

# Overview and Scrutiny Management Board Agenda



**Date:** Monday, 1 April 2019

**Time:** 5.00 pm

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

## **Distribution:**

**Councillors:** Members of the Overview and Scrutiny Management Board; Members of the Growth and Regeneration Scrutiny Commission; and Party Group Leaders.

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**Date:** Friday, 22 March 2019



# Agenda

## 1. Welcome, Introductions and Safety Information

(Pages 5 - 6)

## 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 meetings

- 7<sup>th</sup> January 19 – to follow
- 11<sup>th</sup> March 19 - attached

(Pages 7 - 10)

## 5. Chair's Business

To note any announcements from the Chair

## 6. Public Forum

Up to 30 minutes is allowed for this item

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

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on Tuesday 26th March 19.

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



29th March 19.

**7. City Leap (part exempt from publication)**

To follow

**8. Bristol Energy Business Plan (part exempt from publication)**

To follow

**9. Business Planning Update: Bristol Holding Ltd 2019/20**

**(Pages 11 - 40)**

**10. Bristol Is Open: Assessment of Next steps (part exempt from publication)**

**(Pages 41 - 60)**

**11. Chairs Updates**

Updates to be provided verbally or in writing as appropriate.

**12. Work Programme**

**(Pages 61 - 65)**

**13. Mayor's Forward Plan**

**(Pages 66 - 83)**

**14. Minutes from the WECA Overview and Scrutiny Committee - for information (standing item)**

Minutes from the meeting on 23<sup>rd</sup> January 19 attached. The minutes from the subsequent meeting on 27<sup>th</sup> February 19 are not yet available.

**(Pages 84 - 89)**

**15. Exclusion of Press and Public**

That under s.100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph(s) 3 (respectively) of Part 1 of schedule 12A of the Act.





# Public Information Sheet

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(Access to Information) Act 1985

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## Public Forum

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

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.

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

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



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

### Process during the meeting:

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

For further information about procedure rules please refer to our Constitution <https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

### Webcasting/ Recording of meetings

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**Members of the Overview and Scrutiny Management Board (or substitutes) present;** Councillors Mark Bradshaw, Stephen Clarke, Geoff Gollop (Chair), Gary Hopkins, Paula O'Rourke, Celia Phipps and Jo Sergeant.

## 1. Welcome Introductions and Safety Information

The Chair welcomed all attendees to the meeting.

## 2. Apologies for Absence and Substitutions

Apologies were received from Councillor Don Alexander, Claire Hiscott and Carole Johnson. Councillor Bradshaw substituted for Councillor Alexander.

## 3. Declarations of Interest

There were no declarations of interest.

## 4. Chair's Business

The Chair advised that the next OSMB meeting on 1<sup>st</sup> April 2019 would consider reports on Bristol Energy, City Leap, the Holding Company and Bristol is Open. Members of the Growth and Regeneration Scrutiny Commission had been invited to attend the meeting, some of which would be held in exempt session.

He went on to remind Members that an item from the Council's External Auditors (BDO) on Senior Executive Remuneration in 17/18 had been added to the Full Council agenda for the meeting on 19<sup>th</sup> March 19, with an additional update being planned for the Audit Committee on 26<sup>th</sup> March 19.

## 5. Public Forum

The following public forum was received and a copy placed in the minute book;

No.	Name	Topic
1	Michele Tedder	Proposal to construct new secondary school and new community building at Daventry Road, Knowle and land at Tavistock Road
2	Aileen McLoughlin	As above



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Members noted the concerns raised in the statements, including potential delays to the plans to provide the new school and community building, and agreed that they would be referred to the Deputy Mayor for response, with a copy to OSMB so they could see if any additional action needed to be taken.

**RESOLVED; That the Deputy Mayor be asked to provide a written reply to the public forum statements, with a copy to OSMB.**

## 6. 19/20 Performance Framework

The Chair confirmed that Members had recently attended a workshop to provide feedback on the draft Performance Framework and the Council's Business Plans (see agenda item 7). The Head of Insight, Performance and Intelligence updated Members on the actions taken following the discussion at the workshop confirming that;

- The 'key commitments' set out in the draft framework had been clarified.
- Suggestions from Members regarding the setting of targets would be incorporated into a supplementary document.
- The explanatory comments that accompanied the indicators had been amended in some instances to make them clearer.
- Some indicators had been added or removed following feedback from Members and this would be reflected in the report to Cabinet on 2<sup>nd</sup> April 19.
- The suggestion that Bristol Eating Better Awards should specifically be measured in deprived areas had been incorporated.
- In some instances it wasn't possible to include the requests from Members, for example measuring the number of journeys taken by sustainable methods of transport, as it would be too difficult to gather the relevant information.

Members went on to consider and comment on the information provided. The key points made were as follows;

- The suggested approach about separating the high level indicators for OSMB (as well as Cabinet and Senior Leadership Board) was welcomed since it ensured that OSMB Members could focus on the overarching picture, leaving detail to the individual Commissions.
- The Council had set a target around reducing the number of service users in residential care, which may appear to be driven by cost rather than the best outcomes for residents. In response, officers confirmed that the Better Lives Programme was driving significant improvements which enabled more people to stay in their homes, which was often their preferred option.
- It was agreed that officers would ensure that all information was presented as factually as possible, for example where a percentage 'above target' was given in dashboards, it should be accompanied by an explicit statement of percentage 'below target' rather than this being implicit.
- Clarification was sought regarding why the target for bus passenger journeys for the current year 18/19, was set lower than the actual number in 17/18. It was agreed that officers would come back with a note of explanation.
- Following a request from Members, it was agreed that the reports on performance would be made readily available to the public, ideally by placing them in a prominent location on the City Council's website.





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- There were concerns about the increase in the average number of days lost to sickness absence within the City Council, thought to be due in part to stress. This was an area that Scrutiny could review in the future.
  - The Communities Scrutiny Commission would be looking at the number of people in temporary or emergency accommodation at their meeting on 15<sup>th</sup> April 19, particularly around cost effectiveness.

Officers were thanked for their work around the performance framework, including the quality of the document and the efforts made to engage with Scrutiny. It was suggested that the workshop exercise could be repeated in 19/20 in order to feed into next year's business plans.

**RESOLVED; that the outcomes following the Performance Framework Member Workshop be noted.**

## **7. Draft Bristol City Council Business Plans 2019/20**

Officers introduced the item, advising that the Business Plan for 19/20 would be updated following the workshop with Members (see agenda item 6). Details as follows;

- All the feedback obtained from Members at the workshop had been relayed to the relevant Service Managers so they could consider amending their service plans.
- New iconography would be added to set out actions from the previous 2018/19 business plan that had been carried over.
- Additional information would be provided to aid understanding around the priority of objectives, including those that were short and longer term goals.
- The business plan document would be reformatted to include better use of labelling to make it easier to navigate.
- An update would be published later in 2019 to set out progress against targets to date and consideration would be given to the best way to incorporate Members into the review process.

Members went on to share their views on the information provided, commenting as follows;

- It would be helpful if information on the origin of priorities of entries on the business plan could be included so that Members could follow the progress of objectives, particularly those that took time to implement or involved partnership working.
- The glossary entry on 'gentrification' should be amended to ensure it encapsulated all related issues, but it should also acknowledge that gentrification was welcomed in some instances.
- Officers were thanked for the quality of the report, which was written in a style that was very clear and easy to understand and would help with transparency and holding decision makers to account. Consideration could be given to producing a version for the public with enhanced graphics or video extracts, although it was acknowledged that the cost needed to be proportionate to the level of interest.

It was agreed that the final version of the Business Plans would be shared with Members.

**RESOLVED; That the revised version of the Business Plans for 19/20 be shared with Members.**



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## 8. Preparedness for EU Exit (Brexit)

The Director of Policy, Strategy and Partnerships introduced the item, advising that the Brexit Project Board was continuing to review threats and opportunities arising from the exit from the European Union although the ongoing uncertainty was becoming problematic. A range of measures were ready to implement once the outcome of Brexit was known, but it would be difficult to mitigate in all areas, such as interruption to the supply chain. Many preparatory actions were being taken in the meantime, as covered in the report of OSMB.

Members went on to consider the update and ask for additional details in a number of areas. The discussion was as follows;

- If the UK was to depart from the EU on 29<sup>th</sup> March 19 some disruption was likely, irrespective of the terms, due to the very tight timescale.
- There were some concerns around food supply, particularly around fruit and vegetables as around 50% of the UK's stock currently came from Europe. Reassurance was given that national advice is not to expect any food shortage, but there may be a temporary limitation of choice. Precautionary buying is not necessary and should be avoided, as doing this would risk a 'self-fulfilling prophecy'.
- The Council was able to fulfil its statutory duty to run local the European election process in May 2019 if the outcome of Brexit had not been resolved by that point and the UK is required to participate.

**RESOLVED; That the update be noted**

## 9. Work Programme

Members noted the following;

- Plans for the High Streets Inquiry Day were being progressed and an update would be provided in due course.
- The Vulnerable People Task Group would be proceeding and Members were working with officers to define the remit.
- The OSM Leads had agreed that due to the complexity of the issues around SEND (education funding for young people with Special Educational Needs or a disability), the matter would be best addressed by reports to the ACE Scrutiny Commission in the first instance. The suggestion that a Task Group be established would be considered again at a later date.

**RESOLVED; That the updates regarding the Scrutiny Work Programme be noted.**

Meeting ended at 6.28pm

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



# Overview and Scrutiny Management Board

1<sup>st</sup> April 2019



**Title:** Business Planning Update: Bristol Holding Ltd 2019/20

**Officer Presenting Report:** David Lawrence, Interim Shareholder Liaison Director

**Contact Telephone Number:** 0117 35 74172

**Recommendation:**

Members to review the Bristol Holding Ltd Business Plan 2019/20

**Context:**

To consider the 2019/20 business plan for Bristol Holding Ltd. (and the proposed governance structure and delegation of functions it includes) in order to support the Shareholder to manage its current and future interests in its companies more effectively.

