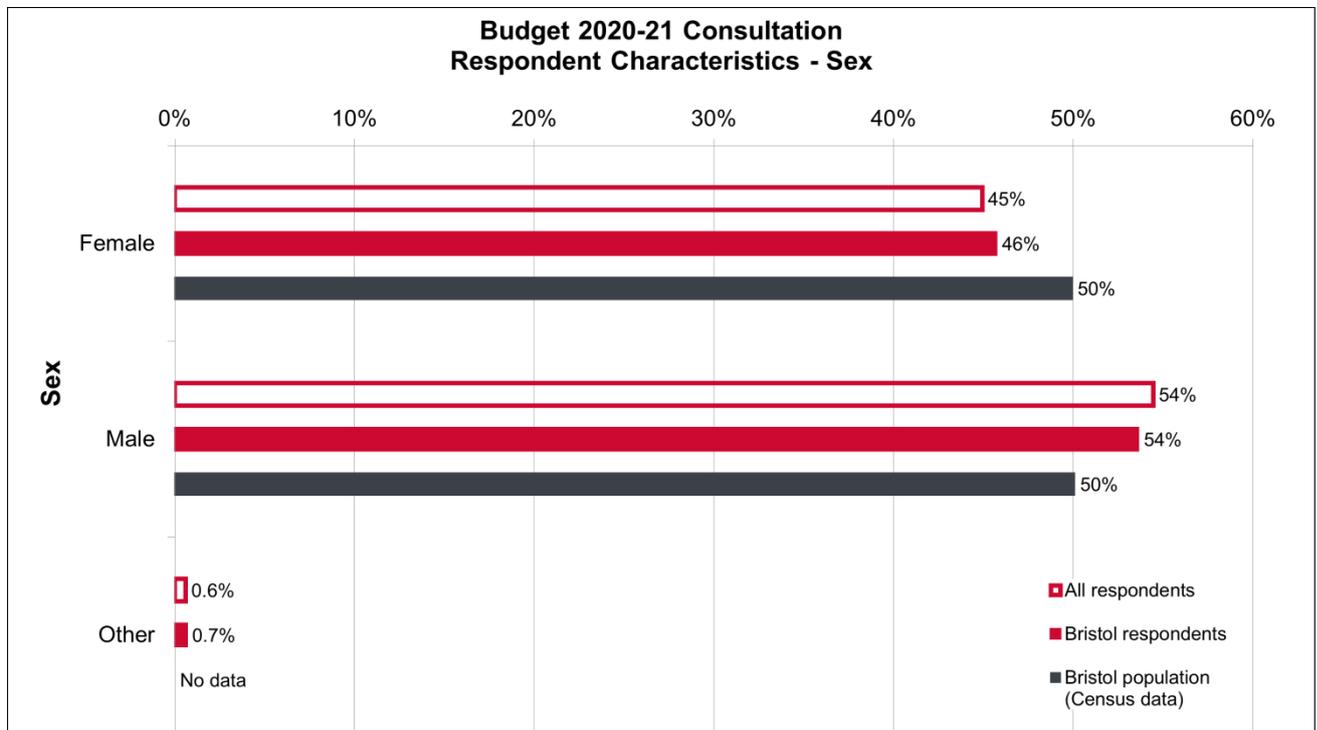
Figure 6: Age of respondents



Sex

45% of all responses were from women and 54% were from men. 0.6% were from people who identified as ‘other’. These percentages exclude the 7% of respondents (6% of Bristol respondents) who answered ‘prefer not to say’)

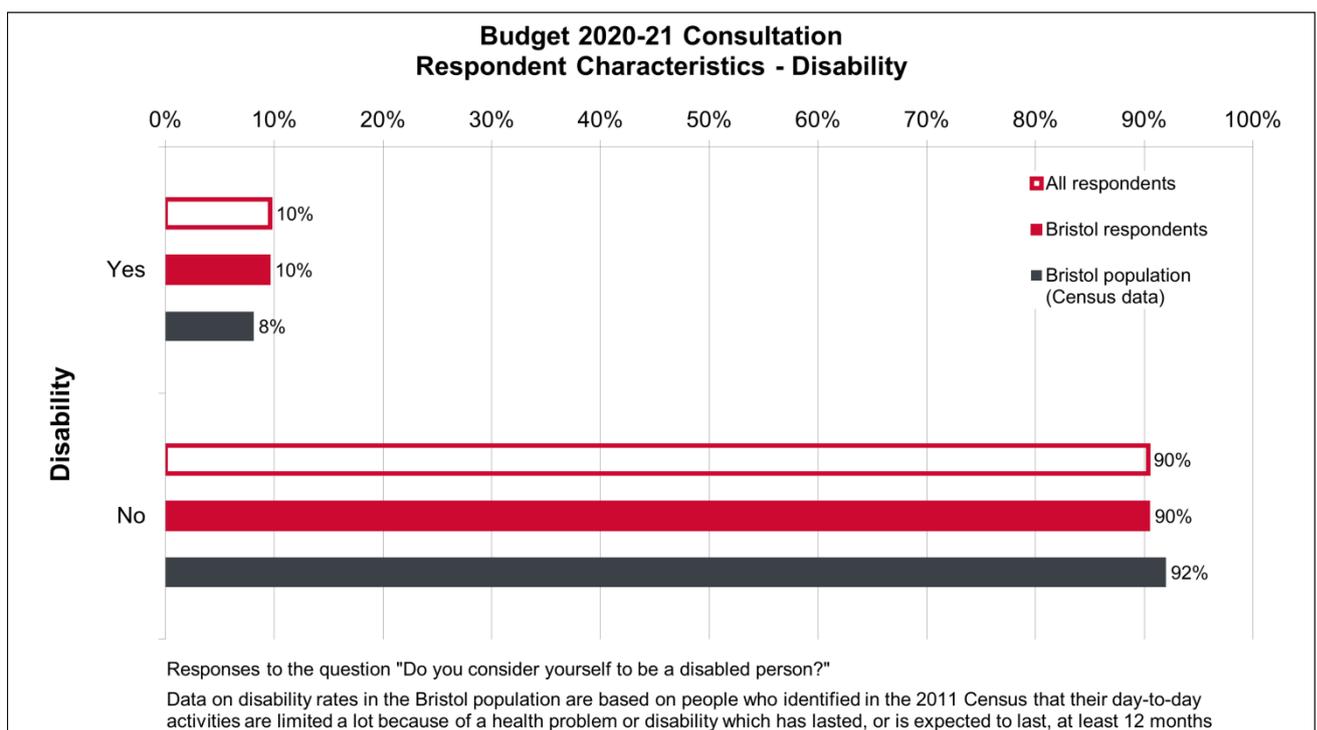
Figure 7: Sex of respondents



Disability

The proportion of disabled respondents (10%) is higher than the proportion of disabled people living in Bristol. These percentages exclude the 6% of respondents (5% of Bristol respondents) who answered ‘prefer not to say’)

Figure 8: Disability



Ethnicity

The proportions of White British respondents (78%), White Irish respondents (1%) and Gypsy / Roma / Traveller people (0.1%) matches the proportion of these citizens in the Bristol population.

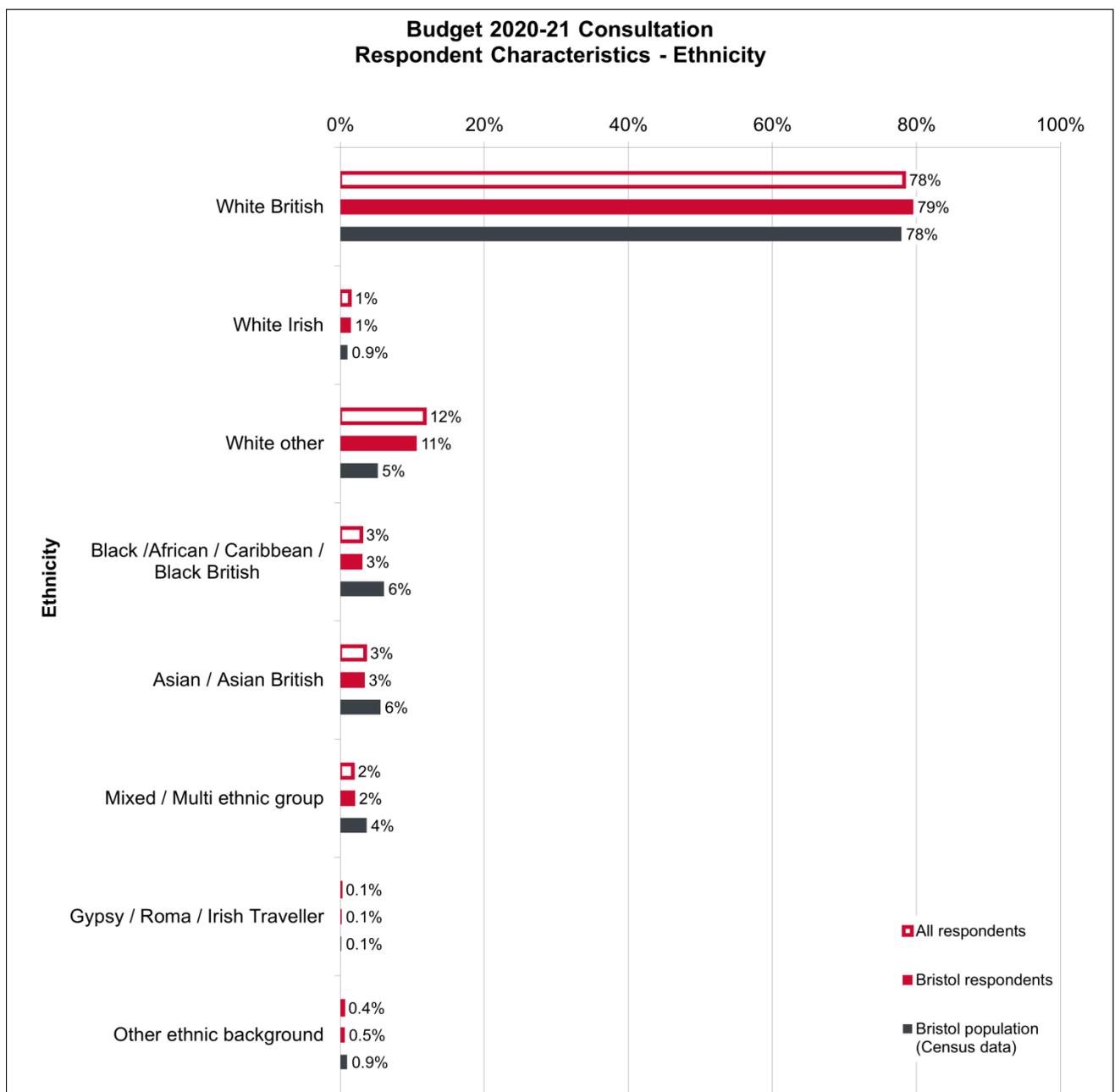
The response rate from Other White respondents (12%) is higher than the proportion of Other White people (5%) living in Bristol.

All other Black, Asian and Minority Ethnic respondents were under-represented in the response rates compared to the proportion of BAME citizens living in Bristol, despite targeted efforts to increase participation in areas with high BAME populations.

These percentages exclude the 9% of respondents (7% of Bristol respondents) who answered ‘prefer not to say’)

The proportion of each ethnicity for all respondents closely matches Bristol respondents.

Figure 9: Ethnicity of respondents



Religion/Faith

People with no religion (61% of respondents) responded in higher proportions than people of no religion in Bristol’s population (41%).

Christians (34%), Muslims (1.5%), Hindus (0.5%) and Sikhs (0.2%) were under-represented compared to the proportions of these faiths living in Bristol.

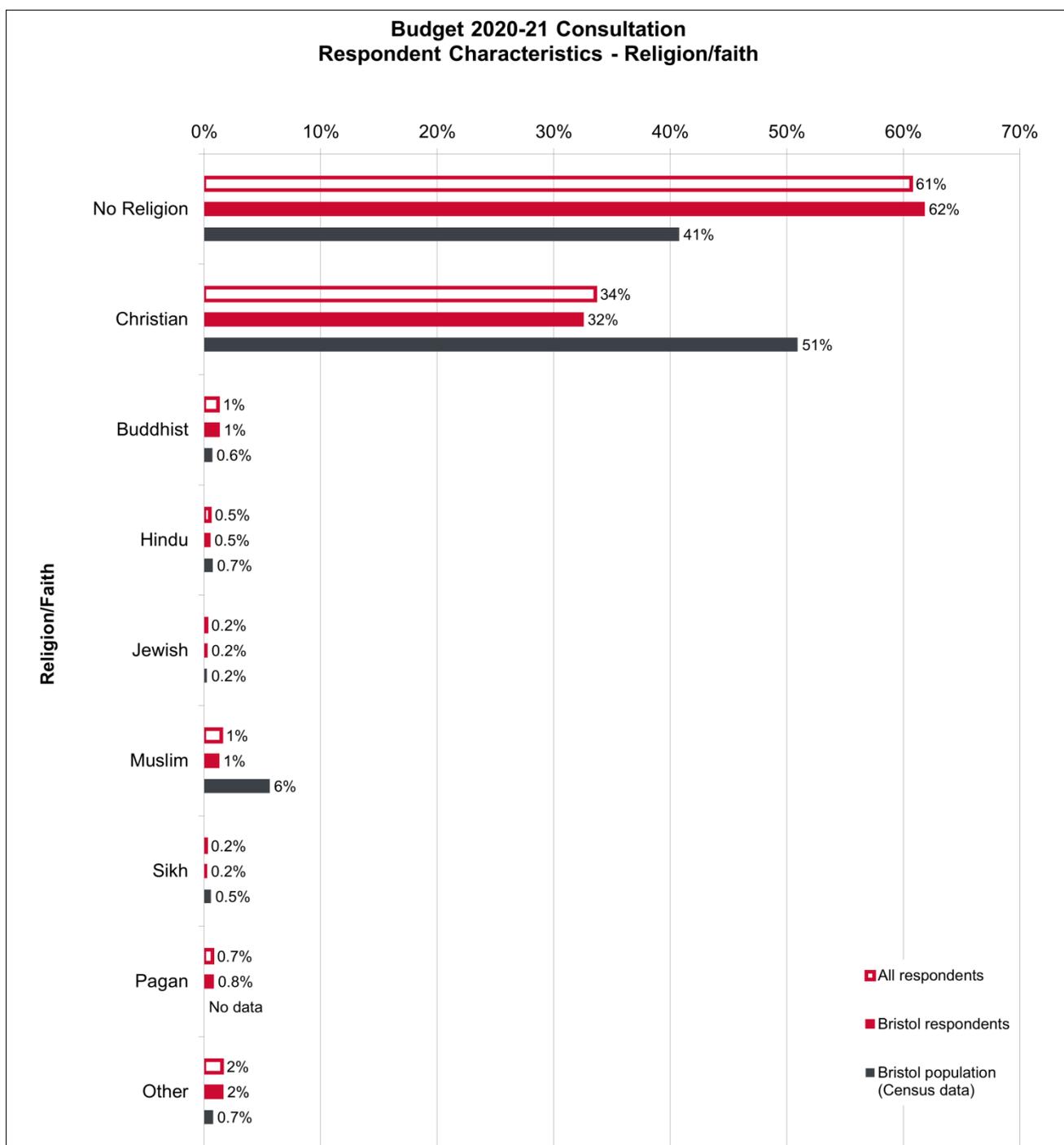
The proportion of Jewish respondents (0.2%) closely matches the Bristol population.

Buddhists (1%) and people of other faith (2%) responded in greater numbers than the proportions of these faiths in the Bristol population.

These percentages exclude the 10% of respondents (8% of Bristol respondents) who answered ‘prefer not to say’.

The proportion of each religion/faith for all respondents closely matches Bristol respondents.

Figure 10: Religion/faith of respondents



Other protected characteristics and refugee/asylum status

The survey also asked respondents about three other protected characteristics (sexual orientation, gender reassignment, pregnancy and recent maternity) and if they are a refugee or asylum seeker.

Census data are not available for the proportion of people with these characteristics living in Bristol. Figures 11, 12, 13 and 14 show the proportions of all respondents and Bristol respondents for each of these characteristics. The proportion of each characteristic for all respondents closely matches the proportion for Bristol respondents.