**Appendices:**

Cabinet Report: Business Planning Update: Bristol Holding Ltd 2019 (to be considered on 2<sup>nd</sup> April 2019)



# Decision Pathway – Report Template



**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 April 2019

<b>TITLE</b>	<b>Business Planning Update: Bristol Holding Ltd 2019/20</b>		
<b>Ward(s)</b>	All.		
<b>Author:</b> David Lawrence	<b>Job title:</b> Interim Shareholder Liaison Director		
<b>Cabinet lead:</b> Cllr Cheney	<b>Executive Director lead:</b> Executive Director Resources		
<b>Proposal origin:</b> BCC Staff			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> Cabinet			
<b>Purpose of Report:</b>			
To approve the 2019/20 business plan for Bristol Holding Ltd. (and the proposed governance structure and delegation of functions it includes) in order to support the Shareholder to manage its current and future interests in its companies more effectively.			
<b>Evidence Base:</b>			
<p>The Constitution provides that where the Council owns shares in an external entity, a shareholder representative will ordinarily be appointed, and that the Mayor currently has the power to appoint such representative (Financial Regulations, para 7.5). The Mayor has appointed Cllr Cheney as shareholder representative, and a Shareholder Group was established to advise Cllr Cheney in the decisions he makes and to provide an oversight function for the Council's corporate portfolio.</p> <p>The approval of business plans (which may have periods from one to five years) at Cabinet is an annual process, which sets the direction for the future of the companies.</p> <p>The proposed governance structure and delegation of functions which is proposed in the Bristol Holding Ltd. business plan for 2019/2020, have been developed in discussion with members of the Shareholder Group over the latter part of 2018.</p> <p>In drawing up the proposals, research was conducted into 11 different examples of company governance being employed within the public and private sector – the conclusions being that there are no 'model solutions' to the arrangements between a council as a shareholder in companies and the operation of the companies themselves, but that councils who own multiple companies have in common a structure which includes: Tier 1- Shareholder Group, Tier 2 – Holding company and Tiers 3 and 4 - Trading companies and operational Joint Ventures.</p> <p>The proposals have been designed in parallel with the service plan for the Shareholder Liaison Function, with the deliberate aim of ensuring that resources can be used flexibly and efficiently, particularly during the transition to a 'fuller' structure to ensure that overheads are kept to minimum.</p>			
<b>Other options explored:</b>			
Other options have been reviewed including:			
<ul style="list-style-type: none"> <li>- Continuation of 'thin' company structure for Bristol Holding Limited (where the Shareholder representative and the Shareholder Group continue have oversight of performance management directly, rather than through Bristol Holding)</li> <li>- this option has been discounted as a number of resource assessments have indicated that the number of companies of which the Council is Shareholder is reaching a level whereby there is a need for dedicated resources in order to be able</li> </ul>			

to carry out the detailed financial and performance management of the companies on the shareholders behalf.

- Wind up of the Bristol Holding company – this option has been discounted as there are yet unrealised benefits to having a holding company structure with respect to achieving financial efficiencies and economies of scale across the group of companies.

**Cabinet Member / Officer Recommendations:**

1. That the 2019/2020 business plan of Bristol Holding Limited (company number 09485669), attached as Appendix A1 - be considered and approved.

**Corporate Strategy alignment:**

Bristol Holding Ltd. business plan aligns with the Corporate Strategies organisational priorities of redesigning the council to work effectively as a smaller organisation, equip our colleagues to be as productive and efficient as possible, and to be responsible financial managers and explore new commercial ideas.

The business plan outlines a proposed governance structure and delegation of functions in order to support the Shareholder to manage its current and future interests in its companies more effectively in line with the governance review action plan which was agreed by Cabinet in September 2019.

**City Benefits:**

The Bristol Holding Ltd. will support the Council, through its companies achieve the following:

- Putting Citizens at the heart – providing great services that are right for all citizens and customers.
- A commercial approach, which secures value for money and optimizes all available resources.
- Partnerships and collaboration – to maximise opportunities for joint working, particularly in the context of Bristol City Council, its family of companies and the one City Plan.
- Governance, fairness and transparency – implementing robust procedures to ensure regulatory and legal compliance.
- Ethical standards – ensuring the well-being and protection of the work forces throughout the companies.
- Innovation and improvement – continuously developing and improving our processes and working innovatively to secure improved outcomes.

**Consultation Details:** Bristol Energy Company Board and Shareholder Group – October- March 2018/2019, City Leap joint working group – including representatives from Energy service - Jan – March 2019. OSMB – 27<sup>th</sup> November 2018. Cabinet members - 20<sup>th</sup> November 2018 and 12<sup>th</sup> March 2019.

<b>Revenue Cost</b>	<b>c£600k</b>	<b>Source of Revenue Funding</b>	<b>N/A</b>
<b>Capital Cost</b>	<b>N/A</b>	<b>Source of Capital Funding</b>	<b>N/A</b>
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input checked="" type="checkbox"/>	<b>Income generation proposal</b> <input checked="" type="checkbox"/>

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

**1. Finance Advice:**

This proposal seeks approval to proceed with the Holding Company’s revised business plan to equip the company with the view to take the overview in its subsidiaries’ operations. Over the longer term, this is expected to create the conditions for reducing the management oversight required by the Council. However it is recognised that a period of transition may be required to stabilise the transformation.

The indicative full year running cost of the Holding company when it reaches its full operational strength is estimated to be approx. £600k per annum, it is proposed that this will be distributed as a management charge to the subsidiaries (distribution methodology to be agreed when fully implemented). This will only be incurred on a phased basis subject to the efficiency being delivered within the group of companies e.g. from vacancy savings etc.

The combined financial strength of the group could be used to obtain more favourable financing arrangements for the individual companies in the portfolio. It would also provide the group with the opportunity to exercise combined purchasing power where appropriate and to negotiate better credit terms e.g. with banks. Pooling together the fiscal resources of all subsidiaries under Holding would enable the company to take future overview and leverage financial strength for projects that have synergies and are relevant and interconnected within each of the subsidiaries, e.g. further waste to energy projects on new build housing sites, smart city and technology projects that span across all subsidiaries and other major development projects interconnect at the subsidiary JV levels, with the ultimate aim of maximising the shareholder's return and achieving the strategic objectives of the Council and ensuring these objectives are consistent throughout the group.

This fully functional holding company should also provide the opportunity to allow for the effective financial overview, control and more efficient financial management of its subsidiaries with smaller amounts of capital. This can be achieved by centralising the financial and treasury management functions, standardising processes where appropriate, and pooling cash and working capital resources to increase resilience for the group of companies, reduce shareholder management efforts and ultimately reduce the reliance on the shareholder's financial resources.

Please note the Council will retain its own budget of £350k (approved based budget under Resources directorate) which is used provide a 'thin' shareholder/client function to enable the council to manage contracts with the companies and appropriately discharge shareholder responsibilities. This was established under the MTFP and will also be utilised to mitigate the residual strategic overview required from the shareholder function.

**Finance Business Partner:** Tian Ze Hao, Finance Business Partner

Date: 18/03/2019

## 2. Legal Advice:

The proposed model is intended to enable Bristol Holding Limited to take on a more active role in managing its trading subsidiaries (currently Bristol Energy Limited and Bristol Waste Company Limited). However, in order to ensure Bristol Holding Limited performs in accordance with the Council's objectives and expectations, a high level of control over Bristol Holding Limited is proposed, particularly by the Council directly employing an Executive Chair.

In a commercial context, the appointment of an Executive Chair (i.e. a single person who performs the duties of both managing director (an executive position) and Chair (a non-executive position) is not deemed to be best practice, because it erodes the clear division of responsibilities between the leadership of the board and the executive leadership, and vests a significant amount of control in one person. However, we understand the use of Executive Chairs is more common in government entities, and that it may be more appropriate in an environment where the shareholder has direct control of the Executive Chair, and is comfortable with the governance implications.

The Council needs to monitor the extent of its control over Bristol Holding and the implications of that on an ongoing basis and ensure that this is managed through effective governance. The Council must also take steps to manage conflicts of interest where staff are acting both for the Council and Bristol Holding, and the Council should be aware that it will be responsible for any employer liabilities.

In addition, the articles of association of Bristol Holding will need to be revised to reflect the Executive Chair proposal, and the reserved matters may need to be revised in order to reflect the enhanced role that Bristol Holding will take on. The shareholder (Cllr Cheney acting on behalf of the Mayor) has authority to approve these changes.

**Legal Team Leader:** Eric Andrews, Legal Team Leader

Date: 14.03.2019

## 3. Implications on ICT:

There are no direct or immediate IT implications arising from this report. The Holding Company does, however, offer an important role in creating a framework that ensures that the companies both support and contribute to the strategic direction of BCC IT. This will maximise the synergies available from a combined approach that delivers end-to-end services rather than isolated single elements.

**ICT Team Leader:** Ian Gale, ICT Service Delivery and Integration

Date: 19/03/2019

**4. HR Advice:** There are a number of HR Implications arising from the business plan. These are:-

- An Executive Chair of the Holding Company will be created. This will be a Director Level post.
- A number of other roles will be created in the Holding Company and this will equate to 5 FTEs. These jobs will support

- the implementation of the new governance and performance management arrangements set out in the business plan.
- Staff of the Holding Company will be employees of Bristol Holding Limited.
- The Holding Company will receive its HR Advice from the City Council HR Team and the arrangements for other back office services are still being finalised.

Advice from Mark Williams, Head of Human Resources Date: 7 March 2019

**HR Partner:** Head of Human Resources Date: 7 March 2019

<b>EDM Sign-off</b>	Mike Jackson	27/02/2019
<b>Cabinet Member sign-off</b>	Cllr Cheney	07/03/2019
<b>CLB Sign-off</b>	Mike Jackson	05/03/2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayors Office	04/03/2019

<b>Appendix A – Further essential background / detail on the proposal</b> - A1. Bristol Holding Business Plan	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>  There are no significant environmental impacts relating to this report and as such a full Eco IA is not required. However the staff at Bristol Holding Company should be made aware of the Bristol City Council Environmental Policy and operate accordingly to the key aims of this policy	<b>NO</b>
<b>Appendix G – Financial Advice</b>	<b>NO</b>
<b>Appendix H – Legal Advice</b>	<b>NO</b>
<b>Appendix I – Combined Background papers</b>	
<b>Appendix J – Exempt Information</b>	<b>NO</b>
<b>Appendix K – HR advice</b>	<b>NO</b>
<b>Appendix L – ICT</b>	<b>NO</b>



**Bristol Holding Limited**  
**Business Plan 2019/2020**



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## 1. Forward

Bristol City Council is committed to continuation of its approach to exploring the commercialisation of services, assets and adopting other entrepreneurial approaches in order to address market failure, increase the budgetary resilience of the council and deliver services in new and innovative ways. In some cases, this will be done through the formation of trading companies or joint venture companies. The establishment of Bristol Holding and Bristol Energy, along with Bristol Waste and Bristol is Open in 2015 was the first tranche of these ventures.

During 2018 there have been great strides made in Bristol to bring partners together around the 'One City Plan' and an overall vision for the city. The council has also finalised its own corporate strategy, and business plans – all of which provide the context which the company's own business plans for 19/20 onwards are based.

In order to achieve this vision, the Council recognises it needs to develop a different relationship with its companies, on the one hand improving its strategic influence over the direction and objectives of the companies, and on the other hand, ensuring the companies have the freedom and speed of decision making to allow them to compete in the private market.

Bristol Holding Company will be the mechanism by which Bristol City Council oversees the delivery of the company's business plans, providing strategic alignment and the 'golden thread' between the companies, the council, and the wider ambitions of Bristol.

The vision for the Holding company set out in this business plan, is a structure which can flex with the requirements of the Council's companies and responsibilities of the council over the next 2 years, and provide a focal point of coordination and relationship management for the entities, in order to support their sustainable growth and achievement against their objectives.

## 2. Executive Summary

The Council's suite of companies is varied in scale and purpose, and the Councils ambitious strategies in Housing, Energy and Smart technologies are likely to increase the number of opportunities for the creation of commercial delivery vehicles over the coming years.

These delivery vehicles will take different company forms, be subject to different regulations in relation to procurement and industry standards, and the council will have varied levels of influence and shareholding (Joint Ventures etc.)

It is clear that any future governance structure needs to ensure:

- effective governance, assurance and regulatory compliance
- deliver financial efficiency across both the council and companies
- ensure that the strategic objectives of the council are clearly articulated and delivered
- that a commercial portfolio approach is taken to the delivery of financial and social returns

This business plan outlines how Bristol Holding Ltd will play a more active role in the management of the Councils interests in its companies by:

- Acting as an extension of the council, and a tool for the management of its interest in commercial companies – either as Shareholder, or as provider of management services under SLA's
- Having an Executive Chair, who acts as a pivot between existing companies, the Shareholder, and the council's strategic leads to ensure the effective coordination of the companies, and engagement with the council's agenda
- Utilising the skills of a Finance Director, where appropriate, across the group to maximise financial efficiencies across the group and provide additional oversight capacity to the board of the holding company
- Providing additional 'on the ground' capacity in the form of company secretarial, project management and administrative capacity (some of which could be shared resources with the Shareholder Liaison function) to fulfil its functions appropriately.

In concert with this enhanced role the Shareholder Group should:

- Be able to focus more on strategic oversight of the delivery of the councils objectives, the functioning of the governance structure, and providing advice to the council on new shareholding opportunities
- Be able to meet less frequently, eg. Quarterly - so long as the council ensures that work continues outside of the Shareholder Group, as part of business as usual to develop the overarching strategies which the companies align to.

## 2.1 Financial Summary

The expansion of the role of the Bristol Holding will be at a combined cost of approx. £500k – 600k pa. to the companies collectively. A methodology and mechanism for the allocation of these costs across the group is still to be developed, but it is likely that it will take into account the scale of the businesses, as well as their use of the shared resources in order to ensure there is no undue burden on the smaller start-ups.

It should however be noted that involvement of Bristol Holding in the planning and set up of new ventures will be costed into project costs going forwards, and so there is an income stream from supporting new ventures which is not possible to quantify at this time.

<b>Income</b>		<b>19/20</b>	<b>20/21</b>
	<b>Gross Income</b>	£18k	£18k
	<b>Management fee to subsidiaries (Mechanism for allocation to be determined)</b>	£522k	£590k
	<b>Total (Income)</b>	<b>£540k</b>	<b>£608k</b>
<b>Expenditure</b>			
	<b>Staffing</b>	£365k*	£408k*
	<b>Services</b>	£175k**	£200k**
	<b>TOTAL (Expenditure)</b>	<b>£540k</b>	<b>£608k</b>

\* excluding BCC contribution 1/3<sup>rd</sup> of Executive Chair (£50k)

\*\*Including projected services purchased from BCC [estimate] £27k

This proposed structure is estimated to be cost neutral in comparison with 18/19 when the total cost of carrying out these activities across both the council and subsidiaries are taken into account.

Furthermore, this proposed structure is anticipated to generate added value for the subsidiary companies by providing greater coordination at group level to support generation of economies of scale, and sharing of best practise across the group.

### 3. Background to Bristol Holding Limited.

Bristol Holding Ltd was originally established in 2015, with the intention of being parent company to two Energy companies, a supply business, and energy services business.

In December 2015, the decision was made to move the newly established Bristol Waste Company Limited, underneath Bristol Holding Ltd – whose first business plan had established Bristol Holding as the means to support the shareholder (Bristol City Council) in ensuring the direction of any of its current or future subsidiaries, would be aligned with the ethos of the Council.

This governance model agreed in December 2015 saw the establishment of monthly Bristol Holding board meetings, with quarterly Shareholder Group meetings - the role of this group being to:

*'provide the necessary oversight from a shareholder's perspective that the parameters, policies and boundaries that the executive as the shareholder has established for the company are being adhered to. In it, the Mayor (or his or her appointee) remains the decision maker but the Group act as advisors in the making of those executive decisions.'*<sup>1</sup>

During the course of the 2016, the decision was taken to pause the development of Bristol Holding Ltd. including the recruitment of a permanent Managing Director and Finance Director, to allow the Council to take stock of the Commercialisation agenda and the role of the family of BCC companies within it.

It was concluded that the resource requirements associated with an Bristol Holding Ltd. was out of kilter with the needs of the only two subsidiaries at that time, and the 'arm's length' approach which the company was advocating the council took at that time was not compatible with the Shareholders increasing concern regarding the financial and operational performance of the subsidiaries.

Subsequently, the scope and the implicit costs of the Company were reduced to a minimum level by operating as a thin company until the shareholder determined the future Council operating model. The Business Plan confirmed that even in the thin operating mode the Company adds value to the group of companies by providing consolidation of profit and loss across the group.

During the latter half of 2018 the role of Bristol Holding Ltd. has been under consideration again by council senior officers and members, given the emerging landscape for council shareholdings and this business plan represents a proposal for how Bristol Holding can be use more actively, as tool to support the council response to this changing environment.

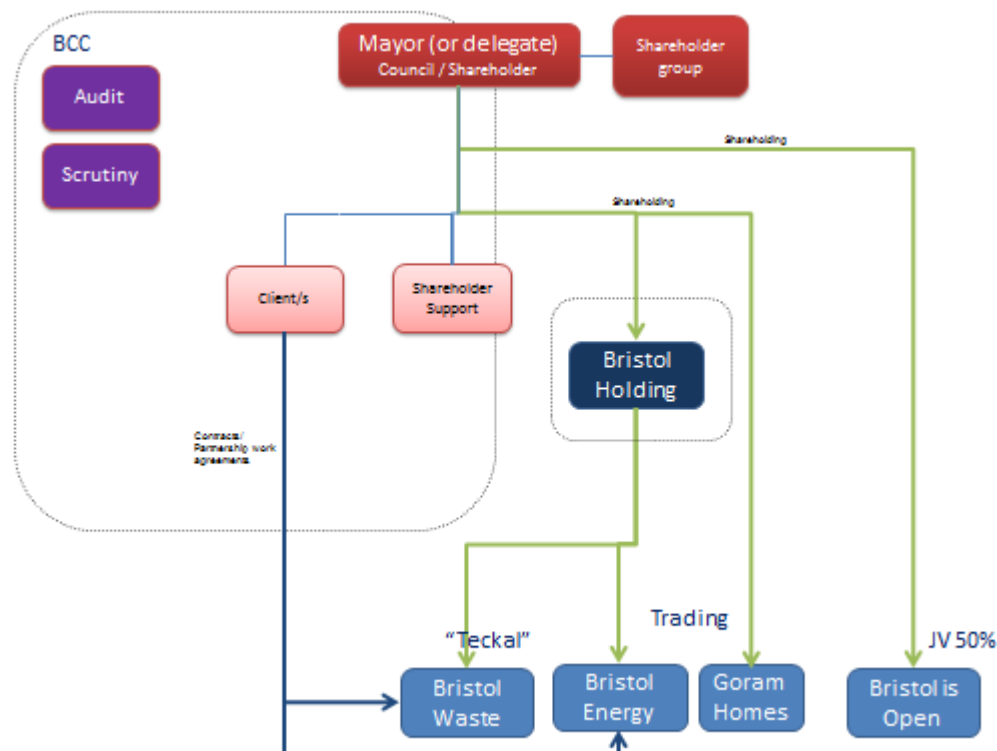
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<sup>1</sup> Code of Practice: Governance of Council interests in companies p9.

#### 4. Horizon scanning: potential expansion of number of council owned companies

The Council's suite of companies is varied in scale and purpose. They are:

- Bristol Energy Ltd
- Bristol Waste Company Ltd
- Goram Homes Ltd. incorporated in Oct 2018
- A 50% share in a company Bristol is Open, a technology company.

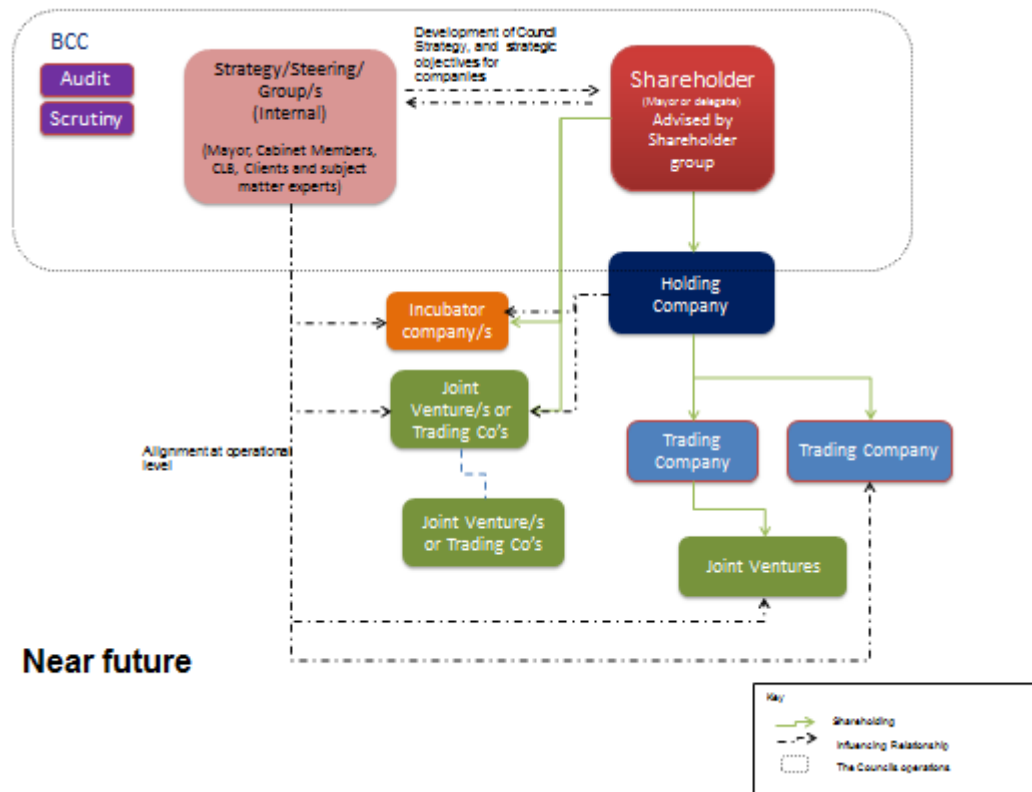


During 2018/19 the Council began preparing for:

- The potential creation of companies associated with the City LEAP Programme which may include a joint venture structure, an Energy asset company and/or a special purpose vehicle for the creation of heat networks.
- A developing Commercialisation agenda that may create new companies for trading what were previously Council Services.
- Is considering the merits of the set-up of a housing investment company in order to potentially hold housing assets developed by Goram Homes for market rent.