Figure 11: Sexual orientation

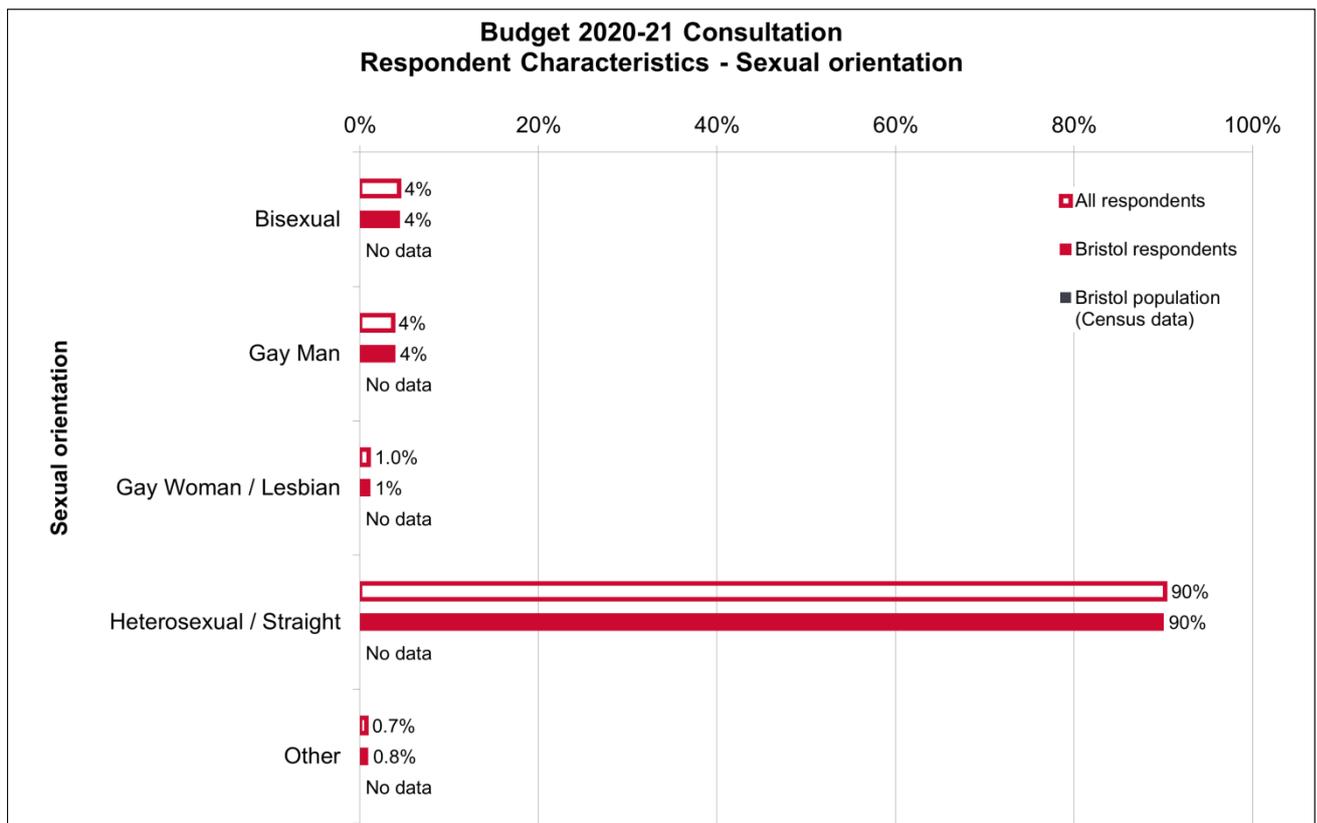


Figure 12: Gender reassignment

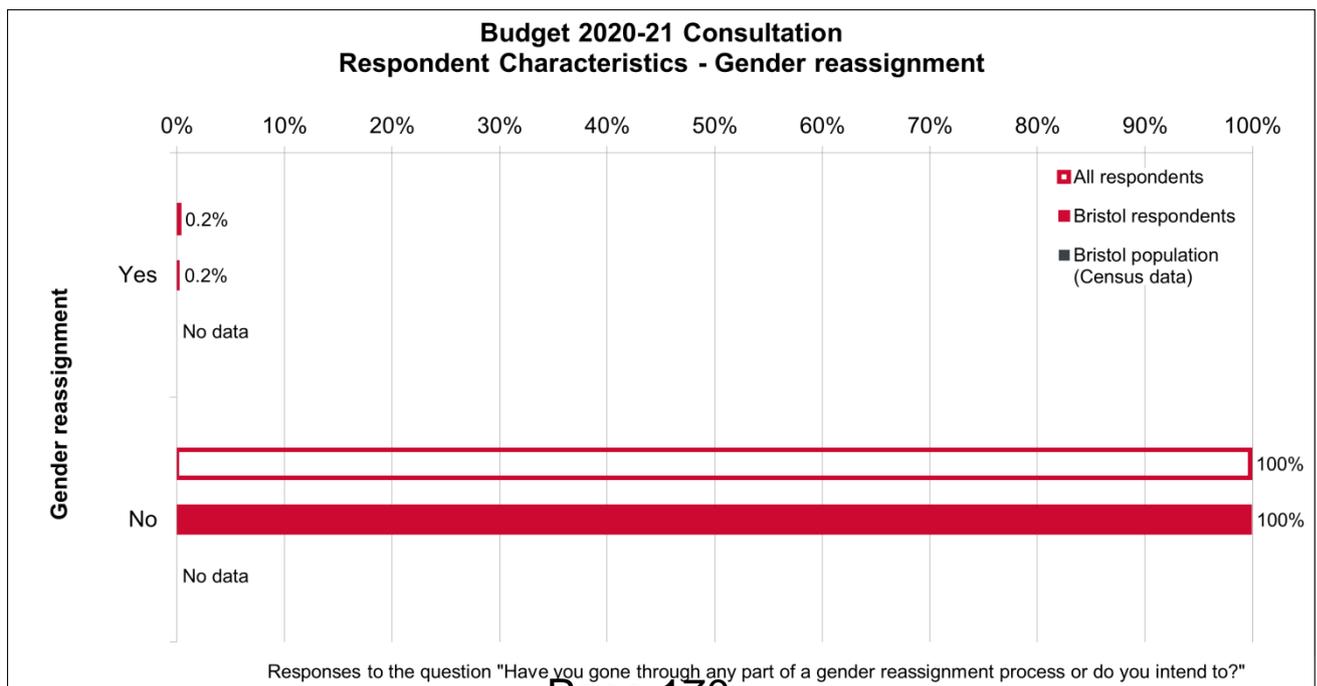


Figure 13: Pregnancy/Maternity

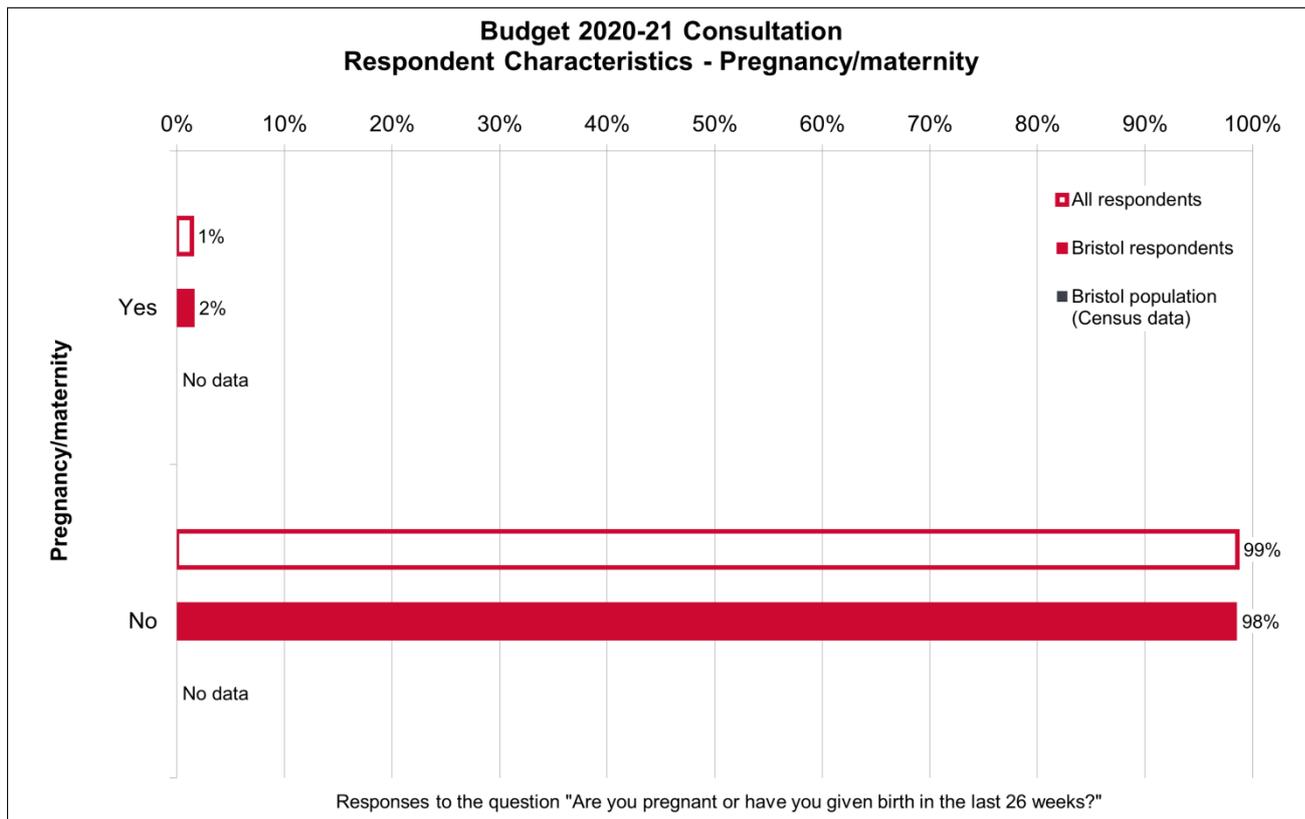
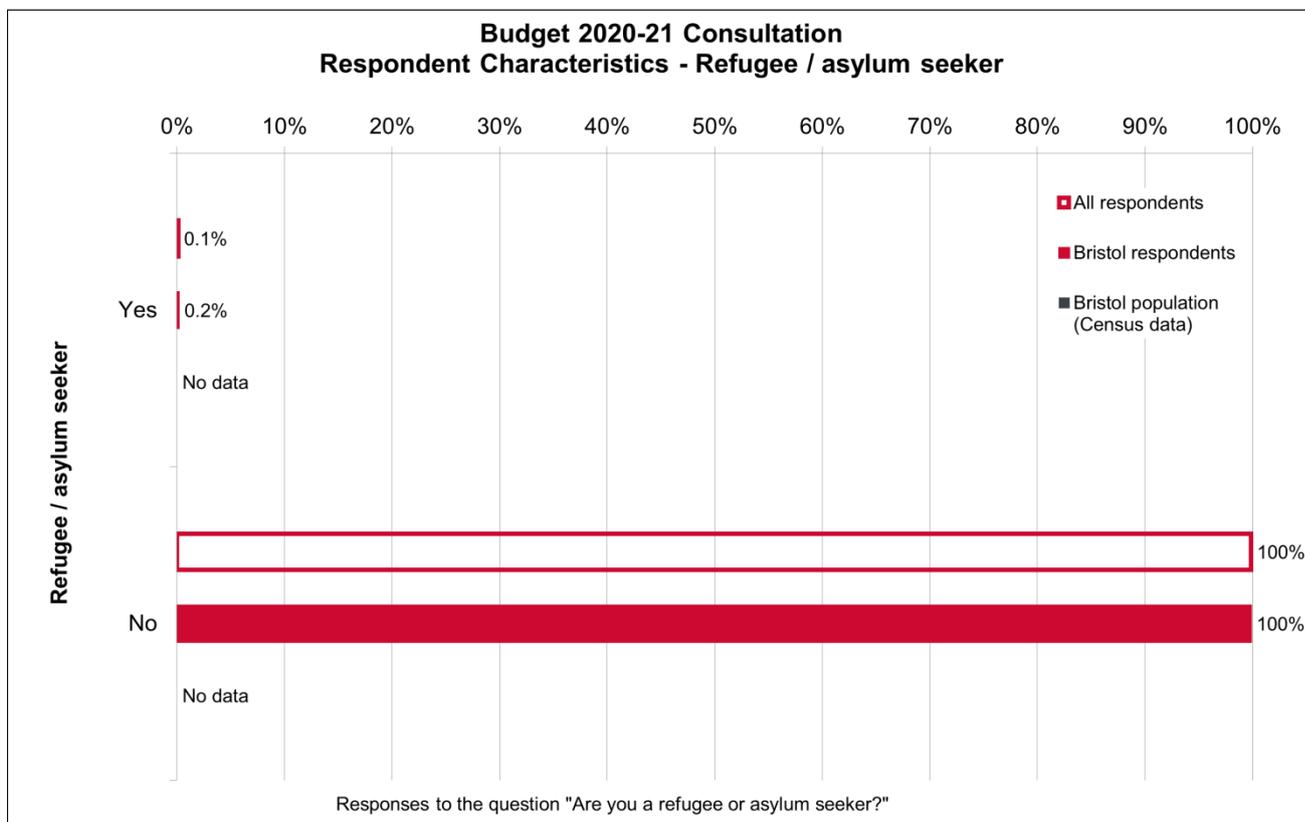


Figure 14: Refugee or asylum seeker



Other respondent characteristics

3,355 (97%) respondents provided other details of their personal situation, selecting from the following list of 11 options²²:

- 3,303 (98% of the 3,355 respondents who answered the question) are Bristol residents;
- 78 (2%) represent and/or own a local business;
- 62 (2%) are Bristol City Council employees;
- 31 (1%) work in Bristol but live elsewhere;
- 6 (0.2%) were responses on behalf of a Housing Association;
- 5 (0.1%) were responses on behalf of a Voluntary/Community/Social Enterprise;
- 4 (0.1%) were responses on behalf of a Health/social care provider;
- 4 (0.1%) respondents stated they are MPs, but for some or all of these, aspects of their responses suggest otherwise;
- 2 (0.1%) are Councillors;
- 2 (0.1%) were responses on behalf of a Public Transport provider;
- 43 (1%) selected 'other'.

Of the 43 respondents who selected 'other':

- 9 selected 'other' but did not specify details
- 5 provided information about their employment role
- 4 stated that they are retired
- 3 are students
- 3 stated that they are tax payers
- 2 stated that they live in Bristol but work elsewhere
- 2 live outside Bristol and 1 lives in Bristol during weekdays only
- 2 own and/or let property in Bristol but live elsewhere
- 2 are investors in Bristol
- 1 is a frequent visitor to Bristol
- 1 stated they are a foster carer
- 1 is homeless
- 7 provided other details.

²² Because respondents could select more than one option, the total percentages exceed 100%

4 Survey results: level of Council Tax and Adult Social Care Precept

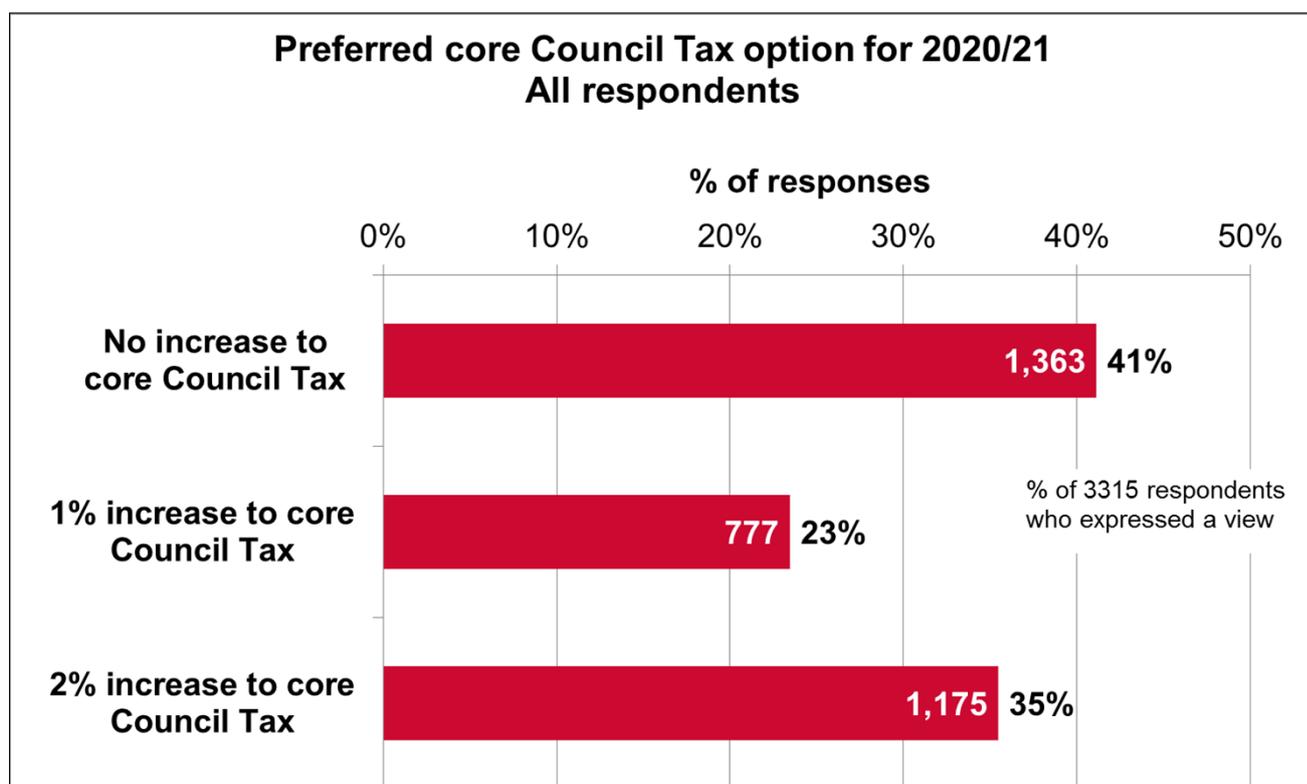
4.1 Level of core Council Tax increase in 2020/21 – all respondents

Respondents were asked to state which level of Council Tax increase they would prefer in 2020/21, choosing from the following three options:

- No increase to Council Tax;
- An increase of 1% to Council Tax. This option would raise £2.2 million to support the delivery of services;
- An increase of 2% to Council Tax. This option would raise £4.4 million to support the delivery of services.

Of the 3,448 people who responded to the budget consultation, 3,315 (96%) expressed a preference for the level of Council Tax increase. Figure 15 shows the numbers who support each option. 133 people did not answer this question.

Figure 15: Preferred level of core Council Tax increase in 2020/21



A majority of respondents (59%) favour an increase in core Council Tax to support general services. Of these, 1,175 (35% of all 3,315 respondents) favour a 2% increase²³ and 777 (23%) would prefer a 1% increase in core Council Tax.

1,363 (41%) respondents would prefer 'no increase to Council Tax' in 2020/21.

²³ A 2% increase in core Council Tax is the maximum increase permitted without requiring a local referendum

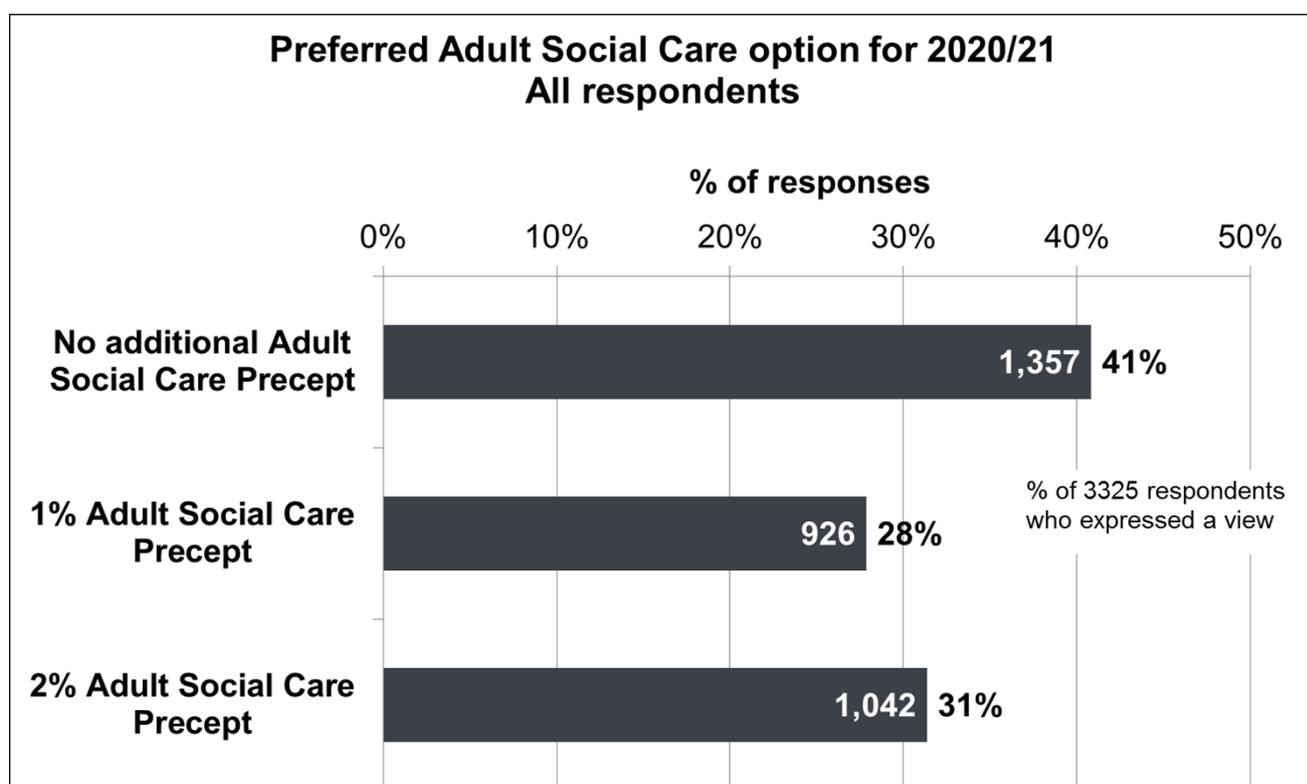
4.2 Level of Adult Social Care Precept in 2020/21 – all respondents

Respondents were asked to state which level of Adult Social Care Precept they would prefer in 2020/21, choosing from the following three options:

- No additional Adult Social Care Precept.
- An additional 1% Adult Social Care Precept. This would be an extra 1% increase to Council Tax bills in addition to the increase in core Council Tax. This option would raise £2.2 million to support the delivery of adult social care.
- An additional 2% Adult Social Care Precept. This would be an extra 2% increase to Council Tax bills in addition to the increase in core Council Tax. This option would raise £4.4 million to support the delivery of adult social care.

Of the 3,448 people who responded to the budget consultation, 3,325 (96%) expressed a preference for the level of Adult Social Care Precept. Figure 16 shows the numbers who support each option. 123 people did not answer this question.

Figure 16: Preferred level of Adult Social Care Precept in 2020/21



A majority of respondents (59%) favour an additional Adult Social Care Precept (on top of core Council Tax) to support the delivery of adult social care.

Of these, 1,042 (31% of all 3,325 respondents) favour a 2% Adult Social Care Precept²⁴ and 926 (28%) would prefer a 1% Adult Social Care Precept.

1,357 (41%) respondents would prefer no increase to Adult Social Care Precept in 2020/21.

Comparison of Figures 15 and 16 shows that the same proportion of respondents (41%) want no increase to either core Council Tax or Adult Social Care Precept. Similarly, 59% would support some increase to both Council Tax and Adult Social Care Precept. However, there is more support for the **maximum 2%** increase in core Council Tax (35%) than would support the maximum 2% Adult Social Care Precept (31%).