Below is an example of the variety different company structures which the council as shareholder may develop interests in over the next two years. Many of these will take

different company forms than the council is used to eg. Wholly owned trading co – **with** Joint Venture subsidiary (Goram Homes). Different companies will also have different statuses with respect to public procurement which adds to the complexity of the picture.



## 5. What are the benefits of a more active holding company?

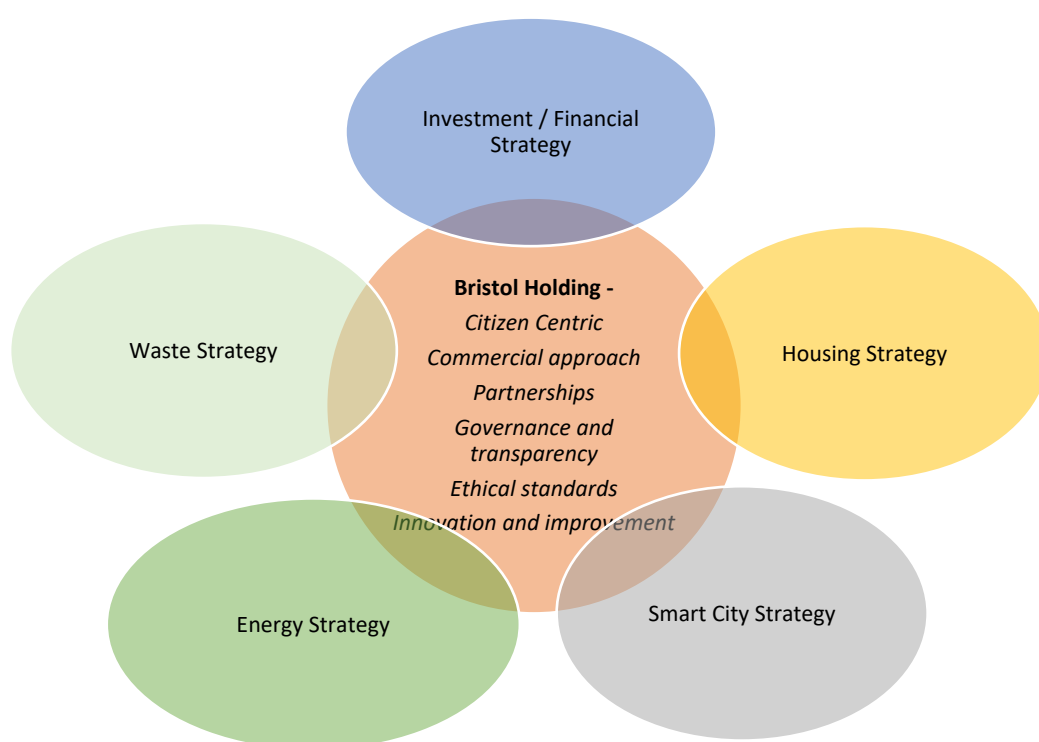
### 5.1 Better focus on Strategic alignment

As Bristol City Council works to further develop its existing companies, as well as establish new entities, the Council wishes to ensure that, wherever possible depending on each company's legal status, the core of each business is aligned around the same core values:

- *Citizens at the heart – providing great services that are right for all citizens and customers.*
- *A commercial approach, which secures value for money and optimizes all available resources.*
- *Partnerships and collaboration – to maximise opportunities for joint working, particularly in the context of Bristol City Council, its family of companies and the one City Plan.*

- *Governance, fairness and transparency – implementing robust procedures to ensure regulatory and legal compliance.*
- *Ethical standards – ensuring the well-being and protection of the work forces throughout the companies.*
- *Innovation and improvement – continuously developing and improving our processes and working innovatively to secure improved outcomes.*

Bristol Holding Ltd. can support the companies achieving this alignment, as well as play a key role in supporting the articulation and communication of strategic city goals and the strategies of the service areas to which each business relates. For example, in the areas of Waste, Energy as well as the councils long term investment strategy.



## 5.2 Financial benefits

With the know-how, a fully functioning holding company is aimed at realising advantages by providing the oversight in its subsidiaries operation. The combined financial strength of the group can be used to obtain more favourable financing arrangement for the individual companies in the portfolio. It would also provide the group with the opportunity to exercise the combined purchasing power where appropriate and to negotiate better credit terms e.g. with banks.

Pooling together the fiscal resources of all subsidiaries under holding will enable the company to take future overview of projects that have synergy with and are relevant and interconnected with each of the subsidiaries, e.g. further waste to energy projects on new build housing site, smart city and technology projects that span across all subsidiaries and



other major development projects interconnect at the subsidiary JV levels, with the ultimate aim of maximising the shareholder's return and achieving the strategic objectives of the Council and ensuring these objectives are consistent throughout the group.

Having a fully functional holding company can also provide the opportunity to allow for the effective financial overview and control of its subsidiaries with smaller amounts of capital deployed. This can be achieved by centralising the financial and treasury management functions, standardising processes where appropriate, and pooling cash and working capital resources to increase resilience for the group of companies, reduce shareholder management efforts and reduce the reliance on the shareholder's financial resources.

### 5.3 Scalable and resource efficient

Increasing the capacity at Bristol Holding Ltd level would address the following:

1. Lack of resources at Bristol Holding level to focus on generating group efficiencies, shared services or alignment across the businesses.
2. Allow the Shareholder resources to more effectively focus on shareholder priorities and strategic oversight of a greater number of companies.

It should be noted, there may be instances, where there is a material financial interest in ensuring that a business sits outside of the holding company, and reports directly into the council.

In these instances, Bristol Holding Ltd. resources can still be used as a tool to offer support to that business with respect to alignment of values, and support the Shareholder to manage its interests in those companies from an administrative, or oversight perspective under a separate Service Level Agreement.

## 6. What form should Bristol Holding Ltd. take?

### 6.1 Needs analysis

With the companies' landscape becoming ever more complex, and different approaches being required for different companies, there is an increasing need for changes to be made to the way in which the Shareholder group and overall governance model operates.

These needs are summarised below:

- Greater emphasis on the development and articulation of council strategy, advised by council clients and subject matter experts.
- Balance of responsibilities between the Shareholder Group and Bristol Holdings which ensures that oversight is carried out most efficiently and effectively
- Bristol Holding to be a flexible tool, which the Shareholder can use to ensure its responsibilities, are being discharged while companies are in a start-up phase as well as business as usual.

- Need to have a dedicated senior level liaison between the executive teams and board directors at the companies and the Shareholder.
- In the first instance a transitional plan needs to be in place as a road map to how Bristol Holding Ltd becomes more active.
- There will need to be a review of the transitional arrangements and final 'To Be' design in development over the course of the 19/20 and into 20/21, to ensure that the requirements of the current and developing companies are progressively integrated into the Bristol Holding Ltd. business plan.

## 6.2. 'To Be' Governance Structure: Key Design Principles

In addition to the needs identified in section 5.2, are the key design principles for both the transitional and 'to be' model below:

- The Shareholder group focus moves to strategic steer and guidance.
- Bristol Holding should be a dedicated resource, providing assurance and insight on behalf of the council as shareholder regarding financial and business plan performance of subsidiaries.
- There should be a separation between strategic/operational functions and defined roles and responsibilities.
- Boards and Chairs should be more accountable for delivering the Shareholders objectives and defined outcomes.
- The governance arrangements should promote depth of understanding and quality communication between the companies and the council.
- Should enable free flow of information and agile decision making.
- Should be proportionate in cost and complexity when related to the value of the businesses to the council and the taxpayer.
- The cost of governing the companies and any required growth of Bristol Holding Ltd. will need to be factored into the business cases of new potential companies, as well as existing subsidiary business plans.
- The governance or control arrangements for the companies should have regard to tax efficiency.

## 7. 'To Be' - Minimum Structure of the Bristol Holding Ltd.

**Bristol Holding Ltd will act as an extension of the council, and a tool for the management of its interest in commercial companies. The Board of directors will be appointed by the Shareholder to carry out this function. A company director is appointed to a limited company to manage the day-to-day business activities and finances and to ensure all**

**statutory filing obligations are met. Directors must act lawfully and honestly and make decisions for the benefit of the company and its members.**

Core positions – dedicated resources:

- EXECUTIVE CHAIR. The individual is expected to be the ‘pivot’ between existing (and emerging) businesses and the Shareholder on a daily basis, working closely with the Shareholder and council to ensure the councils strategic objectives articulated, and the companies’ deliver in line with these.  
*See Appendix 1 for description of role and draft JD)*
- FINANCE DIRECTOR. This position is to take a view across the family of businesses ensuring that all resources are used in the most effective way possible, driving further efficiencies in the financial management of the group, implementing economies of scale and exploring a centralised finance function.  
They would ensuring the proper application of funds across the companies utilising the resources of the FD’s/financial controllers in each of the businesses. Also ensuring financial and risk management reporting to the Holding Board and to the Shareholder.  
Ensuring the BCC’s finance business partner is appropriately informed and their advice sought out.
- Company Secretary Services will be embedded in the Holding Company in order to provide a golden thread of structured administration, recording & statutory filing throughout the family of companies.
- Additional staffing (*as required by the business pressures*) - Project Management and Project Support.

## 7.2 Bristol Holding Work Programme

The resources outlined above will carry out the following high level work programme (to be developed further).