²⁴ 2% Adult Social Care Precept is the maximum increase permitted by government in 2020/21.

4.3 Differences in views on Council Tax in areas with different levels of deprivation

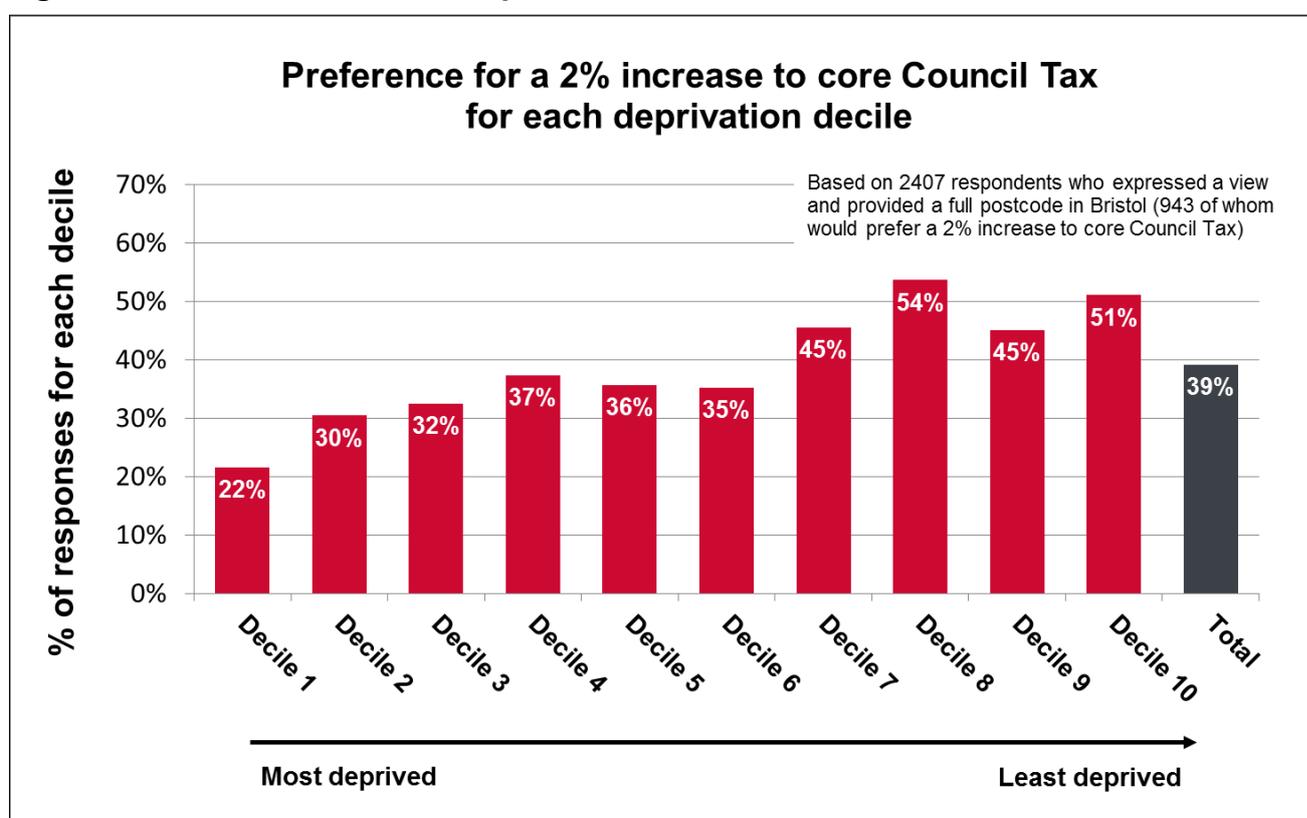
Views on the preferred level of core Council Tax were compared for respondents from areas with different levels of deprivation. The comparison used the postcodes provided by respondents in Bristol to match each response to one of 10 deprivation bands (deciles) as described in section 3.3.

2% increase in core Council Tax

Figure 17 shows the percentage of respondents from each deprivation decile who want a 2% increase in core Council Tax in 2020/21. This is based on the 943 Bristol respondents who support a 2% increase and provided a full postcode²⁵.

Figure 17 shows that support for a 2% increase in core Council Tax is highest in the least deprived areas and is lower in the more deprived areas. The lowest support for a 2% increase is in the most deprived three deciles (22% in decile 1, 30% in decile 2, 32% in decile 3) and rises to 54% in decile 8 and 51% in decile 10.

Figure 17: Preference in each deprivation decile for a 2% increase in core Council Tax



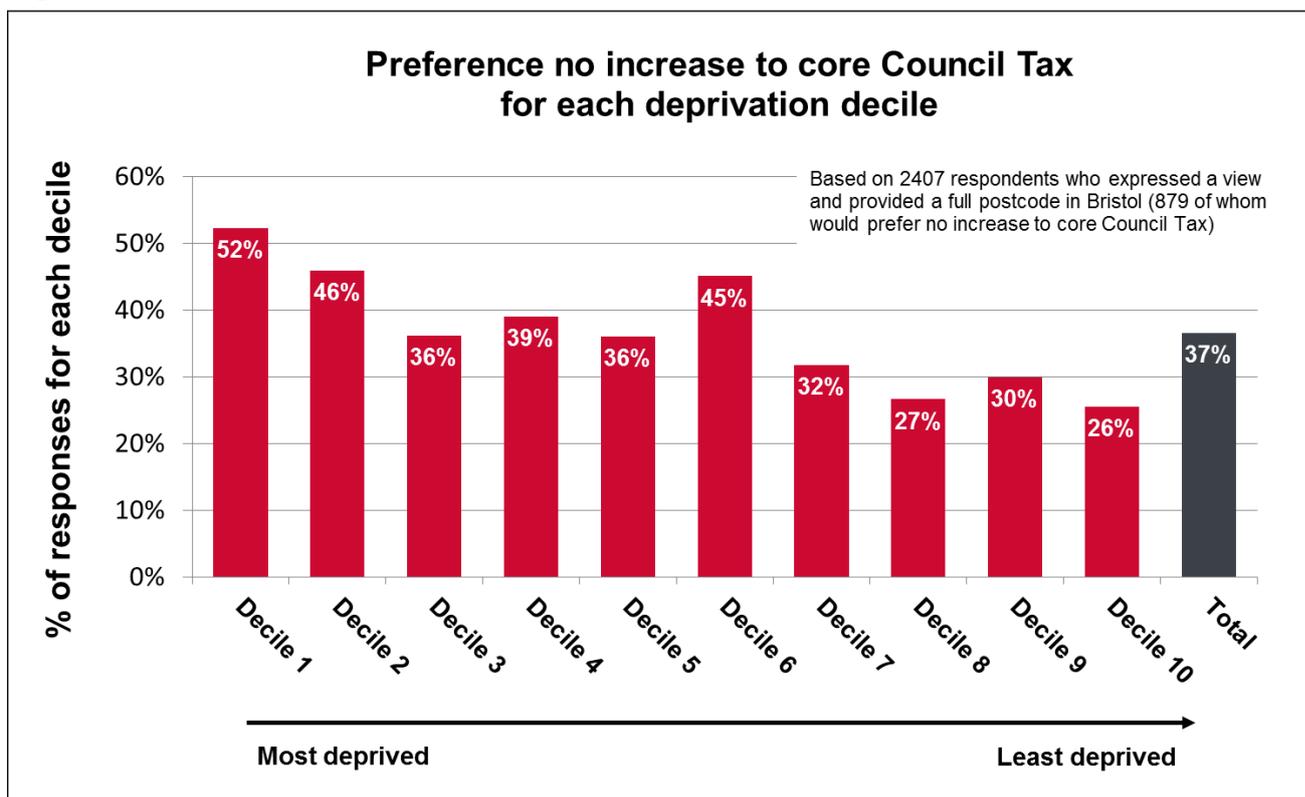
No increase in core Council Tax

Figure 18 shows the percentage of respondents from each deprivation decile who stated they would prefer no increase in Council Tax in 2020/21. This is based on the 879 Bristol respondents who support no increase and provided a full postcode.

Figure 18 (no increase) shows the opposite trend to Figure 17 (2% increase); there is higher support for no increase to core Council Tax in more deprived areas than in less deprived areas. More than a quarter of respondents in all deprivation deciles favour no increase in core Council Tax. The highest preference for no increase is in the most deprived 20% of the city (52% in decile 1 and 46% in decile 2) and the lowest support is in the three least deprived deciles (26% in decile 10, 30% in decile 9 and 27% in decile 8).

²⁵ Incomplete postcodes cannot be matched to the deprivation data.

Figure 18: Preference in each deprivation decile for no Council Tax increase



1% increase in core Council Tax

Figure 19 shows the support for a 1% increase in core Council Tax for each deprivation decile (based on 585 Bristol respondents who provided a full postcode).

Figure 19: Preference in each deprivation decile for a 1% increase in core Council Tax

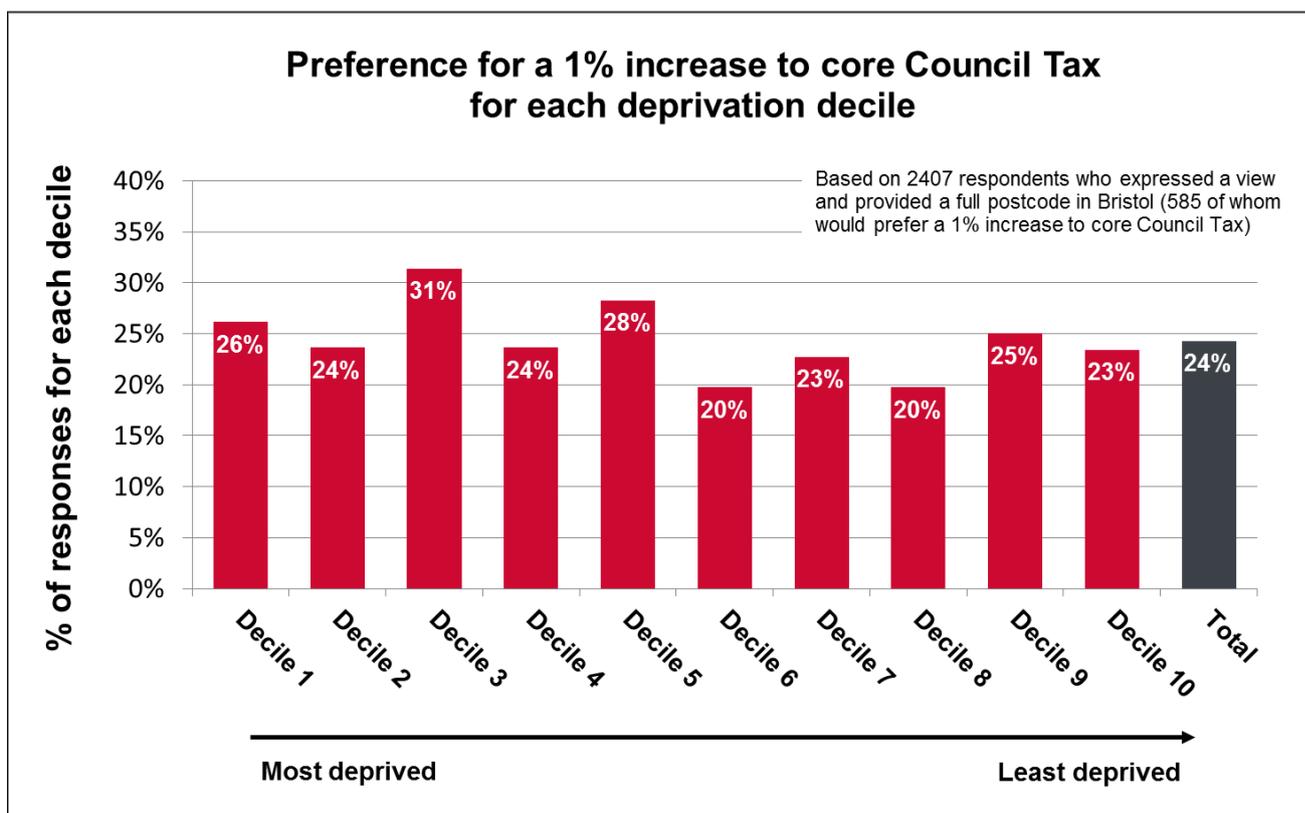


Figure 19 shows support for 1% increase in core Council Tax is slightly higher in the more deprived half of the city (particularly deciles 3 and 5) than in the less deprived half.

Note that the percentages for the ‘Total’ columns in Figures 17, 18 and 19 differ slightly from the values in Figure 15. This is because Figure 15 shows the views of all 3,315 respondents who answered question 1 whereas Figures 17, 18 and 19 show the views of 2,407 Bristol residents who also provided a full postcode. (The full postcode is needed to match against deprivation data.) A smaller proportion of respondents who prefer no increase in core Council Tax provided a full postcode than respondents who support a 2% increase.

4.4 Views on Adult Social Care Precept in areas with different levels of deprivation

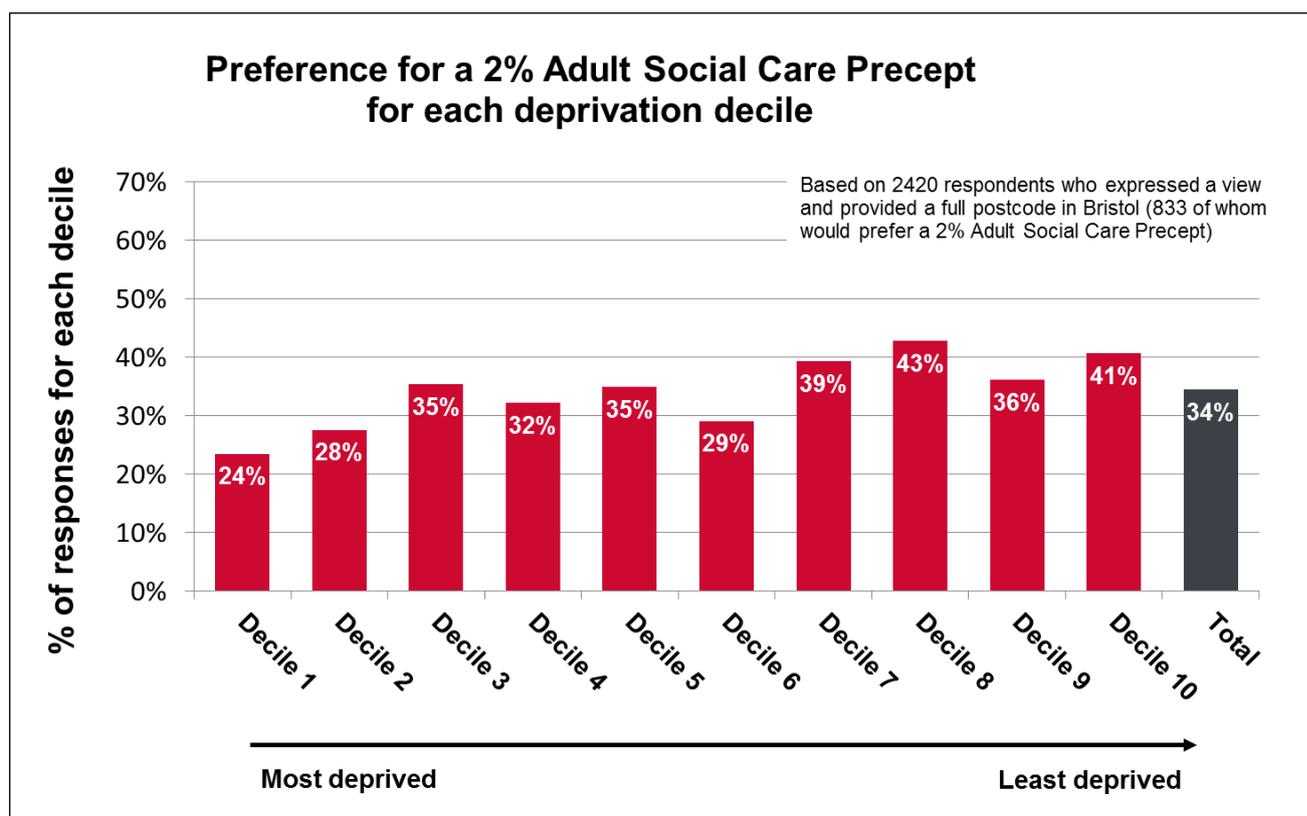
Views on the preferred level of Adult Social Care Precept were also compared for respondents from areas with different levels of deprivation. The comparison used the postcodes provided by respondents in Bristol to match each response to one of 10 deprivation bands (deciles) as described in section 3.3.

2% Adult Social Care Precept

Figure 20 shows the percentage of respondents from each deprivation decile who favour a 2% Adult Social Care Precept in 2020/21. This is based on the 833 Bristol respondents who support a 2% Adult Social Care Precept and provided a full postcode.

Figure 20 shows that support for a 2% Adult Social Care Precept is higher in the less deprived areas and is lower in the more deprived areas. The lowest support for a 2% precept is in the most deprived two deciles (24% in decile 1 and 28% in decile 2) and rises to 43% in decile 8 and 41% in decile 10.

Figure 20: Preference in each deprivation decile for a 2% Adult Social Care Precept



No additional Adult Social Care Precept

Figure 21 shows the percentage of respondents from each deprivation decile who stated they would prefer no additional Adult Social Care Precept in 2020/21. This is based on the 894 Bristol respondents who support no Adult Social Care Precept and provided a full postcode.

Figure 21: Preference in each deprivation decile for no Adult Social Care Precept

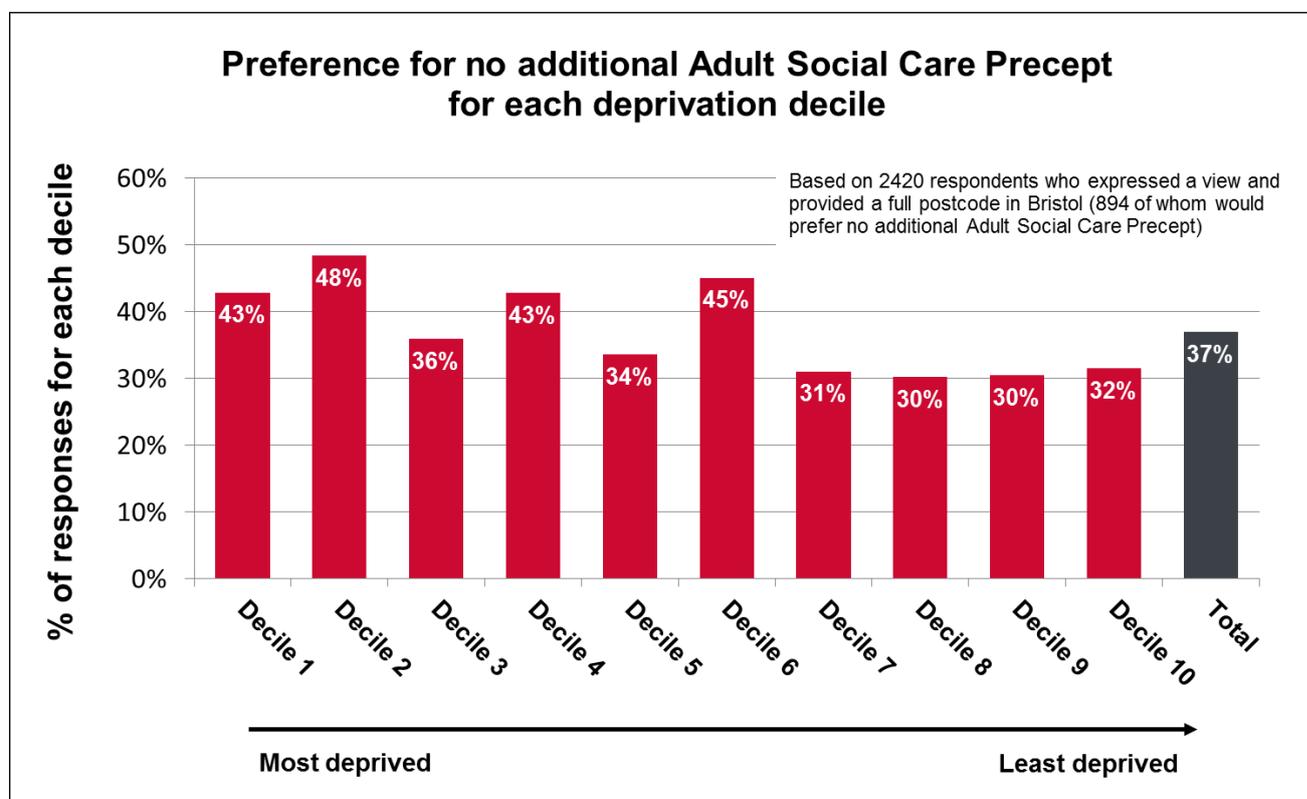


Figure 21 (no precept) shows the opposite trend to Figure 20 (2% precept); there is higher support for no increase to core Council Tax in the more deprived areas than in less deprived areas.

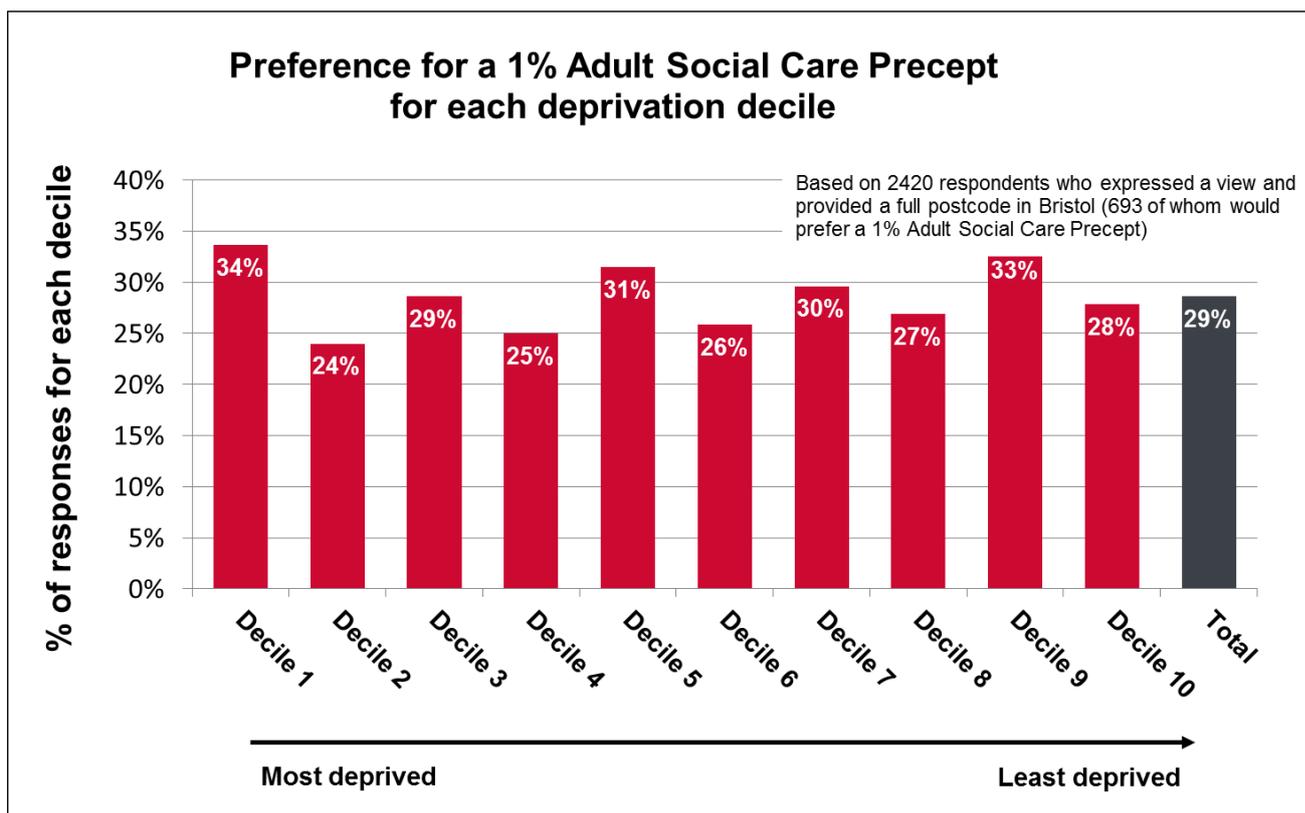
At least 30% of respondents in all deprivation deciles favour no Adult Social Care Precept. The highest preference for no increase is in decile 2 (48%) and the lowest support is in the four least deprived deciles (32% in decile 10, 30% in deciles 9 and 8, and 31% in decile 7).

1% Adult Social Care Precept

Figure 22 shows the support for a 1% Adult Social Care Precept for each deprivation decile (based on 693 Bristol respondents who provided a full postcode).

Figure 22 shows no clear trend in support for 1% Adult Social Care Precept between areas of different deprivation. The highest support is in decile 1 (34%) and the second highest is decile 9 (33%).

Figure 22: Preference in each deprivation decile for a 1% Adult Social Care Precept



Note that the percentages for the 'Total' columns in Figures 20, 21 and 22 differ slightly from the values in Figure 16. This is because Figure 16 shows the views of all 3,325 respondents who answered question 2 whereas Figures 20, 21 and 22 show the views of 2,420 Bristol residents who also provided a full postcode. (The full postcode is needed to match against deprivation data.) A smaller proportion of respondents who prefer no Adult Social Care Precept provided a full postcode than respondents who support a 2% precept.

5 Survey results: priorities for longer-term funding

5.1 All respondents

Respondents were asked which service areas they think are most important to fund in the longer term to help shape the future of the city. Respondents were asked to rate each of 19 service areas as high importance, medium importance or low importance.

The service areas were: adult social care, children's services and social care, youth services, special educational needs and disability (SEND), schools, public health, bin/recycling collection and cleaner streets, culture & tourism, libraries, parks, sport and leisure, supporting Bristol's economy and jobs, housing, tackling homelessness, climate change, clean air, new roads and road maintenance, public transport, and cycling and walking.

Of 3448 respondents to the survey, 3,422 (99%) answered the question for at least one of the 19 service areas. 3,106 (90%) answered the question for all 19 service areas.

Figure 23 summarises the percentage of respondents who think each service area is of high importance, medium importance and low importance. The services are shown in order of the percentage of respondents who think the service is of high importance (grey bars). This order is broadly the inverse of the percentage who think the service is of low importance (white bars), but with some exceptions; notably climate change and cycling and walking which divide strong opinions for and against (i.e. there is an atypically small percentage who think the service is of medium importance).

The services which respondents think are most important are **children's services and social care** and **schools**, both of which are rated as high importance by at least 63% of respondents and of low importance by less than 10%.

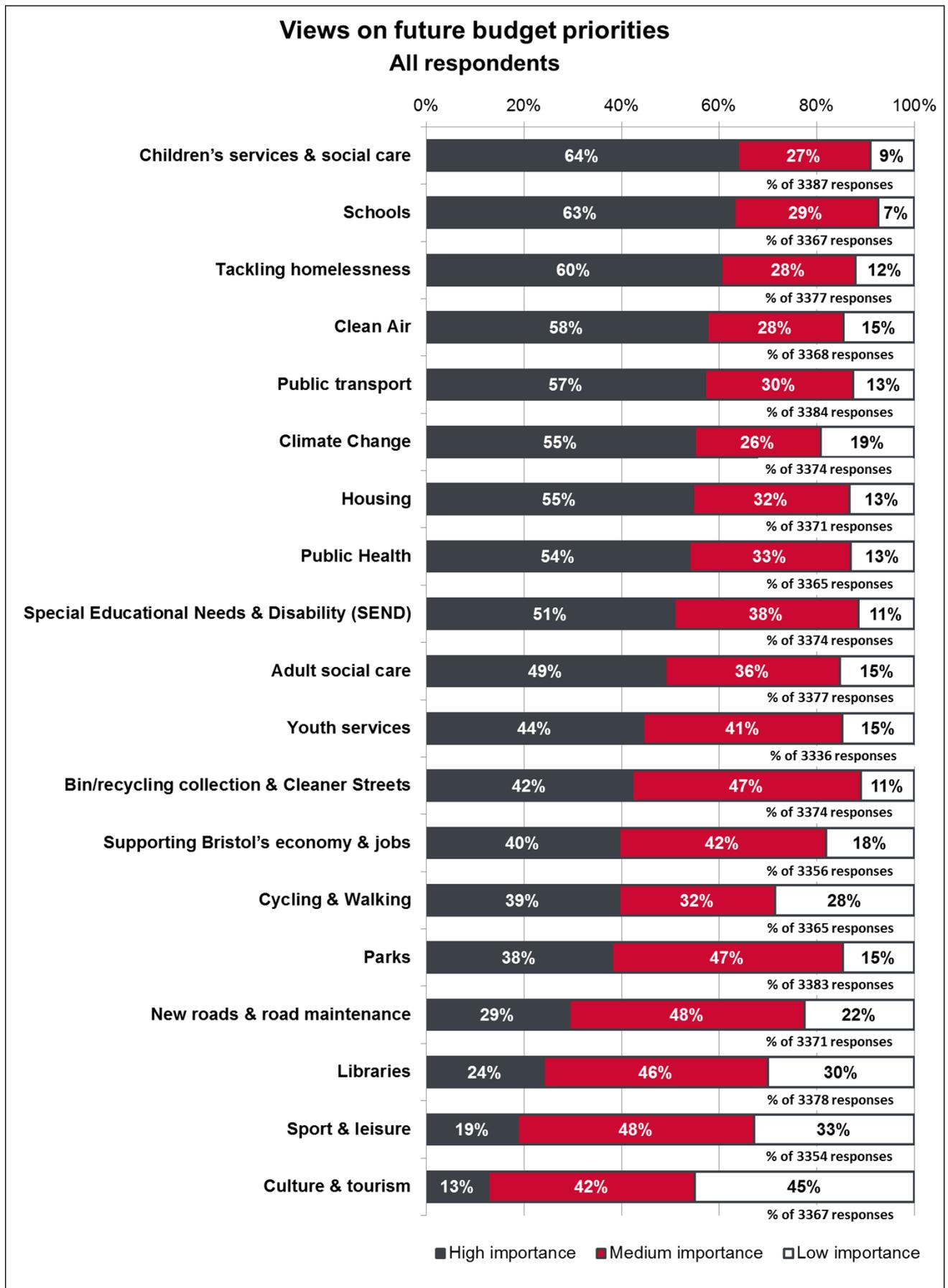
The next seven priorities which are all rated as high importance by more than half of respondents are:

- Tackling homelessness
- Clean air
- Public transport
- Climate change
- Housing
- Public health
- Special educational needs & disability (SEND).

Adult social care is rated as a mid-ranking priority (tenth out of 19 services), with 49% of respondents placing it as high importance and 36% as medium importance.

The three services which are rated as least important for funding by the council are **libraries**, **sport and leisure**, and **culture and tourism** each of which are seen as high importance by less than a quarter of respondents and low importance by at least 30% of respondents.

Figure 23: Priorities for longer term funding – all respondents



5.2 Views on spending priorities from areas with different levels of deprivation

Views on the future spending priorities were compared for respondents from the most deprived 20% of Bristol (deprivation deciles 1 and 2) and the least deprived 20% (deciles 9 and 10) to understand if priorities differ for people in different circumstances.

Figure 24 compares the priorities of respondents in deciles 1 and 2 with the priorities of respondents in deciles 9 and 10 for the ten services rated as highest priorities by all respondents. The ‘top 10’ priority services are shown in Figure 24 in the same order as in Figure 23.

Figure 24: Top 10 spending priorities - comparison of high and low deprivation areas

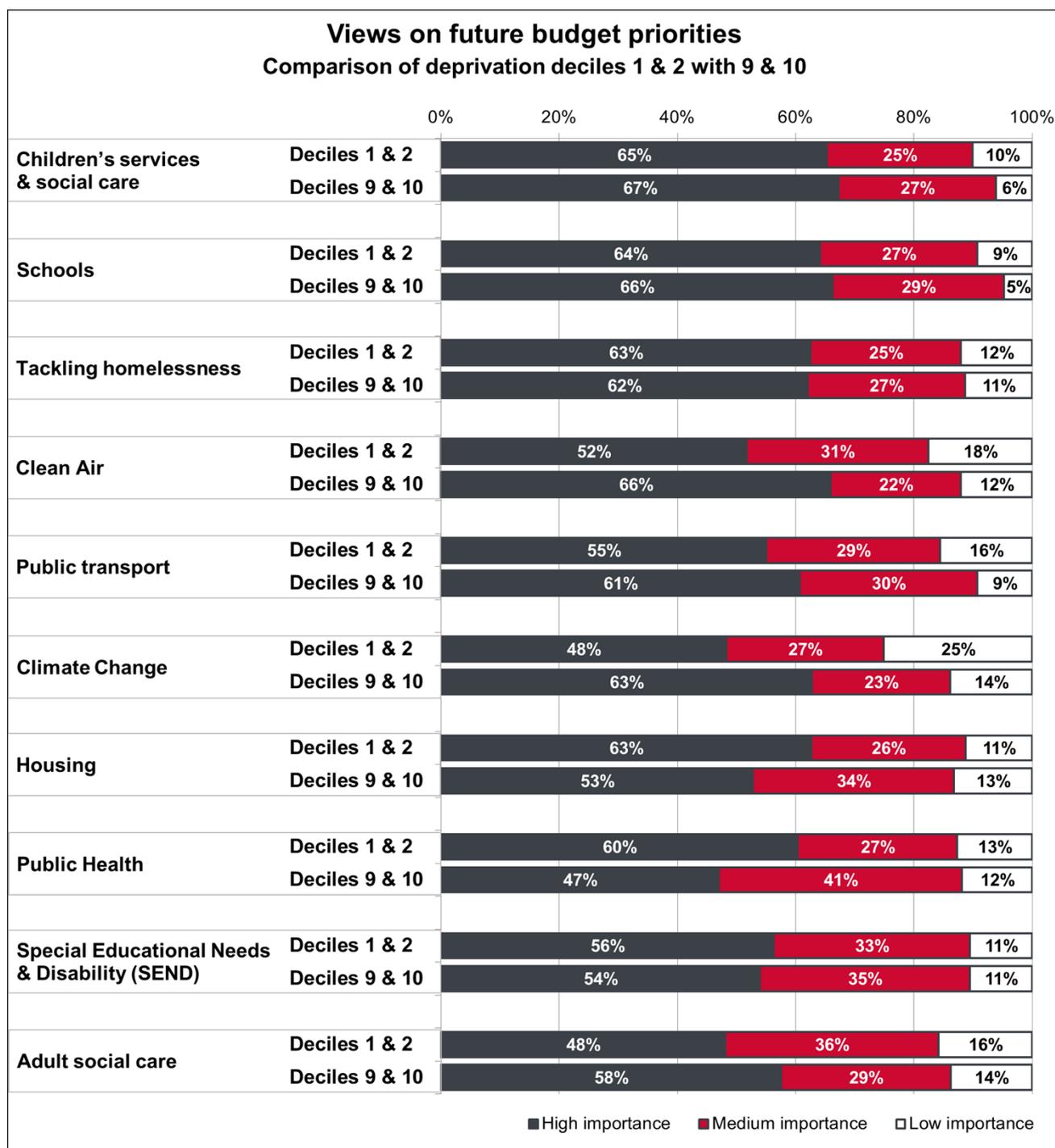
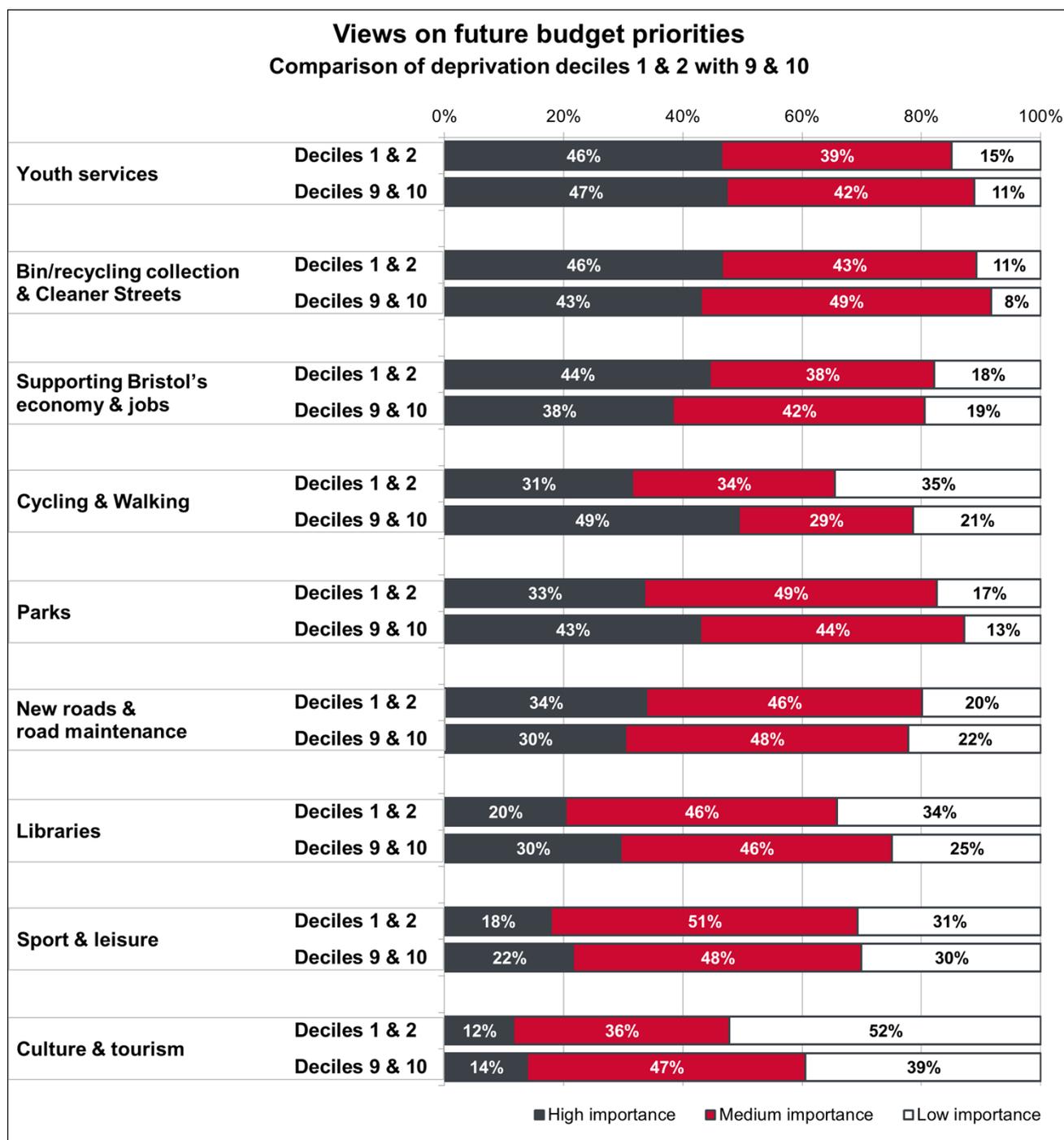


Figure 25 compares the priorities of respondents in deciles 1 and 2 with the priorities of respondents in deciles 9 and 10 for the nine services rated as priorities 11 to 19 by all respondents. The services listed as priorities 11 to 19 are shown in Figure 25 in the same order as in Figure 23.