During the transitional period (whilst recruitment is taking place for these roles) these tasks will be carried out by BCC Staff – including the Senior Client Manager, Finance Business Partner and Shareholder Liaison Director.

<b>Indicative Work Programme/Activities during first year of operation</b>
<b>Financial</b>
Devising dividend policy relevant for the group companies
Optimising working capital use / cash pooling across the group
Exploration of financial and operational efficiencies within individual businesses/ across the group
Exploring options for shared services with/without council
Reviewing finance ICT systems and joint procurement of accounting software
Completing procurement of tax and audit services
Financial analysis of impact of new joint ventures on the holding company structure
Financial Risk and Performance management and mitigation to ensure a resilient business operation
<b>Governance</b>
Performance and Risk Management (Financial and non-Financial)
Establishing regular pulse of cyclical company activities reporting to the holding board and Shareholder.
Review of Scheme of Delegations
Establishing the work practises and processes surrounding the Bristol Holding Company governance structure, and transition to quarterly Shareholder board
Explore combined group audit and remuneration committees
Planning and governance analysis of impact of new joint ventures on holding company structure
Working with Shareholder function to review the progress of implementation against governance action plan and next steps
Ensuring that the group of companies respond appropriately/ and integrate with IT strategy as determined/led by Bristol City Council – particularly in relation to Open data and Smart City Strategies
Establish processes to support coordination between PR and Communications functions within the companies and council, including a transparency policy and common approach to FOI's and media requests.
<b>Business Planning</b>
Beginning business planning process and facilitating alignment of company strategies with council clients and strategies
Identification of new ' business opportunities' across companies and council including linking with councils Commercialisation programme

### 7.2 Transition Plan towards full operation (High Level plan)

	<b>April 2019</b>	<b>May 2019</b>	<b>June 2019</b>	<b>July 2019</b>	<b>August 2019</b>	<b>September 2019</b>
Human Resources	Recruitment (number of positions) Induction Training					
Governance	Governance documentation and process mapping Transferring ownership Schemes of Delegation Meeting transition and roles and responsibilities Establishing group audit committee					
Finance	Performance reporting/ Charging for services	Cash pooling	Finance / ICT systems review	Procurement of tax/audit	Understanding impact of new joint ventures	Exploring financial efficiencies
Strategic input	Objective setting Smart City strategy City Leap procurement Goram procurement and Housing investment co strategy Client function capacity					
Ongoing activities	Monthly performance management Risk Management Business continuity BAU Relationship Management/Processes					
Cyclical activities	BIO business planning			AGM/ Business planning	Board effectiveness reviews	

### 7.3 Strategic Oversight in relation to Information Governance and Communication Technology

Bristol Holding Ltd. can play an important role in creating a framework that ensures that the companies both support and contribute to the strategic direction of BCC IT. This will maximise the synergies available from a combined approach that delivers end-to-end services rather than isolated single elements.

For example, the Bristol Holding Ltd. could facilitate data sharing arrangements, encourage the use of open data, support the use of common platforms and enforce integration with Smart City initiatives.

Bristol Holding Ltd. may not be best placed to specify the IT solutions required by each of the companies, due to the specific requirements of their marketplace. From a governance point of view, though, the Holding Company can and should seek assurances for the companies regarding their own IT strategies and how their choice of IT solutions achieves this and BCC corporate objectives.

#### 7.4 Strategic support in relation to PR and Communications protocols

One of the workstreams for exploration during the second half of 19/20 will be the role Bristol Holding Ltd. can play in support of a PR and communications protocols which would support coordination between PR and Communications functions within the companies and council. This may include the development of a group transparency policy and common approach to FOI's and media requests.

#### 7.5 Delegation of functions from the Shareholder group and Roles and Responsibilities

Critically, there is no proposed change to the shareholder reserved matters as part of this proposal to enhance the role of Bristol Holding Ltd.

However the Bristol Holding company takes on the role of 'gateway' with respect to receiving the reserved matter request and passing on to officers within the council for further advice or consideration, prior to presentation to the shareholder for decision.



So long as the council ensures that work continues outside of the Shareholder group, to develop the overarching strategies which the companies align to – the Shareholder Group should be able to meet less often as a consequence of the close monitoring of each company's performance being undertaken by the Holding Company.

This would enable more capacity for the group to focus more on:

- strategic oversight of the delivery of the councils objectives,
- oversight of the functioning of the governance structure,
- providing advice to the council on new shareholding opportunities

See the table overleaf which outlines the functions to be undertake at each level of the governance structure.

	As Is Functions	To Be Function
Shareholder	<ul style="list-style-type: none"> <li>- Communicates and supports development of strategic framework/policy framework</li> <li>- Agree's strategies and policies of group entities</li> <li>- Monthly Performance Management – Financial and Operational</li> <li>- Approves reserved matters</li> <li>- Oversight of audit and risk functions</li> </ul>	<ul style="list-style-type: none"> <li>- Ensures companies are delivering in line with councils strategic objectives</li> <li>- High level dashboard reporting</li> <li>- Oversight of interaction with council committees including regular reports to BCC Scrutiny and Audit committees</li> <li>- Clear decision making/sign off Business plans</li> </ul>

	As Is Functions	To Be Function
 <p>Holding Co.</p>	<ul style="list-style-type: none"> <li>- Approves share issues and VAT transfers across group</li> </ul>	<ul style="list-style-type: none"> <li>- Communicates between Shareholder/Council and Company and supports development of strategic plans and policies aligned with Shareholders</li> <li>- Recommending and Reviewing business plans</li> <li>- Monthly Performance</li> <li>- Management – Financial and Operational</li> <li>- Approves share issues and VAT transfers across group</li> <li>- Manages group accounts process</li> <li>- Aligns policy across the group</li> <li>- Sharing resources and services</li> <li>- Audit and risk oversight services across group</li> </ul>
 <p>Trading Company</p>	<ul style="list-style-type: none"> <li>- Produces business plans</li> <li>- Operational management of company</li> <li>- <i>Develops own policies</i></li> <li>- <i>Maintain Audit and Risk functions</i></li> <li>- Health &amp; Safety and Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>- Produces business plans</li> <li>- Operational Management</li> <li>- Health &amp; Safety and Risk Management</li> </ul>

### 7.6 Bristol Holding Limited Board Attendees - Roles and Responsibilities

The tables below outline the proposed roles and responsibilities in each level of the governance structure and any assumptions which have fed into the financial modelling section.

Who	Roles and Responsibilities
Executive Chair (Employed by BCC)	Responsible for holding companies to account for delivery of business plans, and the development/communication of strategic framework for the companies on behalf of the council.
Independent Non-Executive Director <i>(Consideration of transfer of ISA to Holding board)</i>	Independent commercial advice and expertise to Holding group, in line with Shareholder expectations.
Council appointed director (NED)	Council appointed director (councillor) to represent city/users views.
Group Finance Director	Performance manages company financial controllers, and provides oversight of company financial performance. Manages group finances. Developing approaches to asset based finance, cash pooling etc.
Group Company Secretary (qualified company secretary)	Schedules and records company board agendas, and provides golden thread of decision making through the group. Provides support around group policies and matters such as insurance.
Open invitation: Shareholder rep, S151/Finance, Shareholder Client Manager.	May attend as wishes in order to understand issues in more depth, or provide council perspective on issues. By default Shareholder Client Manager will act as Shareholder observer.



## 8. Finances – 2019/20 and 20/21 (full year affect)

### 8.1 Bristol Holding Income and Expenditure 2019/20 and 20/21

Income		19/20	20/21
	<b>Gross Income</b>	£18k	£18k
	<b>Management fee to subsidiaries (Mechanism for allocation to be determined)</b>	£522K	£590k
	<b>Total (Income)</b>	<b>£540k</b>	<b>£608k</b>
Expenditure			
	<b>Staffing</b>		
	- Executive Chair		
	- Project Manager		
	- Project Support (0.5FTE)		
	- Company Secretary		
	- Independent Non-Executive Director		
	- Group Finance Director		
		£365k*	£408k*
	<b>Services</b>		
	- Insurance		
	- Procurement		
	- Internal/External Audit		
	- Finance advice (BCC recharged)		
	- Consultancy		
	- Financial services (Bristol Energy recharged)		
	- Legal Expenses (BCC recharged)		
	- Recruitment Fees		
	- HR advice (BCC recharged)		
	- IT services		
		£175k**	£200k **
	<b>TOTAL (Expenditure)</b>	<b>£540k</b>	<b>£608k</b>

\* excluding BCC contribution 1/3<sup>rd</sup> of Executive Chair (£50k)

\*\*Including projected services purchased from BCC [estimate] £27k

## 8.2 Net Cost of revised structure

This proposed structure is estimated to be broadly cost neutral in comparison with 18/19 when the total cost of carrying out these activities across both the council and subsidiaries are taken into account.

Furthermore, this proposed structure is anticipated to generate added value for the subsidiary companies by providing greater coordination at group level to support generation of economies of scale, and sharing of best practise across the group.

<b>AS IS 18/19</b>	
Sub-total Shareholder staffing (18/19)	£442k
Sub-total Holding/Company staffing relevant for comparison (18/19)	£191k
<b>Total</b>	<b>£633k</b>

<b>TO BE (Full Year affect)</b>	
Sub-total Shareholder staffing (20/21) Full year affect	£240k
Sub-total Holding Company staffing	£389k
<b>Total</b>	<b>£629k</b>
<b>Net cost</b>	<b>-£4k</b>

This calculation has excluded any consultancy sought during 18/19, but has included:

- The saving which will occur by not recruiting to vacant FD positions within the group
- Estimates for the opportunity cost of time which BCC Directors have been spending on monthly shareholder group meetings, which will reduce in frequency under the new model.
- Estimates of reduction of time which Dem Services, BCC Legal and BCC Finance staff will need to support the companies/Shareholder given the creation of dedicated roles within the companies.

## 8.3 Assumptions underpinning the Financial Modelling

### Expenditure allocation

- All Bristol Holding Ltd. expenditure will be allocated across the subsidiaries in a quarterly management charge, consideration to be given to the mechanism for allocation. For example – based on turnover, business complexity, size/scale.

### Consultation with subsidiaries and provision for management charges within their budgets/business plans

- High level consultation has been carried out with each of the Managing Directors of the subsidiary companies, who have welcomed the principles behind the approach to creating a more active Holding company, accepting that there will be a form of increased management charge associated with this.
- However further consultation and discussion will need to take place following the approval of the plan in order to ensure that appropriate provision, based on actual costs is made in subsidiary budgets and live business plans – this will require further financial modelling around expected burden in 19/20 based on the transition place and will depend on the mechanism for allocation which is yet to be determined.