Figure 25: Spending priorities 11 to 19 - comparison of high and low deprivation areas



Figures 24 and 25 show that respondents in the most deprived areas (deciles 1 and 2) and the least deprived areas (deciles 9 and 10) share similar views on the importance of the following services (priorities in parentheses are based on the percentage of all respondents who think the service is of high importance (see Figure 23):

- Children’s services and social care (priority 1 of 19)
- Schools (priority 2 of 19)
- Tackling homelessness(priority 3 of 19)
- Special educational needs & disability (SEND) (priority 9 of 19)
- Youth services (priority 11 of 19)
- Bin/recycling collection & cleaner streets (priority 12 of 19)
- New roads & road maintenance (priority 16 of 19)
- Sport and leisure (priority 18 of 19)

Respondents in the most deprived areas (deciles 1 and 2) place higher importance on the following services compared to respondents in the least deprived areas (deciles 9 and 10):

- Housing (priority 7 of 19)
- Public health (priority 8 of 19)
- Supporting Bristol's economy & jobs (priority 13 of 19).

Respondents in the least deprived areas (deciles 9 and 10) place higher importance on the following services compared to respondents in the most deprived areas (deciles 1 and 2):

- Clean air (priority 4 of 19)
- Public transport (priority 5 of 19)
- Climate change (priority 6 of 19)
- Adult social care (priority 10 of 19)
- Cycling and walking (priority 14 of 19)
- Parks (priority 15 of 19)
- Libraries (priority 17 of 19)
- Culture and tourism (priority 19 of 19)

6 Reasons for respondents’ preferred level of Council Tax and Adult Social Care Precept and priorities for future funding of services

6.1 Overview

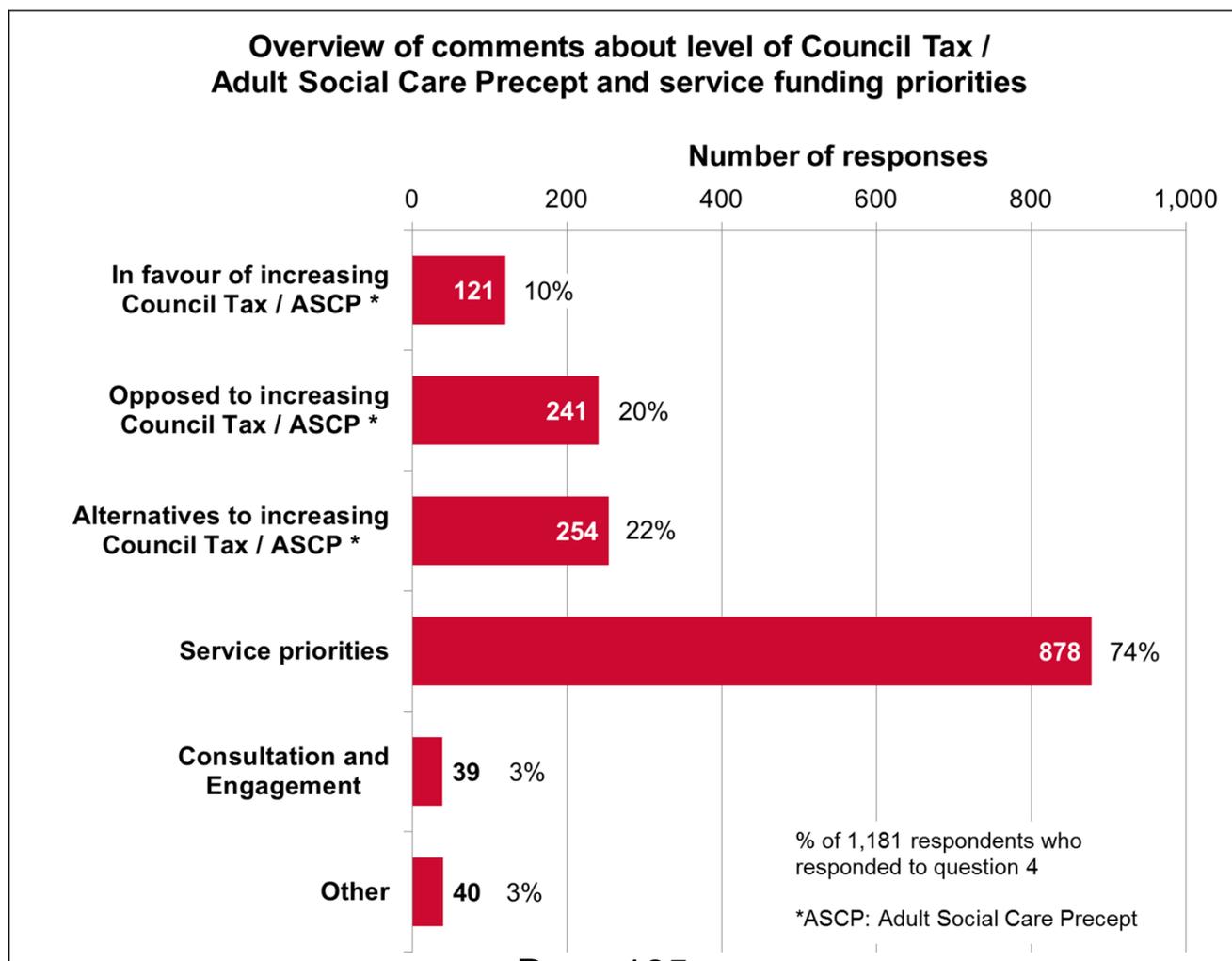
In question 4, respondents were invited to explain why they had chosen their preferred option for the level of Council Tax increase (question 1), their preferred option for the level of Adult Social Care Precept (question 2) and the reasons why they thought each service is of high, medium or low importance for future funding (question 3).

1,181 (34%) of the respondents provided free text feedback to this question. All comments were categorised into themes which are summarised below and in Figure 26.

- 121 (10% of respondents to question 4) stated why they support an increase in Council Tax and/or Adult Social Care precept. A breakdown is provided in section 6.2.
- 241 (20%) stated why they oppose an increase in Council Tax and/or Adult Social Care precept (section 6.3).
- 254 (22%) suggested alternatives to increasing Council Tax and/or Adult Social Care precept (section 6.4).
- 878 (74%) commented on their priorities for funding future services (section 6.5).
- 39 (3%) provided comments about the consultation.
- There were 40 (3%) comments on other themes.

The total number of comments for the above themes exceeds 1,181 because some respondents addressed several themes.

Figure 26: Overview of comments about Council Tax / ASCP and spending priorities

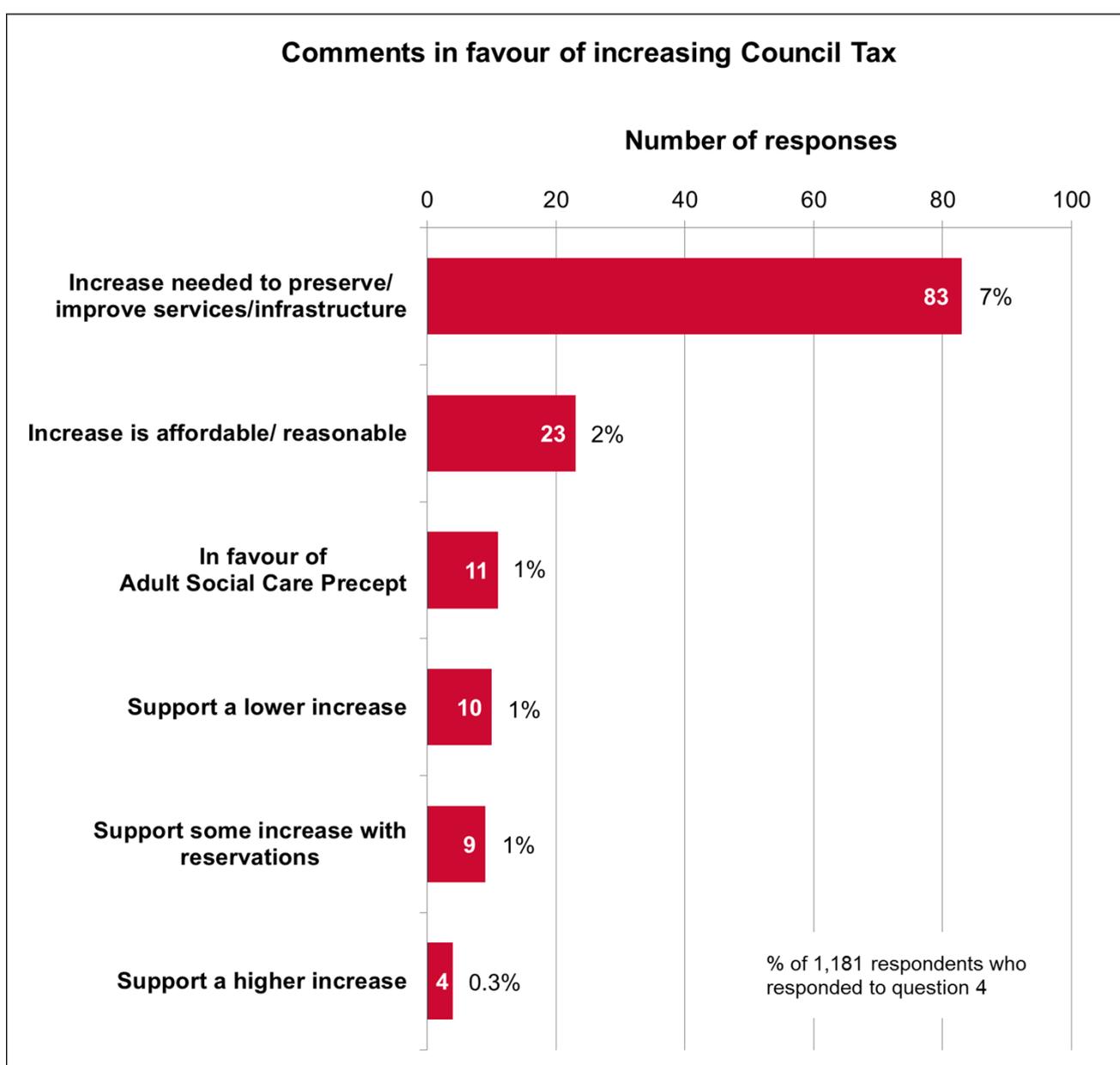


6.2 Comments in favour of increasing Council Tax

121 (10%) respondents provided their reasons for supporting an increase in Council Tax and/or Adult Social Care Precept (Figure 27).

- 83 (7%) said that an increase in Council Tax is necessary to preserve or improve services provided by the council.
- 23 (2%) said that the increase they chose was affordable.
- 11 (1%) specified their support for the Adult Social Care Precept.
- 10 (1%) would support a lower increase.
- 9 (1%) support an increase with some reservations
- 4 (0.3%) would support a higher increase in Council Tax / Adult Social Care Precept.

Figure 27: Comments in favour of increasing Council Tax

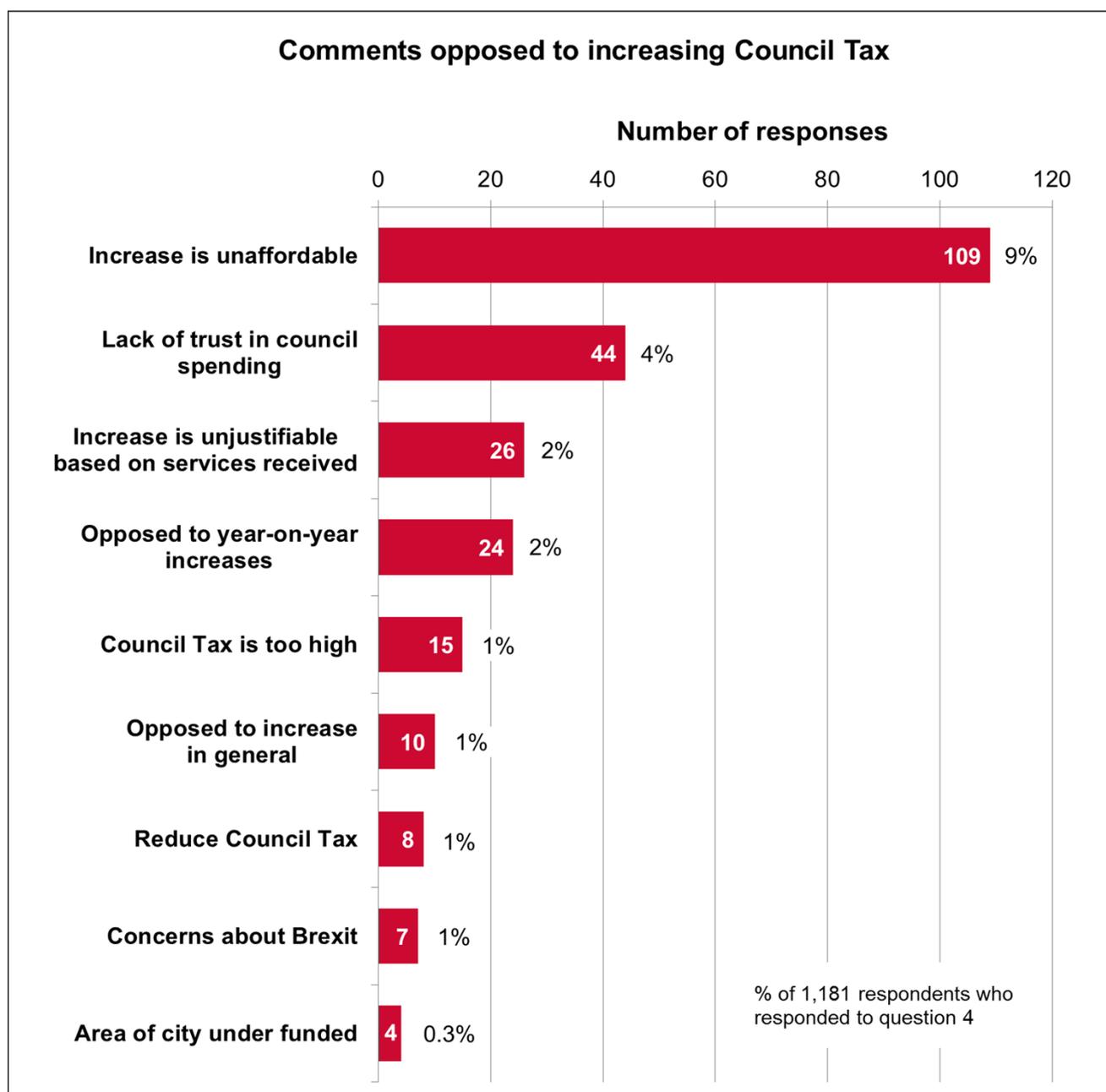


6.3 Comments opposed to increasing Council Tax

241 (20%) respondents provided their reasons for opposing an increase in Council Tax and/or Adult Social Care precept (Figure 28).

- 109 (9%) said that an increase would be unaffordable.
- 44 (4%) stated that they lacked trust in the council to spend the money effectively.
- 26 (2%) said that the increase was unjustifiable based on the services they received.
- 24 (2%) were opposed to year-on-year increases in Council Tax.
- 15 (1%) said that Council Tax was already too high.
- 10 (1%) were against an increase in general.
- 8(1%) said that Council Tax should be reduced.
- 7 (1%) stated that they were against an increase due to concerns about Brexit
- 4 (0.3%) opposed an increase because they think their area of the city is under-funded.

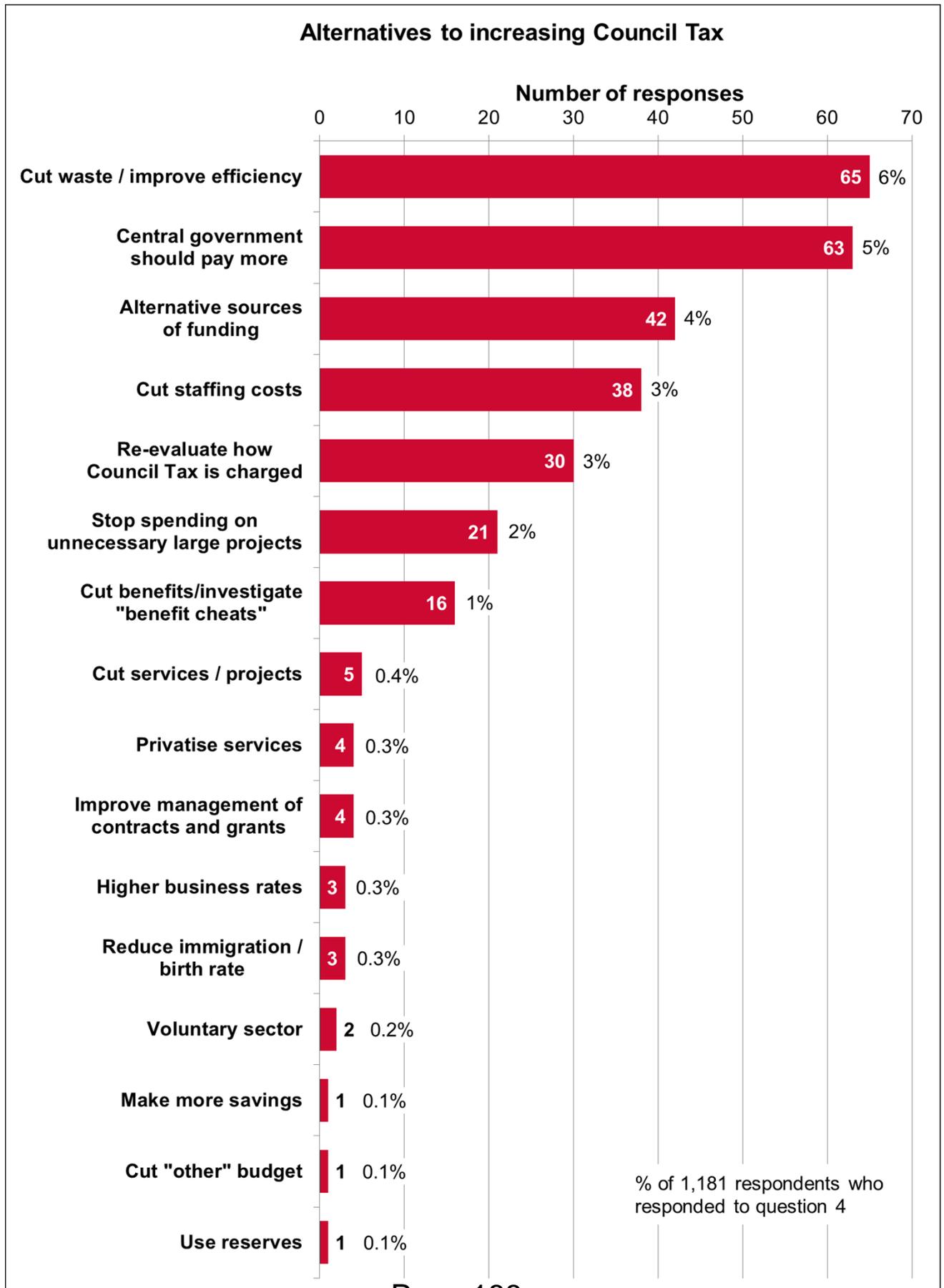
Figure 28: Comments opposed to increasing Council Tax



6.4 Alternatives to increasing Council Tax

254 (22%) respondents proposed alternatives to increasing Council Tax (Figure 29).

Figure 29: Alternatives to increasing Council Tax



Of the 254 comments proposing alternatives to increasing Council Tax:

- 65 (6%) suggested that the council should cut waste and increase its efficiency in order to save money.
- 63 (5%) said that Central Government should provide more funding.
- 42 (4%) suggested alternative sources of funding.
- 38 (3%) said that the council should reduce staffing costs.
- 30 (3%) proposed that the council should re-evaluate how Council Tax is charged.
- 21 (2%) suggested stopping spending money on “unnecessary” big projects.
- 16 (1%) said that the council should cut benefits and/or investigate benefits cheats.
- 5 (0.4%) proposed cutting services and/or projects.
- 4 (0.3%) suggested privatising services.
- 4 (0.3%) suggested improving the management of contracts and grants.
- 3 (0.3%) proposed raising business rates.
- 3 (0.3%) said immigration and/or birth rate should be reduced to lessen the demand on services.
- 2 (0.2%) proposed using the voluntary sector to deliver services.
- 1 (0.1%) proposed making more savings.
- 1 (0.1%) suggested cutting the ‘Other’ budget shown in the consultation information about how Council Tax is currently spent.
- 1 (0.1%) said that the council should use its reserves rather than raise Council Tax.

6.5 Suggested priorities for council spending

878 (74%) respondents commented on why they had rated specific services as high, medium or low importance for future funding, in their response to question 3. Their views are summarised in Figure 30.

In Figure 30, the services are listed in the same order as in Figure 23²⁶, with the following exceptions.

- In Figure 30, ‘children’s services and social care’ and ‘youth services’ are combined as children’s / youth services and social care. This is because many of the free text comments do not differentiate between these two services.
- In Figure 30, the service area ‘new roads and highway maintenance’ has been subdivided into two themes because respondents thought new roads were of different importance to highway maintenance and many of the comments refer to one or the other separately.
- In Figure 30, ‘cycling and walking’ has been subdivided into two themes because respondents differentiated between the two, and similarly ‘bins/recycling collection and cleaner streets’ has also been subdivided

²⁶ Figure 23 lists the services in descending order of the proportion of respondents who rated each service as high importance.

All services

61 (5%) commented that all services are a high priority. For example:

“All of [these] things are very important. If I had answered to say that any were medium importance I would be lying, they all have an important part in making our city the fantastic place it is to live.”

Children's/Youth services & Social Care

- 119 (10%) commented that children's/youth services & social care should be a higher priority.
- 9 (1%) said that children's/youth services & social care should be a lower priority.
- Examples of comments saying it should be a higher priority include:
“Children's services need to be a priority, we have seen large numbers of preventative services cut over the past ten years and we are starting to see the impact of [this] nationally in the way of higher rates of children in care and children in need, as well as issues such as knife crime.”

Schools

- 81 (7%) commented that schools should be a higher priority.
- 4 (0.3%) said that schools should be a lower priority.
- Examples of comments saying schools should be a higher priority include:
“I think looking after are schools is most important as this is where children are the future and one day they will be making changes to the world. It's better to educate them more so they learn from others' mistakes”

Tackling Homelessness

- 76 (6%) commented that tackling homelessness should be a higher priority.
- 8 (1%) said that it should be a lower priority.
- Examples of comments saying it should be a higher priority include: *“Caring for the people in our city is most important. As a city we should be ashamed of our lack of care for the homeless. People should be our priority. We don't have enough housing and the demand means landlords charge outrageous prices for rent and provide substandard accommodation.”*

Clean Air

- 87 (7%) commented that clean air should be a higher priority.
- 19 (2%) said that it should be a lower priority.
- Examples of comments saying it should be a higher priority include:
“Personally speaking, my greatest concern about living in Bristol is the poor air quality, and the effect it may have on my health, and the health of other people, particularly children.”
- Examples of comments saying it should be a lower priority include: *“If “clean air” means getting rid of my diesel car then I'm not in favour as I simply cannot be forced to buy a new car and cannot financially accommodate.”*

Public transport

- 211 (18%) commented that public transport should be a higher priority.
- 26 (2%) said that public transport should be a lower priority.
- Examples of comments saying public transport should be a higher priority include:
“Public transport is THE most important thing that needs sorting in Bristol. It is dire, far worse than for cities in other European countries and worse than most cities in Britain. It is also a service that affects everyone and helps combat climate change and poor air quality.”
- Examples of comments saying it should be a lower priority include:
“No one wants to use the buses, they’re always empty, so stop making so many bus lanes”

Climate Change

- 90 (8%) commented that climate change should be a higher priority.
- 21 (2%) said that it should be a lower priority.
- Examples of comments saying it should be a higher priority include:
“Obviously climate change is going to be the biggest challenge facing us in the future so we need to adapt faster”
- Examples of comments saying it should be a lower priority include:
“Firstly I don’t think it’s the council’s responsibility to address climate change. That is a much bigger issue to be addressed by much bigger budgets.”

Housing

- 57 (5%) commented that housing should be a higher priority.
- 6 (1%) said that housing should be a lower priority.
- Examples of comments saying it should be a higher priority include:
“Housing is a massive issue, it’s very difficult to buy or rent in this city at a fair affordable price and this is unsustainable. Salaries are not increasing at the same pace as housing prices. It needs to be regulated as this is creating a lot of pressure in people.”

Public Health

- 26 (2%) commented that Public Health should be a higher priority.
- 13 (1%) said that Public Health should be a lower priority.
- Examples of comments saying it should be a higher priority include:
“Public health and getting people into more active lifestyles is important for minimising other expenses and hopefully in the long run the social care bill for older adults.”
- Examples of comments saying it should be a lower priority include:
“Public health should be paid for by NHS. Am unsure why this is the Council Tax payers’ responsibility.”

Special Educational Needs and Disability (SEND)

- 24 (2%) commented that SEND should be a higher priority.
- 1 (0.1%) said that it should be a lower priority.
- Examples of comments saying it should be a higher priority include:
“Children with SEND are being failed. They are already disadvantaged and should be given accessible, consistent and secure support.”

Adult Social Care

- 114 (10%) commented that adult social care should be a higher priority.
- 47 (4%) said that adult social care should be a lower priority.
- Examples of comments saying it should be a higher priority include:
“Nationally, there is a looming crisis in adult social care - more of us are living longer, and needing more intensive nursing care at the end of life. At the same time, not enough of us are saving sufficiently for the future. With the widespread end of final salary pensions, what we are saving is generally not enough for us to live on into old age. Those of us of working age now will be working longer, and be retiring on much less, than our parents' generation. For this reason, adult social care does need additional funding.”
- Examples of comments saying it should be a lower priority include:
“There should be more individual responsibility for adult social care. I was astonished that 45% of the council's budget is directed to this. We should provide a safety net in each area for the most vulnerable, not provide a lifestyle choice.”

Bin/recycling collection

- 33 (3%) commented that bin/recycling collection should be a higher priority.
- 9 (1%) said that it should be a lower priority.

Cleaner Streets

- 31 (3%) commented that Cleaner Streets should be a higher priority.
- 1 (0.1%) said that it should be a lower priority.

Supporting Bristol’s economy and jobs

- 27 (2%) commented that supporting Bristol’s economy and jobs should be a higher priority.
- 6 (1%) said that it should be a lower priority.

Cycling

- 129 (11%) commented that cycling should be a higher priority.
- 58 (5%) said that it should be a lower priority.
- Examples of comments saying it should be a higher priority include:
“Encouraging people to cycle, walk or use public transport would also improve air pollution in Bristol and help fight climate change.”
- Examples of comments saying it should be a lower priority include:
“Bristol has wasted millions on cycle lanes and priorities for cycling. Enough is enough”

Walking

- 70 (6%) commented that walking should be a higher priority.
- 16 (1%) said that it should be a lower priority.
- Examples of comments saying walking should be a higher priority include:
“I have selected cycling/walking for opposing reasons and it is regrettable you have lumped them together: cycling is dangerously out of control and should be strictly regulated, while walking meets all the same aims - green, safety, etc, and so should be made as safe and enjoyable as possible.”
- Examples of comments saying walking should be a lower priority include:
“Cycling and walking provision is adequately covered by roads for the former and pavements and parks for the latter. People shouldn’t need to be told how to do it via council-funded promotional campaigns.”

Parks

- 47 (4%) commented that parks should be a higher priority.
- 1 (0.1%) said that parks should be a lower priority.
- Examples of comments saying parks should be a higher priority include:
“My particular interest has been parks and green spaces and the value they represent to health and social care. They have suffered some neglect from the recent rounds of cuts and they need the care and attention to encourage people to use them and derive the mental and physical benefits that such spaces offer.”

New roads

- 7 (1%) commented that new roads should be a higher priority.
- 46 (4%) said that new roads should be a lower priority.
- Examples of comments saying new roads should be a higher priority include:
“Traffic is impossible. New roads would be a great improvement.”
- Examples of comments saying new roads should be a lower priority include:
“I do not think that road maintenance and new roads should be bundled together. I support maintenance but not new roads.”

Highways maintenance

- 70 (6%) commented that highways maintenance should be a higher priority.
- 7 (1%) said that highways maintenance should be a lower priority.
- Examples of comments saying it should be a higher priority include:
“The state of the roads i.e. pot holes & surfacing, causing damage to cars. Not only are we paying towards the upkeep of public roads, we are unnecessarily paying out for repairs to our cars!!”
- Examples of comments saying it should be a lower priority include:
“I believe road maintenance isn’t important as driving should be discouraged.”

In addition, there were 23 (2%) comments that said that roads in general should be a higher priority, and 12 (1%) that they should be a lower priority.

Libraries

- 20 (2%) commented that libraries should be a higher priority.
- 7 (1%) said that libraries should be a lower priority.
- Examples of comments saying libraries should be a higher priority include:
“Libraries are important because they are used across the general population and encourage learning.”
- Examples of comments saying it should be a lower priority include:
“Libraries are not worth investing in, the future is iPads and google for information”

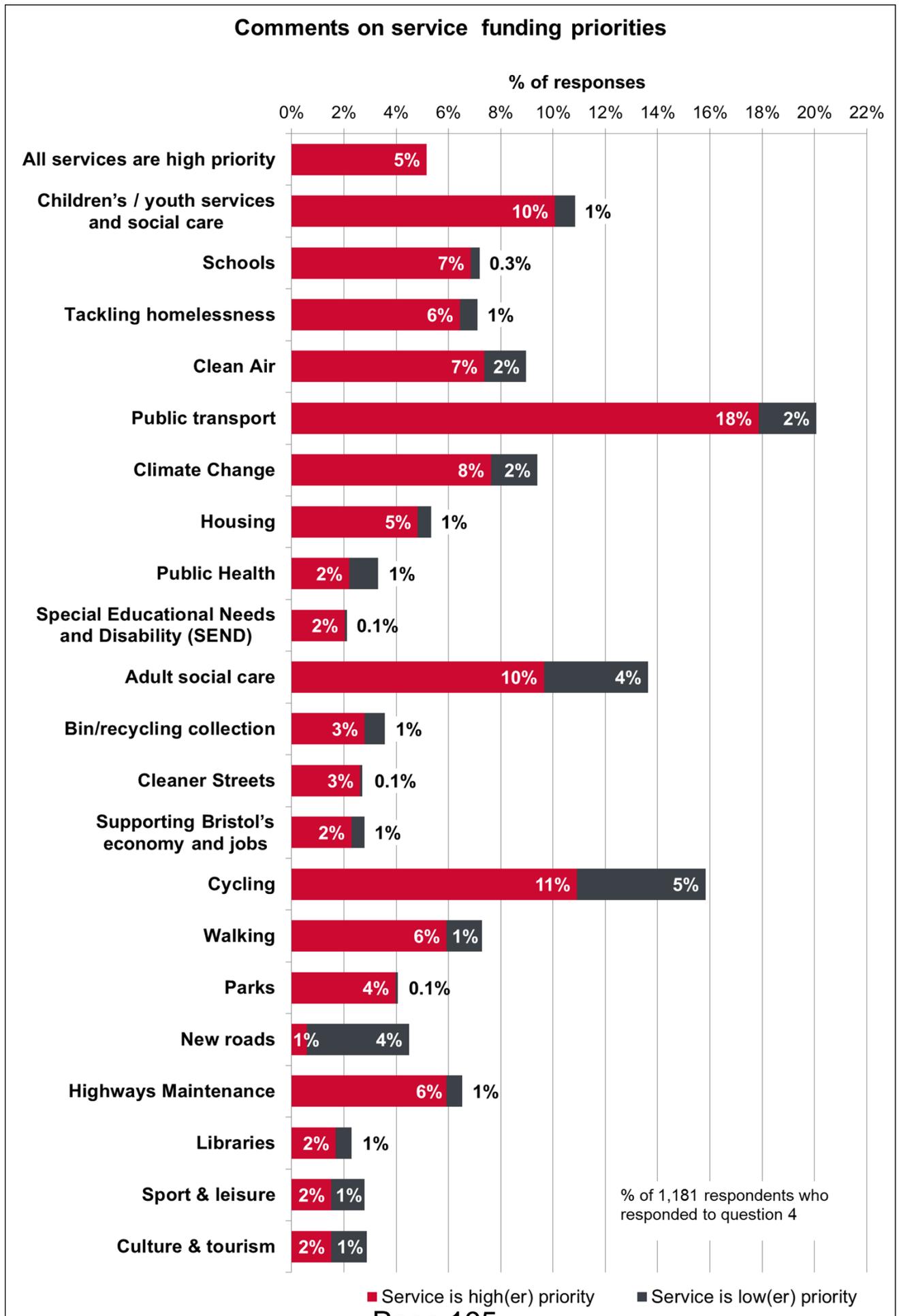
Sport & Leisure

- 18 (2%) commented that sport & leisure should be a higher priority.
- 15 (1%) said that sport & leisure should be a lower priority.
- Examples of comments saying it should be a higher priority includes:
“We need to keep people healthy - sport and leisure - the signs of obesity are quite staggering and much worse in women than men. Compulsory improvements in physical education is vital.”
- Examples of comments saying it should be a lower priority include:
“Sport and leisure can be provided privately.”

Culture & tourism

- 18 (2%) commented that culture & tourism should be a higher priority.
- 16 (1%) said that it should be a lower priority.
- Examples of comments saying it should be a higher priority includes:
“I feel that investment in culture and art should be a priority as this is what makes Bristol interesting, unique and a more enjoyable place to live.”
- Examples of comments saying it should be a lower priority include:
“We are in a state of emergency regarding vital services, so let’s focus on these, to lose cultural opportunities is tragic but please don’t spend Council Tax on low impact middle class orientated cultural institutions, e.g. Arnolfini, Architecture Centre. These major Arts Centres do not reach out to everyone; they have a low impact on the Bristol community. Our museums, M shed and the Museum, do and their funding is justified.”

Figure 30: Comments on service funding priorities



6.6 Comments about the consultation

39 (3%) made comments about the consultation. Of these:

- 28 (2%) requested additional information to help them understand the issues/trade-offs. 8 of these wanted a breakdown of the 'other' category in the chart of how Council Tax is spent.
- 10 (1%) criticised aspects of the consultation, including the costs of the survey, the space available for free text comments, omissions or aggregations of the services listed in question 3, the time available for completing the survey and the inclusion of equalities monitoring questions.
- 2 (0.2%) requested more engagement at an early stage to shape proposals.

6.7 Other comments

40 (3%) made others comments, including:

- 29 (2%) criticised the council for wasting money and managing projects poorly, particularly transport changes.
- 8 (1%) believe that the council will ignore the consultation feedback will do what it wants/raise local taxes.
- 2 (0.2%) were critical of progress on Clean Air plans;
- 1 (0.1%) highlighted the need for an integrated NHS and Social Care policy;
- 1 (0.1%) was complementary about the help they receive from the council.

7 Other correspondence on the Budget 2020/21 Consultation

Five emails were received from members of the public in response to the Budget 2020/21 Consultation. These were analysed separately from the survey responses and are summarised by theme below.

Comments in the five emails included stated opposition to an increase in Council Tax, support for increasing Council Tax and suggested alternatives to increasing Council Tax.

Opposed to an increase in Council Tax

- Two people said that Council Tax should not increase because their earnings have not increased.
- One respondent said they would much prefer a zero increase but added that only the council knows how much is needed to fund services
- One said that Council Tax should decrease for people on low incomes.
- One person said that Council Tax is already high.
- One said Council Tax should be 'banned'.

In favour of an increase in Council Tax

- One person said that it would be helpful if all households (whether on benefits or not) paid an extra £2 towards Council Tax.

Alternatives to increasing Council Tax

- One respondent said that the council should stop wasting money on redeveloping the city centre and Temple Meads.
- One said Bristol should stop wasting money trying to be the third best university city.

Other comments

- One respondent said that removing traffic lights would get the city moving and make Bristol a better cleaner place.

8 How will this report be used?

This report will be taken into account as final proposals are developed by officers to put to Cabinet to recommend to Full Council. The report will also be considered by Cabinet and Full Council in making its decisions about the 2020/21 budget at the Full Council meeting on 25 February 2020.

Budget decisions will be published through normal procedures for Full Council and Cabinet decisions at democracy.bristol.gov.uk.

How can I keep track?

You can always find the latest consultation and engagement surveys online at www.bristol.gov.uk/consultationhub where you can also sign up to receive automated email notifications about consultations and engagements.

All decisions related to the proposals in this consultation will be made publicly at the Full Council meeting on 25 February 2020.

You can find forthcoming meetings and their agendas at democracy.bristol.gov.uk.

Any decisions made by Full Council and Cabinet will also be shared at democracy.bristol.gov.uk.

Bristol City Council Equality Impact Relevance Check

This tool will identify the equalities relevance of a proposal, and establish whether a full Equality Impact Assessment will be required. Please read the guidance prior to completing this relevance check.



What is the proposal?	
Name of proposal	Council Budget 2020/21
Please outline the proposal.	<p>The Council is required to set an annual revenue budget, its capital programme and the council tax, which enables the delivery of the Council's priorities within a balanced budget. This is described within the Council's financial plan and as regard to core, statutory and regulatory services as well as local key priorities and objectives.</p> <p>The Council has a statutory responsibility to consult on its proposed budget and level of Council Tax under the Local Government Finance Act 1992. The proposed increase in Council Tax is 3.99% (of which 2% to be ring fenced to fund Adult Social Care) to fund the shortfall in the budget requirement as a result of increased costs of running services</p> <p>The funding position beyond 2020/21 is very uncertain; not least as the current spending review only covers the next financial year. The budget planning that has followed models a 5 year balanced position 2020/21 to 2024/25. There is no requirement for any new savings to achieve a balanced budget for 2020/21 due to the previously approved package of savings identified by the Council as part of the 2018 budget.</p> <p>Previously approved savings proposals from prior budget setting decisions which include ongoing savings for 20/21 have been subject to individual equality relevance checks and/or equality impact assessments, with updates where appropriate. These are published on the council's website https://www.bristol.gov.uk/council-spending-performance/council-budgets. They will continue to be updated as appropriate.</p> <p>Any future individual proposals will be subject to their own separate Equality Impact Assessment, consultation and assessment procedures at the relevant time. Decision makers will have the ability to make changes to the individual spending plans following consultation (where necessary) and detailed evaluation of the impact of proposals.</p> <p>There is financial mitigation put aside for any non-delivery or amendments to proposals which may occur due to future consideration of equalities issues or other factors (see 'Financial Deficit' in Appendix 3 -Risk Register Report).</p> <p>Other than the Local Council Tax Reduction scheme the Council has limited options to mitigate the impact of council tax other than the overall level at which it sets the Band D charge. The charges for other bands are set proportionately to Band D by legislation</p>

What savings will this proposal achieve?	The budget proposes an indicative annual expenditure of £1.2bn with pipeline savings (agreed 2018 budget) of £8m. Further savings of £4m (agreed 2018 budget) remain anticipated in subsequent years to 2022/23.
Name of Lead Officer	Michael Pilcher

Could your proposal impact citizens with protected characteristics?
(This includes service users and the wider community)

Please outline where there may be significant opportunities or positive impacts, and for whom.

Against the uncertain backdrop of local government financing councils could face a spike in demand for already hard-pressed services such as adult and children's services and support for people at risk of homelessness. Demand for our services continues to rise. The number of vulnerable adults (for example frail elderly people or those with learning disabilities and mental health) and vulnerable children (for example, those with special educational needs and disabilities) and associated cost pressures are all increasing.

The funding position beyond next year is very uncertain; not least as the current spending review only covers the next financial year with a spending review planned for 2020. The budget planning that has followed models a 5 year balanced position 2020/21 to 2024/25 and incorporate the following specific funding assumptions for 2020/21 as set out in the report.

Despite these increasingly limited resources, we have continued to prioritise services that make the biggest difference to those in greatest need. We are conscious of the impact of council tax increases on Bristol residents. At the same time residents have made it clear they value the services they receive and the environment in which they live and some of those that are able to have indicated that they are willing to pay a little more. That provides a difficult balancing act between council tax increases; income charges; income generation; and service reductions.