### Unquantified income and scaling Bristol Holding via project costs

- It should however be noted that involvement of Bristol Holding in the planning and set up of new ventures will need to be costed into project costs going forwards so there is an income stream from supporting new ventures. This has not yet been quantified.
- It will be important that as further companies are established and Bristol Holding staff are used to support such work that this is costed and income obtained in order to not place further burden on existing subsidiaries.

### Activities

In continuation of previous practise, the following will occur:

- The following Services will be contracted for by the Holding Company:
  1. Internal/External Audit services (*costs dispersed across the family in a pro-rata basis*).
  2. The Council to provide insurance services in line with the Holding Company's requirements for Directors and Officers insurance across the group. It is expected the Council will contract with each of the group

companies in line with their individual insurance specifications and service level agreements.

3. The search for key appointments to Company Boards will be contracted via the Council's existing contractual agreements to achieve Best Value.

- The Council will manage the annual account consolidation where required at council level. The Holding Company will provide the advice to the suite of companies in order to ensure this process is as integrated as possible.
- Throughout the year there is a variety of share and investment transactions, taxation, VAT, Companies House formal responses required including, but not limited to, approval and certification of tax returns, transference of VAT at group level, responding to Companies House queries.

#### Services to the company

- Holding Group companies will have the option to utilise services from the council according to the internal rate card.

#### Finance

- The Financial support service will be provided by Bristol Energy for a fee.

#### HR

- Payroll arrangements will be managed by Bristol Energy finance team utilising Bristol Holdings HMRC cloud portal
- Pension arrangements for staff will be arranged via Bristol Energy's pension provider.
- Recruitment/HR/Employment advice will be provided by BCC HR/ Legal (chargeable)

#### IT and facilities

- The Bristol Holding Ltd. staff will purchase ICT services from BCC ICT
- Staff will utilise hot desks in City Hall and Temple Street as well as spending time at subsidiary offices with no additional cost within this business plan period.
- Holding and Shareholder boards will require meeting facilities to be made available by City Hall events team with no additional cost within this business plan period.

#### Legal

- Legal advice will be provided under a SLA by the Council to the directors of the Holding Company.
- Legal Expenses are for identified legal officer support in relation to advice requested by the Holding company directors in relation to Bristol Holding Ltd. or whole group matters. These costs will be funded by Bristol Holding.
- If legal advice is required in relation to a particular issue associated with a subsidiary, Bristol Holding will pay the Council, but will expect to recoup the cost from the relevant subsidiary.

#### Procurement

- Procurement advise from BCC procurement (chargeable)

#### Employment and staffing

- The role of Executive Chair who will be employed by the council. Cost will be shared between BCC and the Companies.
- Use of BCC staff for Bristol Holding Ltd. purposes will be charged in line with the 'rate card' or 'part/fully seconded'.
- Generally employment conditions will be aligned with BCC employment arrangements, and staff, HR/performance and wellbeing policies and benefits will be extended to Bristol Holding Ltd. staff (with the exception of pensions).
- Bristol Holding will employ a BG9 Project support, and BG 13 Project Officer. The BG9 will be a shared resource with the Shareholder to ensure smooth transition and overall robust approach to governance.
- Democratic services clerks will no longer be required to support company board meetings.

**Assurance:** there is no expectation of adding in unnecessary costs. The intention is to keep Bristol Holding Company lean whilst discharging a range of responsibilities for the Shareholder.

There is no suggestion of:

- separate offices,
- separate IT functions,

The intention is that Bristol Holding Ltd will be impactful and sufficiently flexible that the Shareholder can use it to shape the future.

This is not a 'fixed' proposition. It will be trialled for 12 months and then reviewed utilising a 360 degree process. If it's is not working we will reshape it.

#### 8.4 Risk Assessment

The risks associated with the implementation of the business plan :							
No	RISK  Threat to achievement of the key objectives of the report	INHERENT RISK (Before controls)		RISK CONTROL MEASURES  Mitigation (ie controls) and Evaluation (ie effectiveness of mitigation).	CURRENT RISK (After controls)		RISK OWNER
		Impact	Probability		Impact	Probability	
1	Implementation is delayed due to <ul style="list-style-type: none"> <li>- Inadequate resources in BCC/Holding to support transition</li> <li>- Lack of stakeholder/subsidiary buy in</li> <li>- Lack of skills in the market to fulfil key roles</li> </ul>	<b>High</b>	<b>High</b>	Assessment being made with respect to staffing required during first months of transition.  Engagement has already taken place with MD's of companies and further engagement to continue throughout April 2019 on subsidiary recharge mechanism.  Recruitment advice being sought in order to assess attractiveness of skills/roles in current employment market.	<b>High</b>	<b>Medium</b>	Interim Shareholder Liaison Director/ Interim Director of Bristol Holding.

## Bristol City Council Equality Impact Relevance Check



This tool will identify the equalities relevance of a proposal, and establish whether a full Equality Impact Assessment will be required. Please read the guidance prior to completing this relevance check.

<b>What is the proposal?</b>	
Name of proposal	<b>Bristol Holding Limited Business Plan 2019/20</b>
Please outline the proposal.	Approval of the 2019/2020 business plan of Bristol Holding Limited.  The plan sets out how the company will become more active in order to support the governance of the councils wholly owned and potential future joint venture companies.
What savings will this proposal achieve?	None
Name of Lead Officer	David Lawrence, Interim Shareholder Liaison Director

<b>Could your proposal impact citizens with protected characteristics?</b> (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
The plan sets out how the company will become more active in order to support the governance of the councils wholly owned and potential future joint venture companies.
The business plan does not identify any significant opportunities or positive impacts.
<b>Please outline where there may be significant negative impacts, and for whom.</b>
None identified

<b>Could your proposal impact staff with protected characteristics?</b> (i.e. reduction in posts, changes to working hours or locations, changes in pay)
The business plan does not identify any impacts on staff with protected characteristics.
Please outline where there may be negative impacts, and for whom.
None

<b>Is a full Equality Impact Assessment required?</b>
Does the proposal have the potential to impact on people with protected characteristics in the following ways: <ul style="list-style-type: none"> <li>• access to or participation in a service,</li> </ul>

- levels of representation in our workforce, or
- reducing quality of life (i.e. health, education, standard of living) ?

Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.

No. There will be no anticipated impact on any of these as a result of these proposals.

Service Director sign-off and date:



Denise Murray 19/3/2019

Equalities Officer sign-off and date:



Duncan Fleming 18/3/2019



# Overview and Scrutiny Management Board

1<sup>st</sup> April 2019



**Title:** Bristol Is Open: Assessment of Next steps

**Officer Presenting Report:** David Lawrence, Interim Shareholder Liaison Director

**Contact Telephone Number:** 0117 35 74172

**Recommendation:**

Members to review the proposals for the future ownership of Bristol Is Open and the supporting business plan for the period 2019/20.

**Context:**

To consider the proposals laid out in this report for the future ownership of Bristol Is Open Limited and the supporting business plan for the period 2019/2020.

**Appendices:**

Cabinet Report: Bristol Is Open: Assessment of Next steps (to be considered on 2<sup>nd</sup> April 2019)

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

Please note that under s.100A(4) of the Local Government Act 1972, the public be excluded from the meeting for aspects of the item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 and/or 5 of Part 1 of schedule 12A of the Act.



# Decision Pathway – Report Template



**PURPOSE:** Key decision

**MEETING:** Cabinet

**DATE:** 02 April 2019

<b>TITLE</b>	<b>Bristol Is Open: Assessment of Next steps</b>		
<b>Ward(s)</b>	All.		
<b>Author:</b> David Lawrence	<b>Job title:</b> Interim Shareholder Liaison Director		
<b>Cabinet lead:</b> Cllr Cheney	<b>Executive Director lead:</b> Executive Director Resources		
<b>Proposal origin:</b> <i>City Partner</i>			
<b>Decision maker:</b> Cabinet Member <b>Decision forum:</b> <i>Cabinet</i>			
<b>Purpose of Report:</b>  To consider and agree the proposals laid out in this report for the future ownership of Bristol Is Open Limited and the supporting business plan for the period 2019/2020.			
<b>Evidence Base:</b>  Bristol is Open (registered as BRISTOLISOPEN LIMITED company number 9302408) was established in April 2015 as a joint venture between Bristol City Council and Bristol University.  This programme has resulted in a Smart City Research and Development network platform of multiple communications technologies installed around the city. This platform is allowing companies of all sizes to come and test new technology in a real-world environment rather than just inside a laboratory.  Following its first three years of operation, now that the company has established itself and grown its own body of knowledge and experience, and in the light of other technology developments such as 5G, the joint venture partners, Bristol City Council and Bristol University have undertaken a joint assessment of its business model to determine where it should be positioned going forward.  Following this review proposals for a revised ownership structure are being put forward, by both the Council and University of Bristol. This revised structure will support propositions such as the extension of the current city network out to the south of Bristol. It should be noted that in June 2018, Cabinet agreed to accept funding for the extension of the network from the Local Enterprise Partnership, and that in March 2018, under delegated authority, officers awarded a contract to BIO to provide the service necessary to do this.  The OPCR programme objectives, when fully realised, are to create the following impacts for both Bristol, associated communities, businesses and institutions: <ul style="list-style-type: none"> <li>• Connect areas to the South of Bristol that are not benefiting for market supplied high bandwidth connectivity, to enable a level playing field by creating a facility to develop skills and education development.</li> <li>• Increase the capability and impact of Bristol’s Living Lab at Knowle West Media Centre, leading to the development of the most appropriate technology solutions addressing real community issues.</li> <li>• Support health and social care change research to provide better care and services through the use of digital connectivity</li> <li>• Enable the creation of jobs directly attributable to the roll out and operations of the network</li> <li>• Attract companies to accelerate development of applications and products where access to the BiO network will reduce the time to market.</li> </ul>			

- Attract companies that will benefit from hyper fast connection to other network attached resources, such as Cloud based data and application hosting
- Develop an R&D network to explore the potential of ultrafast broadband in a collaborative, creative digital environment
- Increase the attractiveness of the connected Enterprise Zone in Bristol and surrounding Enterprise Areas

The financial success will be measured via the number of jobs, number of start ups, company growth, inward investment and increased GVA over the next 2 years as the project is developed, and over the subsequent 5 to 10 years as the grant investment is realised.

This project, in addition to the other live/confirmed projects (Replicate, 5G Smart Tourism project, and Big ClouT) will provide a platform for Bristol Is Open, whilst in parallel the business will explore further opportunities to generate income and support further development in the field of Smart Cities. Overall, this will support the city in our bid to meet the ambitions of the One City Plan.