The overall budget envelope sets out the monies available for the Council which enables the delivery of the Councils priorities. The proposal within the report is that for 2020/21 budget should be predicated on the basis of a proposed increase of 3.99% in the amount of Council Tax income receivable, split between:

- Growth in the size of the Council Tax base
- Core Council Tax increase increase of 1.99%
- Government-recommended specific increase in relation to adult social care of 2.0%

The overarching annual impact of this increase is outlined in the table below.:

	Band A	Band B	Band C	Band D	Band E	Band F	Band G	Band H
	£							
2020/21 Council Tax £	1,172.19	1,367.55	1,562.92	1,758.28	2,149.02	2,539.75	2,930.47	3,516.57
2019/20 Council Tax £	1,127.21	1,315.08	1,502.95	1,690.82	2,066.56	2,442.30	2,818.03	3,381.64
Increase	44.98	52.47	59.97	67.46	82.46	97.45	112.44	134.93
Percentage Increase	3.99%							

The Council has continued to provide a local Council Tax reduction scheme that supports working age people on a similar basis to those who previously received 100% Council Tax benefit prior to this being abolished in 2013;

and is one of a handful of English councils to do so. Pensioners are protected from any changes under the prescribed national scheme. The overall scheme is estimated to cost in the region of £39.5m in 2020/21.

The impact of each 1% increase in Council Tax is an additional £0.32 per week for a band D property which would raise an additional £2.2 million to fund priority services.

At this stage in the process it is difficult to fully consider the implications the proposals will have on citizens with protected characteristic. The budget consultation report shows the breakdown of the respondents to the consultation on the budget by protected characteristics.

The assumption has been made on a very local level that some protected characteristics will be evenly distributed across income groups and as such Citizens who are of working age with Council Tax liabilities will be negatively affected.

Many people on low incomes can get Council Tax Support to help them pay their Council Tax bills. The Council Tax Support Scheme is mainly funded by the Government although the Council help pay towards the scheme as well. Any increase in Council Tax means a similar increase in the amount of funding for the local council tax reduction scheme maintaining current levels of support and assistance to working age households.

In addition further support is in place through the Council's discretionary policies for those who suffer hardship.

Relevance Checks and EQIAs, where necessary are carried out for individual service proposals within the overall budget and individual reports associated to the key funding streams. These are live documents which are updated as more information becomes available as propositions are developed and the latest position is considered by members prior to decision making and will be submitted to Full Council with the overall budget proposals in February.

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

See above

With the scale of the financial challenge which the authority faces arising from a combination of increasing spending demands, reduced central government grants, it is inevitable the authority has to review the way it provides services and we cannot carry on providing services in the same way as we have in the past.

The budget proposals agreed by full council in February 2018 included proposition that change how we fund and provide services. Whilst a small number reduced or stopped services, the majority of the propositions from 2020/21 are intended to produce different or better outcomes for less public money, business efficiency savings aimed at delivering the same or similar outcomes for less money and income generation. These will enable the Council to deliver our priorities and meet the needs of our residents within the likely funding available to the Council. The budget also include some discretionary investment, particularly to support maintaining capital investment programme. Maintaining the capital programme is a key element of the stimulating economic regeneration including supporting local jobs working on local projects, stimulating housing, tackling congestion, strengthening families and providing facilities to equip young people with the skills they will need to enter the future jobs market.

Could your proposal impact staff with protected characteristics?

(i.e. reduction in posts, changes to working hours or locations, changes in pay)

Please outline where there may be significant opportunities or positive impacts, and for whom.

N/A – this is determined at a service or directorate level

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

N/A – this is determined at a service or directorate level

Is a full Equality Impact Assessment required?	
<p>Does the proposal have the potential to impact on people with protected characteristics in the following ways:</p> <ul style="list-style-type: none"> • access to or participation in a service, • levels of representation in our workforce, or • reducing quality of life (i.e. health, education, standard of living) ? 	
<p>Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.</p>	<p>No. The impacts are set out within the individual saving proposals to meet the savings and income generation were proposed within the Council Budget 2018/19. Relevance Checks and EQIAs have been conducted against these individual proposals.</p>
<p>Service Director sign-off and date: <i>Denise Murray 13/01/2020</i></p>	<p>Equalities Officer sign-off and date: <i>Reviewed by Equality and Inclusion Team 13/1/2020</i></p>

Appendix 8 Statutory Calculations in respect of Council Tax

That it be noted that Council at their meeting on 14 January 2020 approved the Council Tax Base for 2020/21 as 128,566 for the whole Council area [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")].

This calculates that the Council Tax requirement for the Council's own purposes for 2020/21 is £1,758.28

That the following amounts be calculated for the year 2020/21 in accordance with Sections 31 to 36 of the Local Government Act 1992 on the Mayor's recommended increase of 3.99%:

a)	£1,026,002,593	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act
b)	£799,947,566	being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
c)	£226,055,027	being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax Requirement for the year. (Item R in the formula in Section 31A(4) of the Act).
d)	£1,758.28	being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year.

To note that the Police and Crime Commissioner for Avon and Somerset and the Avon Fire Authority have issued precepts to the Council in accordance with Section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.

That the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2019/20 for each part of its area and for each of the categories of dwellings.

Valuation Bands (£)

Bristol City Council

A	B	C	D	E	F	G	H
1,172.20	1,367.56	1,562.92	1,758.28	2,149.02	2,539.74	2,930.48	3,516.57

Police and Crime Commissioner for Avon and Somerset

A	B	C	D	E	F	G	H
151.87	177.19	202.50	227.81	278.43	329.06	379.68	455.62

Avon Fire Authority

A	B	C	D	E	F	G	H
49.96	58.29	66.61	74.94	91.59	108.25	124.90	149.88

Aggregate of Council Tax Requirements

A	B	C	D	E	F	G	H
1,374.03	1,603.04	1,832.03	2,061.03	2,519.04	2,977.05	3,435.06	4,122.07

The Council's basic amount of Council Tax for 2020/21 is not determined to be excessive in accordance with principles approved under section 52ZB of the Local Government Finance Act 1992.

Summary of Amendments

Vote	Item	Group	Ref Title
Vote 1	1 Revenue	Lib Dems	1.1 Youth Card for Bristol Buses 1.2 Bus Support 1.3 SEND Support 1.4 External Comms 1.5 Mayor's Office
Vote 2	1 Capital	Lib Dems	1.6 SEND Schools 1.7 East Bristol Pool 1.8 Parks and Play Space 1.9 Community Infrastructure Levy 1.10 Capital Contingency
Vote 3	2 Revenue	Green	2.1 Upskilling Estates Staff 2.2 HRA Reserve 2.3 Workplace parking levy plan 2.4 Project Management - Regeneration
Vote 4	2 Capital	Green	2.5 Community Infrastructure Levy 2.6 Cycling and Walking Projects 2.7 HRA Reserve 2.8 Retrofitting energy improvements 2.9 Congestion Charging 2.10 Reduce Capital Contingency 2.11 Highways Infrastructure 2.12 Climate Change Reserve 2.13 Transport Improvements
Vote 5	3 Revenue	Conservative	3.1 Mayor's Office 3.2 Brussels Office 3.3 Reduce PR and Consultation 3.4 Parking Charges at Blaise and Oldbury 3.5 Reduce bulky item collection charge
Vote 6	3 Capital	Conservative	3.6 Local Centre investment 3.7 Cribbs/Patchway Mitigations 3.8 Community Infrastructure Levy 3.9 Libraries Investment 3.10 Additional Parks capital spend 3.11 Use of Commercialisation Reserve 3.12 Use of Mayor's risk consultation reserve 3.13 Reduce spend on securing Bear Pit
Vote 7	4 Revenue	Labour	4.1 HRA Rent increase 4.2 HRA Capital Financing

Directorate / Service	Description of Budget Amendment, Rationale and Implications	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Officer Assessment	
							Service Implication	Equalities Impact Assessment
Growth and Regeneration	Youth travel card for Bristol buses - Introduce a young persons bus card, providing discounted travel for young people up to the age of 25. This would entitle all younger people to purchase student tickets within Bristol. The scheme would be in partnership with bus companies and a partnership approach to funding the discount and developing growth in passenger numbers would be sought. This would be carried out under our well-being powers of the Local Government Act 2000.	50	200	0	0	0	The proposal would be for the Council to reimburse operators based on usage by young people, and that this would be ongoing from 2020/21. At least one operator, First Group currently offer a 16-21 yr old pass, offering 30% discount on all travel. This could be extended for up to 25 yr olds and indicates it is technically feasible to achieve. The proposal would be capped at £200k, including any additional costs of development and administration, and at this stage the age criteria for eligibility of the subsidy will need to be assessed. There is an assumption that bus operators would be required to support the proposal, but there is a risk that they would be unwilling to do so. A review is therefore required to assess what subsidy could be afforded within the financial envelope set out in the proposal and ensuring compliance with state aid.	Young people from Socio economic disadvantage communities could benefit, especially if it was directed towards under 25's from lower super output areas of the city. However, the LA do fund older people bus passes and for parity a youth travel card would need to mirror the existing model. This scheme would have potential to encourage young people to come into the City, and therefore contribute to fostering good relations element to the LA's Public Sector Duty compliance. Young refugee and asylum seekers are restricted in terms of income, and would also benefit. Could benefit youth groups. The LA currently subsidise SEND children to travel on buses in Bristol.
Growth and Regeneration	Bus Support - a package to help support essential bus routes that could be threatened with closure	100	0	0	0	0	Selected transport function will transfer to West of England Combined Authority (WECA) from April 2020 in line with the WECA Order and 2016 devolution agreement, this includes supported bus services. This amendment would increase the amount of the levy that is passed to WECA to manage this service and reduce the risk to bus routes that may be threatened with closure.	There is insufficient detail at this stage on which routes impacted. However this proposal is likely to benefit BAME, Disabled, LGB, and young people who say they are less satisfied with their local bus service.
People	SEND Support - Invest in the intervention and improvement team to facilitate increased support to primary schools and improved provision for children with Autism, SPLD and ADHD. Equivalent to 5 FTE additional posts added over the next year.	100	100	0	0	0	Increased capacity in the general fund to deliver the key milestones in the Special Educations Needs and Disabilities (SEND) Written Statement of Action. Increase in support, training and guidance to Special Educational Needs Coordinator to ensure a consistent approach to the identification and provision for children and young people with SEND. Invest in city-wide training for all school-based staff to increase understanding of a range of SEND, particularly in relation to autism, social, emotional and mental health and literacy/language. Increase attendance and reduce fixed term exclusions of children facing the greatest challenges, by improving key structures and systems; such as transitions.	In general additional investment in SEND support is likely to benefit disabled children & young people, and their families. The 0-25 SEND Code of Practice identifies four broad areas of need and support': Communication and interaction; Cognition and learning; Social, emotional and mental health; and Sensory and/or physical needs. Allocation of additional resource should be informed by analysis of evidence and participation etc. to ensure that SEND needs are fully met.
Resources	Reduce cost of external communications department for public relations (PR) to bring it more inline with internal communications. Reduction of 3 FTE	(25)	(125)	0	0	0	This reduction would necessitate the removal of 3 FTE posts, substantially reducing our ability to communicate with and engage communities. The service is cannot be considered on a like-for-like basis with Internal Communications, as roles were redesigned last year to have broad remits and very few are limited to undertaking public relations activities exclusively. In reality, the only officers dedicated to 'PR' are our Newsdesk team, and this amendment would delete that team entirely, severely impacting the council's communications campaigns and meaning little or no response to media enquiries.	Council external communications play an essential role in the fulfilment of aspects of our Public Sector Equality Duty including advance equality of opportunity through accessible communications, and foster good relations between persons who share a relevant protected characteristic and persons who do not share it through e.g. the #WeAreBristol campaign.
Resources	Mayors Office - merge with the Executive Office. Reduce spending through removal of the Mayors fund, reduction in duplication of management.	(225)	(175)	0	0	0	This would result in a reduction of at least 3-4 FTE of a team of 11 FTE as well as the removal of the Mayors fund and would have implications on the office workload and its performance.	The Mayor's Office plays an important role in fulfilling our Public Sector Equality Duty (PSED) to advance equality of opportunity, and foster good relations through targeted contemporary intervention programmes, and awareness raising events. A reduction in capacity is likely to have a disproportionately negative impact on BME, Faith and other equalities groups in Bristol where a timely and effective response is necessary to support PSED compliance

Directorate / Service	Description of Budget Amendment, Rationale and Implications	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Officer Assessment		
							Service Implication	Equalities Impact Assessment	
	Total (must be zero)	0	0	0	0	0			
<p>Sum of proposed budget amendments must net to nil in each financial year Proposals cannot offset amendments relating to services provided through the General Fund against other ring-fenced accounts (e.g. HRA) and vice versa. Any capital budget changes for the purposes of revenue budget amendments can only be considered where financed internally and the net financial impact of the amendment on the budget, based on capital financing costs, MUST be zero.</p>									
							S151 Officer Sign-off		

Directorate/ Service	Description of Budget Amendment, Rationale and Implications						Total £'000	Officer Assessment	
		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £'000		Service Implication	Equalities Impact Assessment
People	Schools Expansion and SEND strategy - deliver more special places in Bristol supporting the SEND strategy and the Written Statement of Action. A £10M fund to invest in the delivery of new special school places in the city - a provision of around 300 additional places.	500	2,500	2,500	2,500	2,000	10,000	The budget will help the council to deliver against its emerging SEND educational and capital strategy. It will allow work with special schools and providers of SEND services to ensure sufficient capacity, best value for placements and high quality environments.	In general additional investment in SEND support is likely to benefit disabled children & young people, and their families. The 0-25 SEND Code of Practice identifies four broad areas of need and support': Communication and interaction; Cognition and learning; Social, emotional and mental health; and Sensory and/or physical needs. Allocation of additional resource should be informed by analysis of evidence and participation etc. to ensure that SEND needs are fully met.
Growth and Regeneration	Deliver East Bristol Pool (in addition to current sports provision scheme with use of sports capital funding as well)	0	1,000	1,000	0	0	2,000	The Council is presently exploring efficiencies and creative approaches to service delivery across its leisure centres and swimming pools, linked to capital investment options which will enable it to continue to deliver leisure services at a high standard within the existing budget. The strategic need for additional pool water space in Bristol is presently being considered within the context of other facility needs. Additional funding would support this but the full scale of investment still needs to be determined as officers complete the outline business case for the council's leisure facility investment strategy.	Insufficient detail to assess Equality Impact at this stage
Growth and Regeneration	Invest in Parks and Play spaces across the city including children's play spaces	250	250	250	250	250	1,250	Additional cyclical funding will be allocated to Parks and Green Spaces infrastructure improvements which will include the upgrading/replacement of equipped play sites etc.	Insufficient detail to assess Equality Impact at this stage

Directorate/ Service	Description of Budget Amendment, Rationale and Implications						Total £'000	Officer Assessment	
		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £'000		Service Implication	Equalities Impact Assessment
Corporate	Use of CIL (unassigned in capital strategy)	0	(3,000)	(2,050)	(550)	(150)	(5,750)	This would reduce funding to deliver strategic infrastructure in areas identified for Growth & Regeneration in the Bristol Local Plan where viability means the development can not cover the infrastructure required to deliver sustainable growth, which could mean slower delivery of strategic infrastructure in priority areas potentially reducing the pace of delivery of new homes.	Insufficient detail to assess Equality Impact at this stage
Corporate	Assign funding from the capital contingency fund	(750)	(750)	(1,700)	(2,200)	(2,100)	(7,500)	<p>The budget report proposes £17.8m of capital contingencies for the period 2020 to 2025, representing some 3% of the GF capital programme. The contingency aligns to the risk assessment and aims to ensure funded resources are available both to provide for cost overruns and environmental sustainability of scheme in the approved programme and new urgent schemes that emerge for which funding would be required outside the annual budget process.</p> <p>Additional programme costs or new schemes would need to be offset by reductions to or deferrals of other approved schemes which are not externally funded.</p> <p>This amendment reduces the available capital contingency by £7.5m</p>	Insufficient detail to assess Equality Impact at this stage
Total (must be zero)		0	0	0	0	0	0		
<p>Sum of proposed budget amendments must net to nil in each financial year Proposals cannot offset amendments relating to services provided through the General Fund against other ring-fenced accounts (e.g. HRA) and vice versa. Any capital budget changes for the purposes of revenue budget amendments can only be considered where financed internally and the net financial impact of the amendment on the budget, based on capital financing costs, MUST be zero.</p>									
S151 Officer Sign-off									

Directorate/ Service	Description of Budget Amendment, Rationale and Implications	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Officer Assessment	
							Service Implication	Equalities Impact Assessment
Estate Services	Upskilling/reskilling staff to be able to install Heat Pumps, Solar Panels, Battery Storage and smart systems, and/or in Modern Methods of Construction, to develop the skill set we need to ensure progress towards carbon neutral housing stock. In addition where appropriate use Apprenticeship Levy to fund additional places in Estate Services or in partners building new council houses (note, this is money that would be returned to central pot if we are not able to spend it – about £400k underspent last year)	100	(100)	0	0	0	Appropriate skills would need to be developed in-house as described to enable this proposal to be delivered and an appropriate cost would need to be determined. £100k would provide some funding to enable this to commence.	Lower energy costs would benefit people in fuel poverty and some groups including young people and carers are less likely to be satisfied with the cost of heating their home than average (Bristol Quality of Life Survey). Equality groups who live in Central Bristol would benefit from reduced air pollution. There is a potential wider positive impact in reducing the effects of climate change. Any proposal to amend employee roles would be subject to a management of change process and require an equalities impact assessment. Use of the Apprenticeship Levy to fund additional places has the potential to benefit people with characteristics that are currently under-represented in the council's workforce, especially young employees. However this should be balanced across all service areas to address our corporate equality aims.
HRA	HRA Reserve	(100)	100	0	0	0	This reserve is ring-fenced for use within the HRA. Based on current budget assumptions of 0% increase for 20/21 (subject to Full Council approval) the reserve would be fully committed. This would reduce the available balance by £0.1m from current balance of £86.6m and therefore impact on delivery of the planned capital programme.	There are no details of the original proposed spend of this reserve to enable an assessment of the equalities impact.
Growth / Regen	Workplace Parking Levy – update scheme plan ready to move to consultation with business	30	(30)	0	0	0	The powers to introduce road user charging and workplace parking levy schemes are set out in Part 3 and Schedule 12 of the Transport Act 2000, as amended by the Local Transport Act 2008. - A scheme can only be introduced if it delivers the aims of the Local Transport Plan - Clear accountability and transparency for any money spent is required and must be set out in a separate account - Money must be spent in accordance with the JLTP for the first 10 years and then in line with Secretary of State guidelines - Authorities must demonstrate that they have properly consulted local businesses, secured support from them and addressed any concerns raised - We cannot therefore implement one without business approval which would not be forthcoming if it was not linked to transport improvements and was effectively to cover revenue budget gaps This proposal allocates £30k to update a scheme plan and begin consultation with businesses. Further funding would be required to be identified to fully develop a business case and for implementation.	Unlikely to have any significant negative impact on citizens with protected characteristics however further details of the scheme would need to be worked out. Disabled staff would require concessions or exemptions. Employees who are parents and carers may be more dependent on motor vehicles if combining work commuting with e.g. school runs or care visits.
Growth / Regen	Use of project management - regeneration opportunities	(30)	30	0	0	0	£250k is currently earmarked for project management and intended for feasibility work for regeneration opportunities. This would allocate £30k leaving a residual £220k for other projects.	There are no details of the original proposed spend of this reserve to enable an assessment of the equalities impact.
Total (must be zero)		0	0	0	0	0		

Any new proposed additions to the capital programme must be offset by compensatory reduction of schemes funded internally (prudential borrowing, capital receipts, revenue contributions or CIL) so that overall borrowing does not exceed budget assumptions, without the need to identify further revenue savings

Any proposed additions to the General Fund programme cannot be offset by reductions to the HRA, or other ring-fenced funded schemes (e.g. external grant) or vice versa

Any capital budget changes for the purposes of revenue budget amendments should be incorporated in this template to avoid duplication and total of scheme reductions incorporated in appropriate row above