**Cabinet Member / Officer Recommendations:**

1. To approve the Council’s acquisition of the University of Bristol’s shares in Bristol Is Open Limited (**BIO**), so that the Council becomes the sole shareholder of BIO, owning 2 ordinary shares and 700,000 redeemable preferences shares of BIO.
2. To delegate authority to the Service Director – Finance, in consultation with the Deputy Mayor for Finance, Governance and Performance, to approve the terms of such acquisition (taking into account the outputs of the further legal and financial review of BIO) and to enter into all such documents as are necessary to give effect to this decision.
3. To approve the high-level business plan 2019/2020 in Appendix A2 and Exempt Appendix J2, subject to approval being given to Recommendation 2.
4. To approve an allocation from the Council’s risk reserve of up to £500k in respect of future business in/with BIO (following the share purchase), as set out in this report, and to delegate authority to the Service Director – Finance in consultation with Deputy Mayor for Finance, Governance and Performance to agree the details of how this funding should be used, and to conclude the necessary contracts and/or appropriate legal arrangements.
5. To note that BCC has awarded BIO a contract for the delivery of the ‘Open Programmable City Region’.

**Corporate Strategy alignment:**

The proposal will support the Council to continue to deliver on its commitment to make progress towards being the UK’s best digitally connected city.

**City Benefits:**

The proposal will support propositions such as the extension of the current city network out to the south of Bristol and will provide a platform for further work in the field of Smart Cities and supporting the city in our bid to meet the ambitions of the One City Plan.

**Consultation Details:** Bristol Is Open Board, University of Bristol and Shareholder Group – October- March 2018/2019, OSMB – 1<sup>st</sup> April 2019. Cabinet members - 12<sup>th</sup> March 2019.

<b>Revenue Cost</b>	<b>See Exempt Appendix</b>	<b>Source of Revenue Funding</b>	<b>See Exempt Appendix</b>
<b>Capital Cost</b>	<b>See Exempt Appendix</b>	<b>Source of Capital Funding</b>	<b>See Exempt Appendix</b>
<b>One off cost</b> <input type="checkbox"/>	<b>Ongoing cost</b> <input checked="" type="checkbox"/>	<b>Saving Proposal</b> <input type="checkbox"/>	<b>Income generation proposal</b> <input type="checkbox"/>

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

### 1. Finance Advice:

BCC currently owns 1 ordinary share of £1 and 350,000 redeemable preference shares of £1 each in BIO. The University of Bristol (UoB) also owns the same number of shares, and is the only other shareholder in the company. BIO is therefore a 50:50 JV between the University of Bristol and BCC.

This proposal seeks approval for the Council to acquire the full ownership of BIO. Various Options had been explored with UOB, the current Joint shareholder of BIO, details of which are set out in the exempt appendix. Both organisations have agreed in principle for the share purchase and on the positioning of BIO going forward. By acquiring the other 50% of the shareholding in BIO, the Company would retain all past, current and future liabilities and income, meanwhile enabling the Council to shape the strategic direction of BIO to more closely align with the Council's strategic vision including the smart city agenda.

This report requests approval to earmark an allocation of up to £500k from the Council's risk reserve in respect of future business in/with BIO (following the share purchase). It is envisaged that this may be used in a number of ways, including potential new contractual arrangements with BIO for the delivery of additional services, or as consideration for any amendments to existing contracts, or by additional investment in the company; in each case to ensure the effective delivery of the Open Programmable City Region network to the extent required by the Council in line with its strategic objectives.

Additional financial fact-finding questions have been submitted to BIO since the issue of report under Exempt Appendix J4, particularly in respect of its tax and VAT position and any potential related outstanding liabilities which may present a risk to the Council upon the share transfer. This work will be submitted to the s 151 officer once completed, for their consideration in relation to Recommendation 2 (if approved).

Financial risks include:

- Liabilities may be uncovered following the completion of further inquiries.
- Some estimated income may not be realised which will create larger funding gaps in the business plan;
- Other obligations under existing grant commitments may also present a risk to the Council after taking full ownership of BIO.

BCC has instructed BIO to present an outline business plan to illustrate how it would achieve fulfilment of the existing grant and contractual commitments including delivery of the OPCR Project. This has been included Appendix A2 and Exempt Appendix J2.

Please see exempt appendix J2 and J3 for detailed financial information and commentary.

**Finance Business Partner:** Tian Ze Hao

**Date:** 15/03/2019

### 2. Legal Advice:

BCC Legal Services has provided advice on a range of proposals, including the proposal being considered in this report, for the future of BIO and this advice is included in Exempt Appendix J4. Additional advice is currently being prepared by BCC Legal Services, based on further information provided by the Company, and will be provided to the s 151 officer once complete, for their consideration in relation to Recommendation 2 (if approved).

In brief (in relation to the specific proposal being put forward in this report, and information received to date), if the Council acquires the University's shares in BIO, it will become the sole shareholder of the Company. Following a share purchase, the Company retains all past, current and future liabilities and these will have to be effectively managed. However, as a result of becoming sole shareholder of the Company, BCC will be able to make decisions about the future of the Company, including how best to align the Company with BCC's own strategic objectives.

If the share purchase proceeds a number of governance changes will need to be considered, including revising the articles, and appointing additional directors to the Board. The Mayor (or his representative) has been authorised to approve these changes with the support of the Shareholder group.

If the £500k earmarked allocation is approved, legal advice will need to be obtained before any use of this allocation, to ensure that it complies with appropriate legal requirements, and is adequately documented.

Legal advice has been provided on any employment implications arising from the Council acquiring the University's shares in BIO. Where BIO is an associated employer (i.e. BCC holds the majority of voting power at shareholders' meetings), if an employee

leaves their job with BiO and is employed by the Council, continuity of employment is preserved.

**Legal Team Leader:** *Eric Andrews and Husinara Jones, 14 March 2019*

**3. Implications on ICT:**

There are no direct or immediate IT implications arising from this proposal should it be approved. In the longer term, or should it not be approved, then there are a number of implications regarding BiO activity and infrastructure that would need to be addressed.

**ICT Team Leader:** Ian Gale, Service Manager: ICT Service Delivery and Integration – 19 March 2019

**4. HR Advice:**

As the report highlights it is proposed that Bristol City Council will become the sole shareholder of Bristol is Open. This has no implications to the employment contracts of current employees of Bristol is Open. There will be a need for the company to review its organisational structure to meet the requirements of the new business plan. The company will need to consult its workforce on any changes.

**HR Partner:** Mark Williams, Head of Human Resources – 7 March 2019.

<b>EDM Sign-off</b>	Mike Jackson	27/02/2019
<b>Cabinet Member sign-off</b>	ClIr Cheney	11/03/2019
<b>CLB Sign-off</b>	Mike Jackson	05/03/2019
<b>For Key Decisions - Mayor's Office sign-off</b>	Mayors Office	04/03/2019

<b>Appendix A – Further essential background / detail on the proposal</b> <ul style="list-style-type: none"> <li>- Appendix A1. Context of the proposal</li> <li>- Appendix A2. Bristol Is Open Business Plan</li> </ul>	<b>YES</b>
<b>Appendix B – Details of consultation carried out - internal and external</b>	<b>NO</b>
<b>Appendix C – Summary of any engagement with scrutiny</b>	<b>NO</b>
<b>Appendix D – Risk assessment</b>	<b>NO</b>
<b>Appendix E – Equalities screening / impact assessment of proposal</b>	<b>YES</b>
<b>Appendix F – Eco-impact screening/ impact assessment of proposal</b>	<b>YES</b>
<b>Appendix G – Financial Advice</b> <ul style="list-style-type: none"> <li>- See Exempt Appendix J3</li> </ul>	<b>NO</b>
<b>Appendix H – Legal Advice</b> <ul style="list-style-type: none"> <li>- See Exempt Appendix J4</li> </ul>	<b>NO</b>
<b>Appendix I – Combined Background papers</b>	
<b>Appendix J – Exempt Information</b> <ul style="list-style-type: none"> <li>- Exempt Appendix J1: Overview of Process</li> </ul>	<b>YES</b>

<ul style="list-style-type: none"> <li>- Exempt Appendix J2. Appendix to Bristol Is Open Business Plan</li> <li>- Exempt Appendix J3: Financial Commentary</li> <li>- Exempt Appendix J4: SHG report from 2 February 2019</li> </ul>	
<b>Appendix K – HR advice</b>	<b>NO</b>
<b>Appendix L – ICT</b>	<b>NO</b>

## Appendix A1

**Title: Context of the proposal**

**Author: David Lawrence**

**Job title: Interim Shareholder Liaison Director**

**Cabinet lead: Cllr Craig Cheney**

**Director lead: Denise Murray, Director of Finance**

### Background:

- 1.1 Between 2013 and 2014, Bristol City Council was awarded £5.3m funding to develop a ‘research and development test bed’ which was a part of the ‘Gigabit Bristol Programme’ funded by DCMS / BDUK’s Super- Connected Cities programme.
- 1.2 Bristol is Open (BiO) was set up to deliver such a test bed as a joint venture between Bristol City Council and the University of Bristol launched in April 2015, which has resulted in a Smart City Research and Development network platform of multiple communications technologies being installed around the city. It can be described as a city-scale research infrastructure for the study of software defined networks, Internet of Things and big data technologies that contribute to smart city solutions.
- 1.3 The BIO infrastructure, which was largely funded through the Super Connected Cities programme, consists of a fibre ring linked to a number of central nodes (located at We The Curious, Watershed, Engine Shed and the University of Bristol) and a wide area wireless mesh network. This infrastructure relies on a network of ducts that Bristol City Council bought from a cable TV company more than a decade ago. Subsequently, the ducts were refurbished and used to network Council buildings and beyond. The duct network was extended to reflect the city’s changing business footprint.
- 1.4 The original vision for BiO was the idea of having a properly connected city infrastructure where companies can test applications in a real-world environment – it was unlike anything else that existed in the world at the time.
- 1.5 Cities the world over needed to look toward technology to address the way they manage their resources and infrastructure to deliver innovative services for citizens and businesses.
- 1.6 During its start-up phase, BiO has delivered a number of benefits for Bristol, and for the joint venture owners including:
  - Enhancing the city’s profile for being a leader in the smart city sector in the UK and internationally, helping Bristol win a number of awards: TM Forum Global Innovator of the Year; World Communication Awards ‘Smart City of the Year’; GLOMO for Smart City, and top spot on Huawei’s Smart City Index.
  - Raised the profile of Bristol in collaborative working, and building a network of interlocking organisations.
  - As an asset, it helped organisations leverage grant funding e.g. Replicate and other Horizon 2020 projects and positioned the city for future research bids.
  - As a joint venture, the company has completed many technical trials and experiments that have helped it gain in depth understanding of technology integrations - for the University of Bristol

this has supported their world leading 5G research, and helped to put the University and the City on the world stage.