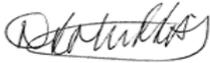
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Directorate/ Service	Description of Budget Amendment, Rationale and Implications	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000	Officer Assessment	
								Service Implication	Equalities Impact Assessment
CIL	Allocation to unspecified "Regeneration opportunities"	(1,750)	(1,750)	(1,750)	(1,750)	(1,750)	(8,750)	<p>This would reduce funding to deliver strategic infrastructure in areas identified for Growth & Regeneration in the Bristol Local Plan where viability means the development can not cover the infrastructure required to deliver sustainable growth, which could mean slower delivery of strategic infrastructure in priority areas potentially reducing the pace of delivery of new homes.</p> <p>This is accelerated from current assumed programme but is within assumed CIL balances received and profiled to be spent over later years.</p>	Insufficient detail to assess Equality Impact at this stage
Highways	Cycling and walking infrastructure projects identified as strategic in Local Cycling and Walking Infrastructure Plan	1,750	1,750	1,750	1,750	1,750	8,750	Additional funding would be allocated to delivery specific projects identified in the Local Cycling and Walking Infrastructure Plan.	Insufficient information to assess - Individual projects would be subject to separate equalities impact assessment.
HRA	HRA reserve	(9,900)	0	0	0	0	(9,900)	This reserve is ring-fenced for use within the HRA. Based on current budget assumptions of 0% increase for 20/21 (subject to Full Council approval) the reserve would be fully committed. This would reduce the available balance by £9.9m from current balance of £86.6m and therefore impact on delivery of the planned capital programme.	Insufficient detail to assess Equality Impact at this stage
HRA	Retrofitting energy efficiency improvements (such as focusing on properties rated low in band C and below, but also possibly including pilot of whole house retrofit methods, or work on draft exclusion or other low-cost effective measures) and/or Heat pumps, Solar panels & Battery Storage on Council properties	9,900	0	0	0	0	9,900	The proposal as outlined is deliverable however it will be challenging to spend £9.9m in a 1 yr budget programme. Should this be progressed we would suggest to fund some pilot projects and extension of existing programmes and assume a maximum spend of £5m per annum.	<p>Lower energy costs would benefit people in fuel poverty and some groups e.g. Young people and carers are less likely to be satisfied with the cost of heating their home than average (Bristol Quality of Life Survey). In addition to the added advantage of communities who experience income poverty may have the potential to reduce their energy bills.</p> <p>There is a potential wider positive impact in reducing the effects of climate change.</p>
Growth / Regen	Scheme design and Implementing Congestion Charging to commuters from outside Bristol provide Better Buses funding.	250	4,250	4,350	(6,500)	(6,500)	(4,150)	The proposal is to incorporate within the capital programme £8.85m, over 3 years, to develop the scheme and invest in the infrastructure to facilitate introduction of a congestion charge. This proposal is in its infancy and would need to be subject to a full due diligence review and business case. If the scheme did not progress, then development expenditure incurred would fall as a charge to revenue and would lead to a further reduction in the capital contingency to free up associated costs of borrowing .	Insufficient information to fully assess equalities impacts at this stage. Potential negative impacts for inner city residents including taxi drivers would be mitigated if congestion charging applies only to commuters from outside Bristol.

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Growth / Regen	Reduction of Capital Contingency	(250)	(2,800)	(3,400)	5,300	1,150	0	<p>The budget report proposes £17.8m of capital contingencies for the period 2020 to 2025, representing some 3% of the GF capital programme. The contingency aligns to the risk assessment and aims to ensure funded resources are available both to provide for cost overruns and environmental sustainability of scheme in the approved programme and new urgent schemes that emerge for which funding would be required outside the annual budget process.</p> <p>Additional programme costs or new schemes would need to be offset by reductions to or deferrals of other approved schemes which are not externally funded.</p> <p>This amendment delays available use of contingency of £6.5m until income from congestion scheme is achieved.</p>	Insufficient detail to assess Equality Impact at this stage
Growth / Regen	Reprofile PL10 Highways Infrastructure planned maintenance and structural investment	0	(500)	(500)	500	500	0	<p>This delays the use of £1m of PL10 Highways Infrastructure planned maintenance and structural investment other work until the congestion charging provides sufficient net income after operating costs to repay the implementation costs of the scheme.</p> <p>At present the full operating income of a congestion scheme is untested</p>	Insufficient information to assess - Individual projects would be subject to separate equalities impact assessment.
Growth / Regen	Use of climate change reserve	0	(950)	(450)	700	700	0	<p>This delays the use of £1.4m of the climate change reserve for other work until the congestion charging provides sufficient net income after operating costs to repay the implementation costs of the scheme.</p> <p>At present the full operating income of a congestion scheme is</p>	Insufficient information to assess - Individual projects would be subject to separate equalities impact assessment.
Growth / Regen	Transport improvements including projects outlined in LCWIP, bus corridors and route subsidies, pedestrianisation and low-traffic neighbourhood schemes	0	0	0	0	4,150	4,150	<p>This assumes the generation of net income after operating costs and has yet to be tested</p>	Insufficient information to assess - Individual projects would be subject to separate equalities impact assessment.
	Total (must be zero)	0	0	0	0	0	0		
<p>Any new proposed additions to the capital programme must be offset by compensatory reduction of schemes funded internally (prudential borrowing, capital receipts, revenue contributions or CIL) so that overall borrowing does not exceed budget assumptions, without the need</p> <p>Any proposed additions to the General Fund programme cannot be offset by reductions to the HRA, or other ring-fenced funded schemes (e.g. external grant) or vice versa</p> <p>Any capital budget changes for the purposes of revenue budget amendments should be incorporated in this template to avoid duplication and total of scheme reductions incorporated in appropriate row above</p>									
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Directorate/ Service	Description of Budget Amendment, Rationale and Implications	Financial Impact					Officer Assessment	
		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Service Implication	Equalities Impact Assessment
Mayor's Office	Reduction in funding to the Mayor's Office	(100)	0	0	0	0	This would result in a reduction of at least 2 FTE of a team of 11 FTE and would have clear implications on the office workload and its performance.	The Mayor's Office plays an important role in fulfilling our Public Sector Equality Duty (PSED) to advance equality of opportunity, and foster good relations through targeted contemporary intervention programmes, and awareness raising events. A reduction in capacity is likely to have a disproportionately negative impact on BME, Faith and other equalities groups in Bristol where a timely and effective response is necessary to support PSED compliance
Policy, Strategy & Partnerships International Affairs	Remove funding for Brussels Office	(58)	0	0	0	0	This is a shared office with other public sector organisations and funding is shared with partner organisations. Council only funds 20% of the office but removing this share would close the office impacting on other partners in the city.	Reduced ability for the Brussels Office to influence policy and funding that benefits equalities groups in Bristol, particularly women, young people and BAME.
Policy, Strategy & Partnerships External Communication & Consultation	Reduction in PR & Consultation	(100)	0	0	0	0	This reduction would necessitate the removal of 2 FTE posts and a halving of the central consultation budget, substantially reducing our ability to pro-actively communicate, engage and consult with communities. It would also restrict delivery of set communications and consultation KPIs, not mentioning a limitation in the ability to make progress towards the January 2020 motion to pilot citizen assemblies. The result would be less engagement with citizens which could have a detrimental effect on service delivery and an effective decision making pathway.	Public Sector Duty compliance requires Public bodies to consult with communities it serves by taking steps to meet the needs of communities, and to encourage communities to participate in public life. Consulting in an appropriate way with minority communities is an essential ingredient to meet this duty. There was an increase in consultation responses rates in areas that experience socio-economic disadvantage such as Knowle. There has been a measurable improvement in the minority groups who responded to the budget consultation last year. Particular success is the Budget 2020/21 consultation (Oct to Nov 2019) where we tested new approaches to reach higher deprivation areas, and representation from deprived areas in the City has improved.
Growth & Regeneration	Reverse decision to introduce parking charges at Blaise Estate & Oldbury Court	153	0	0	0	0	The majority of the preliminary work (e.g. consultation, engineering design, traffic regulation order etc.) has already been done. The works which cost has not incurred include signs & lines and any necessary technology i.e. pay & Display meters etc. Once the traffic regulation order is in place we will introduce the charging in the new financial year. Charging for car parking in Parks formed part of the savings programme approved in FY 17/18 to enable the service to balance the budget in the MTFP and the income target was set at £100k. However, we anticipate that the income from both car parks could be at least double the saving target and will grow as the service invest in the Estates. In the light of growing pressures within the Parks and Green spaces budgets, the service is planning to use this income to help to offset these pressures in maintaining our parks and green spaces and the public offer. To remove the charges will in effect remove the services ability to mitigate these pressures in the future and reduce the ability to mitigate risks associated with the level of service which the Parks and Green Spaces offers.	Removal of car parking charges may have a positive financial impact on disabled people, carers, older people, pregnant women, and those with babies and young children – because they are more likely to be dependent on using a car to access parks. Blaise Estate and Oldbury Court border onto areas which are amongst the 10% most deprived in England (Index of Multiple Deprivation). This measure of relative deprivation includes income, employment, health and disability, education skills and training, barriers to housing and services, crime, and living environment. Parking fees may contribute to the overall lack of resource available to people in these areas if they need to travel by car. However free parking may increase overall car use leading to a lack of available spaces for those that need them. Carers and disabled people are more likely to say they are prevented from leaving their home when they want to because of parking issues (Bristol Quality of Life Survey). Increased car use may also lead to deterioration in air quality which would have a disproportionately negative impact on Age, Disability, and Pregnancy/ Maternity.

Directorate/ Service	Description of Budget Amendment, Rationale and Implications	2020/21					Officer Assessment	
		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Service Implication	Equalities Impact Assessment
Growth & Regeneration	Reduce Bulky-Item Household Collection charge for up to three items from £25 to £15	105	0	0	0	0	<p>Bulky waste is managed by Bristol Waste Company and cost us £436k under the contract (£300k for collection and £136k for disposal). The income sits with the Council and is charged directly from the individuals. For financial year 2018/19, 10,279 payments had been collected and £274,375 received. 2019/20 information is currently not available but increase in volume is expected.</p> <p>Currently 93% of the collections charged relates to three or less items. Reducing the charge would result in the lost income c£100k. It may change behaviours and reduce Fly tipping cost the Council £443kp.a..evidence is unclear.</p>	No significant impact identified. The vast majority of households requesting this service are replacing their furniture or appliances. Council tenants in flats with a caretaking service receive a bulky waste collection free of charge. The proposal may benefit some disabled people if they are unable to remove items themselves.
	Total (must be zero)	0	0	0	0	0		
<p>Sum of proposed budget amendments must net to nil in each financial year Proposals cannot offset amendments relating to services provided through the General Fund against other ring-fenced accounts (e.g. HRA) and vice versa. Any capital budget changes for the purposes of revenue budget amendments can only be considered where financed internally and the net financial impact of the amendment on the budget, based on capital financing costs, MUST be zero.</p>								
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Cap Prog Reference	Description of Budget Amendment, Rationale and Implications	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000	Officer Assessment	
								Service Implication	Equalities Impact Assessment
GR07 Growth & Regeneration	Specific allocation of presently undefined strategic CIL funding - to deliver improvement in the quality and viability of the local centre and surrounding streets, as well as increase employment opportunities at secondary destinations	2,000	0	0	0	0	2,000	To qualify for Strategic CIL allocation the funding needs to be associated with specific centre(s) which require improvements and are serving areas where there is significant levels of growth either planned for (existing local plan) or predicted moving forward. It can't be a general pot to fund lots of small scale local interventions across a number of centres as this would be for the Local element of CIL.	There is insufficient detail to assess equalities impact. Individual projects would be subject to an Equalities Relevance Check and/or Equalities Impact Assessment as appropriate.
Growth & Regeneration	Provide extra mitigation measures in respect of the Cribbs/Patchway New Neighbourhood development (CPNN) - to be spent on improving road junctions at the A4018 and A38	2,000	0	0	0	0	2,000	This proposal would qualify for Strategic CIL allocation as it relates to the support of growth and the provision of strategically important infrastructure. It should be noted that the CPNN development will provide for the following levels of funding through Section 106: <ul style="list-style-type: none"> £2.875m towards walking, cycling and public transport improvements in the A38 Horfield and B4056 Southmead areas £4.74m towards public transport and area traffic management measures in the A4018, Henbury, Westbury area. It is uncertain as to what (if any) additional mitigation measures not funded through Section 106 will be required.	There is insufficient detail to assess equalities impact. Individual projects would be subject to an Equalities Relevance Check and/or Equalities Impact Assessment as appropriate.
Strategic CIL Receipts Not Applied	The current Capital Programme assumes a level of strategic CIL each year, following the achievement of the target, allocate forecast opportunities to above new projects utilise this funding stream	(4,000)	0	0	0	0	(4,000)	Current level of CIL funding forecasted but yet allocated for regeneration opportunities is around £14m for the next 5 years, i.e. £3.5m p.a. from 2021/22 onwards. This is accelerated from current assumed programme but is within assumed CIL balances within each financial year.	There is insufficient detail to assess equalities impact. Individual projects would be subject to an Equalities Relevance Check and/or Equalities Impact Assessment as appropriate.
NH02 Investment in parks and green spaces across the city	Additional spend on enhancement schemes	137	0	0	0	0	137	This Investment fund was a set aside to make improvement on parks' sites which include refurbishment of cafes and buildings for future income generating opportunities.	Additional spending is likely to benefit equalities groups if improvements made are accessible, and take into account the needs of communities who are currently less likely to visit parks and green spaces - including older people, BAME people, and those living in the most deprived areas of Bristol (from Quality of Life Survey). Disabled people in Bristol are significantly less satisfied with average with parks and green spaces than average. Muslim communities may avoid dogs etc.
General Fund One-off Budget	Drawn Down from the Commercialisation Reserve (under Capital Investment reserve) in support of the above 2 project	(137)	0	0	0	0	(137)	This reserve is set aside to facilitate income generating and commercialising initiatives, available balance before this proposal was £1m.	There are no details of the original proposed spend of this reserve to enable an assessment of the equalities impact.

Cap Prog Reference	Description of Budget Amendment, Rationale and Implications	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Total £000	Officer Assessment	
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NH01 Libraries for the Future	Increase investment in modernising Bristol's libraries, as part of the libraries for the future project, funding to specifically improve out of hours access facility	300	0	0	0	0	300	<p>Extended Access refers to the technology now installed in 3 libraries – St George, Stockwood and Westbury. We put these pilots in in 2017 and they have been successful. It enables residents to access library services without staff but in a staff and controlled environment monitored by CCTV. The libraries still have staff but the Extended Access allows opening hours to be extended so that they are open from 8am – 7pm and on a Sunday afternoon too. The building adaptations have cost around £40,000 for each site and there is ongoing revenue of £1,500 per year for the integration.</p> <p>The self-service kiosks are integral to Extended Access and all are due to be replaced this summer. We cannot put any more Extended Access libraries in until the new self-service kiosks are implemented.</p> <p>A budget of £300,000 capital would enable around 6 to 8 libraries to be adapted for Extended Access, possibly more depending on the building works required. This would extend the library service offer, make buildings more accessible outside staff hours and increase the use of the service.</p>	<p>Increased availability is likely to have an overall beneficial impact for equalities communities – including those who may otherwise not be able to visit libraries during normal working hours. The library service is a universal service and available to all so people across the city could be affected by the proposals, whether or not they currently regularly use the library service. In particular disabled people would benefit from more access to staff with increased opening times. Socio Economic deprivation. An increase in funding could be used to support the service increase its reach into deprived wards in the City.</p> <p>Young People, Lesbian, Gay and Bisexual people, and Males in Bristol are less likely than average to hold a library card. Some groups in Bristol who are library card holders are less likely than average to be satisfied with them, including Black and Minority Ethnic people, Carers, Disabled people, Lesbian, Gay and Bisexual people, and Males.</p> <p>A full Equalities Impact Assessment for a range of Library proposals (including piloting ways of extending library opening hours through an electronic access system) was carried out for Cabinet decision in September 2015. Previous consultation responses indicate some groups (including Disabled people and some BME communities) may feel less confident accessing an unstaffed library, with concerns of potential assault, abuse or accidents being raised. Extended access pilots have mitigated these safety concerns through the use of CCTV and targeted communications.</p>
Earmarked reserve	Use of Mayor's risk consultation reserve	(228)	0	0	0	0	(228)	This would fully utilise the residual balance of the Mayor's consultation reserve which was originally established to enable the Mayor to appropriately consider savings proposals following consultation and has already earmarked one-off funding of £0.4m to libraries from this reserve.	There are no details of the original proposed spend of this reserve to enable an assessment of the equalities impact.
Bearpit	Reduce spend on securing site	(72)	0	0	0	0	(72)	Increasing antisocial behaviour and a final request by the Avon and Somerset Police, the Bearpit was cleared of all illegal squatters, all temporary buildings, containers and double decker bus were removed. The whole of the Bearpit was then cleared, cleaned and all drug material removed. All subways, ramps and steps were jet washed and the whole area repainted and repainted. All works were done under a security arrangement to prevent this element of Adopted Highway from being re-squatted.	A reduced security offer might potentially have a disproportionately negative impact on those equalities groups in Bristol who are more likely to feel anti-social behaviour is a problem locally - including Women, BAME people, LGB people, faith groups and Disabled people.
Total (must be zero)		0	0	0	0	0	0		
<p>Any new proposed additions to the capital programme must be offset by compensatory reduction of schemes funded internally (prudential borrowing, capital receipts, revenue contributions or CIL) so that overall borrowing does not exceed budget assumptions, without the need to identify further revenue savings</p> <p>Any proposed additions to the General Fund programme cannot be offset by reductions to the HRA, or other ring-fenced funded schemes (e.g. external grant) or vice versa</p> <p>Any capital budget changes for the purposes of revenue budget amendments should be incorporated in this template to avoid duplication and total of scheme reductions incorporated in appropriate row above</p>									
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Directorate/ Service	Description of Budget Amendment, Rationale and Implications	Financial Year					Officer Assessment	
		2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	Service Implication	Equalities Impact Assessment
HRA Estate Management	In order to respond to inflationary pressures, deal with regulatory issues and to ensure we have the borrowing capacity for 900 new council homes this council approves an inflationary rent increase in line with the Government rent policy for the Housing Revenue Account of CPI+1%, namely 2.7%.	(3,254)					<p>Increase dwelling rents by CPI + 1% in line with the Rent Standard. Average rent would increase by £2.38 per week, from £78.70 to £81.08 per week. Bristol City Council rents are currently 34% of market rents for Bristol. For approximately 40%-65% of tenants the increase will be met by additional Housing Benefit and universal credit subsidy.</p> <p>The impact of a rent increase is compounded over the 30 year business plan and would generate an additional £141m over the life of the business plan. The additional income will also increase the borrowing potential of the HRA which will be considered as part of the 30 year business plan review later in the year.</p>	<p>Average rent would increase from £78.70 to £81.08 per week. Bristol City Council rents are currently 34% of market rents for Bristol. For approximately 40%-65% of tenants the increase will be met by additional Housing Benefit and universal credit subsidy.</p> <p>Increasing council rent is likely to have a disproportionately negative impact on the most socio-economically deprived communities in Bristol. Women, BAME, Disabled, and older people are over-represented as council tenants. 63.5% of council tenants overall are satisfied with the cost of their rent or mortgage payments.</p>
HRA Capital Financing	This will increase the 5 year capital programme and enable the Council to accelerate the programme of improvement works on the HRA stock and Carbon neutrality.	3,254					<p>For 2020/21 the additional resource capacity created by the rent increase would enable additional homes to be benefit from cyclical improvements and enable more new homes to be built over the next 5 years, bringing in additional rental income, which can then be used to maintain and develop stock including zero carbon retrofitting.</p>	As above
Total (must be zero)		0	0	0	0	0		

Sum of proposed budget amendments must net to nil in each financial year

Proposals cannot offset amendments relating to services provided through the General Fund against other ring-fenced accounts (e.g. HRA) and vice versa.

Any capital budget changes for the purposes of revenue budget amendments can only be considered where financed internally and the net financial impact of the amendment on the budget, based on capital financing costs, MUST be zero.

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