## **2. Process undertaken to consider the next steps for the company:**

- 2.1 The original intentions of the Research & Development test bed have served both the University and the city well. However, following three years of operation, and in the light of other technology developments such as 5G and a dynamic and evolving market, the joint venture partners reviewed BiO's business model to assist in the planning for where the company should be positioned going forward.
- 2.2 Subsequently, Bristol City Council and the University discussed a number of scenarios for the future of the company and Bristol City Council carried out analysis on three different options, and presented the findings to Shareholder Group on 2 February 2019 (see Exempt Appendix J4). Following this process, and further discussions between Bristol City Council and the University, it was agreed that Bristol City Council and the University should re-position Bristol Is Open in order to best support the roll out of the OPCR (Open Programmable City Region) project as well as other grant funded projects.
- 2.3 Moving forward the University have plans to focus more attention on 5G research and development, which does not have the same requirement for the use of the physical infrastructure which Bristol Is Open has access to.
- 2.4 Bristol Is Open have set out a high level business plan, (Appendix A2 and Exempt Appendix J2) which outlines how they will deliver their project pipeline, whilst supporting Bristol City Council and other city partners to explore options to take the platform forward. These opportunities include further developing its role as a pilot test bed to scale city wide initiatives with an operational and community focus, in line with Bristol's One City Plan.
- 2.5 The aim of smart city research and development, is key to the region's economic growth, and supports the region to develop fit for purpose infrastructure for future needs. Smart City research and development will assist Bristol businesses to succeed and develop world class skills and employment opportunities, and support residents to benefit from a stronger economy and higher quality of life.
- 2.6 The University of Bristol, Bristol City Council and Bristol Is Open are committed to continuing to work together where there are areas of mutual research interest to support the vision for Smart cities.

-ENDS-





## **Appendix A2**

### **Bristol is Open Business Plan Brief**

#### **Executive Summary**

This high level business summary plan shows that in 2019 / 2020 Bristol is Open is able to complete the contractual commitments within the immediate cash flow envelope of the 4 ongoing contractual commitments. This plan is focused on the contracted commitments only. Based on these facts the business would require additional funding in 2020/21 of £395,750.

#### **Background**

Between 2013 and 2014, [Bristol City Council](#) was awarded £5.3m funding to develop a 'research and development test bed' which was a part of the 'Gigabit Bristol Programme' funded by DCMS / BDUK's Super- Connected Cities programme.

[Bristol is Open](#) (BiO) was set up to deliver such a test bed as a joint venture between Bristol City Council and the University of Bristol launched in April 2015, which has resulted in a Smart City Research and Development network platform of multiple communications technologies installed around the city. It can be described as a city-scale research infrastructure for the study of software defined networks, Internet of Things and big data technologies that contribute to smart city solutions.

The BIO infrastructure, which was largely funded through the Super Connected Cities programme, consists of a fibre ring linked to a number of central nodes (located at [We The Curious](#), [Watershed](#), [Engine Shed](#) and the [University of Bristol](#)) and a wide area wireless mesh network. This infrastructure relies on a network of ducts that Bristol City Council bought from a cable TV company more than a decade ago. Subsequently, the ducts were refurbished and used to network Council buildings and beyond. The duct network was extended to reflect the city's changing business footprint.

The original vision for Bristol is Open was to have fully connected city research and development infrastructure where companies could test applications in a real-world environment – it was unlike anything else that existed in the world at the time.

During its start-up phase, BiO has delivered a number of benefits for Bristol, and for the joint venture owners including:

- Enhancing the city's profile for being a leader in the smart city sector in the UK and internationally, helping Bristol win a number of awards: [TM Forum Global Innovator of the Year](#); [World Communication Awards 'Smart City of the Year'](#); [GLOMO for](#)



[Smart City](#), [Smart Cities 2019](#), [Replicate Citizen Engagement](#), [Smart Cities UK Highly Commended Leadership](#) and top spot on [Huawei's Smart City Index](#).

- Raised the profile of Bristol in collaborative working, and building a network of interlocking organisations
- As an asset, it helped organisations leverage grant funding e.g. EU Horizon 2020 [Replicate](#) and [BigClouT](#) projects and positioned the city for future research bids.
- As a joint venture, the company has completed many technical trials and experiments that have helped it gain in depth understanding of technology integrations - for the [University of Bristol this has supported their world leading 5G research](#).

### **Objectives of this Interim Business Plan**

This document is the Bristol Is Open high level business plan, (which is subject to final approval of company ownership) which outlines how we will deliver our contractually committed project pipeline, whilst supporting Bristol City Council and other City Partners to explore options to take the platform forward. These opportunities include further developing its role as a pilot test bed to scale city wide initiatives with an operational and community focus, in line with [Bristol's One City Plan](#).

Smart city research and development is key to the region's economic growth and supports the region to develop fit for purpose communications infrastructure for future needs. Smart City research, development and piloting will assist Bristol businesses to succeed. Enable the development world class skills and employment opportunities. Establish new ways to support Bristol's aspiration to become a fair, healthy and sustainable city where everyone can share in its success.

The University of Bristol, Bristol City Council and Bristol Is Open are committed to continuing to work together where there are areas of mutual research interest to support the vision for Smart cities.

### **Desired outcomes**

To deliver Bristol Is Open's contractual commitments on the 4 ongoing projects utilising the minimum cost to the public purse. We recognise that in delivering the four ongoing projects further funding will be required from Bristol City Council and we will develop a high-level view of the opportunities to take the platform forward in a self-sustaining business model that will address the cities needs in the digital Smart City arena.

### **Scope and exclusions**

The scope of this document is limited to an overview of the four ongoing projects, their delivery commitments, people skills and requirements, budgets per project. Bristol is Open's responsibilities to each project.



This is not a full business plan that covers all possible future business options

### **Bristol is Open Core objective**

Deliver through, the use of best ethical practices, productive innovation, capabilities and services that can drive a socially fair quality of life for all.

Driving cross society collaboration, knowledge, data sharing and analytics management across the digital landscape in order to deliver services to the public authorities, residents, businesses, students & visitors to Bristol and the West of England.

By taking a *“Understand the Problem that Needs Solving”* approach we will design solutions that utilise digital connectivity.

Behaviours:

- In depth understanding the problem that needs solving
- Being Citizen focused in all we do with digital technology at the heart of solutions
- Understanding the human behaviour and propensity to adopt new solutions, especially technology based solutions.
- Study and resolve the Ethics, Data Privacy and Protections that impact the solutions
- Creating a Learning, Education Upskilling environment
- Drive opportunities to create jobs
- Develop practical solutions that work for the regional on the Bristol is Open *“test to pilot”* platform
- Create collaboration opportunities
- Be thought leaders and influencers that encourage investment in the region
- Develop the business case that would drive scale and saving for all parties involved



## Existing Contracts

### 5G Tourism Public Safety

#### *Project Objectives*

To develop a solution that would address harbourside safety through the use of 5G level communications links.

We have successfully enabled a trial of mixed technology using infrared and High Definition CCTV and software.

#### *Desired outcomes*

This has shown that we could inform the decision processes that would enable a safer harbourside and reduce the loss of life.

The application is showing more uses and possibilities, with some interest from the other areas in Bristol as a possible element of a project to reduce suicides. Ex Rail and trackside safety, or around business units for perimeter safety.

A joint application for funding to extend the trial until July has been submitted via WECA. this will enable the crowd element of the solution to be tested.

### Replicate

The city of Bristol provides, via Bristol is Open, a smart city infrastructure, which is a ring of optical fibres connecting multiple locations together. In these locations there is 'server infrastructure', network switching and controllers, distributed computing and data storage. The data reaches our network from the cloud via VPNs connecting to our main firewall at the University of Bristol. The FIWARE instance is located on virtual machines within the network nodes.

#### *Project Objectives*

REPLICATE Aims to carry out 2 years of energy monitoring, profile and interventions in order to inform the EU Commissioner's smart cities strategy as to if Smart Cities can be used in the future to implement policy decisions on green transport and energy usage, through a series of technical "interventions" in lifestyles of its citizens.

The main objective of REPLICATE project is the development and validation in three lighthouse cities (**San Sebastián** - Spain, **Florence** – Italy and **Bristol** – UK) of a comprehensive and sustainable City Business Model to enhance the transition process to a Smart City in the areas of energy efficiency, sustainable mobility and ICT/Infrastructure. This will accelerate the deployment of innovative technologies, organisational and economic solutions to significantly increase resource and energy efficiency improve the sustainability of urban transport and drastically reduce greenhouse gas emissions in urban areas.

#### *Desired outcomes*

For Bristol; The REPLICATE aims and objective trace directly back to Bristol's aspiration to



be a Carbon Neutral city by 2030.

The aims of REPLICATE are to utilise Smart City IOT sensors to gather energy usage data, collate and disseminate data and make this available to energy distribution planners to enable them to understand the energy usage across cities. It also allows citizen/residents to understand their personal impact on energy demand and manage their usage to reduce peak-time consumption by changing their own personal established behaviours and to take responsibility for changing behaviours to use energy off-peak, in a more responsible way, to ultimately reduce their own carbon footprints. The project also addresses electric vehicle (EV) availability tracking the usage of electric cars, bikes and bus journeys around the city.

### BigClouT

Big ClouT is a collaborative Big Data project being shared between the EU and Japan. Four cities are taking part Bristol, Grenoble, Fujisawa and Tsukuba. In the UK Bristol is Open is partnered with the University of Lancaster and others in delivering identified components

#### *Project Objectives*

The project is designing and building an integrated data collection and dissemination system based on [Comprehensive Knowledge Archive Network](#) (CKAN) open source data platform architecture and utilising tools such as [D-Node Red](#), [Knowage](#) and a Recommendation Service being made in Greece by [ICCS](#).

#### *Bristol Demonstrator*

Bristol will demonstrate both of the use-case trials in the Brussels review meeting:

- Smart Mobility and Smart Home/Energy use cases.

The Smart Mobility trial will present air quality data (both long-term historic records and near- real-time monitoring) that will be collected from the Bristol Open Data platform; latest measured levels from Bristol St Paul's air quality monitoring station data provided by the Environment Agency and data from the air quality IoT device provisioned by Bristol is Open.

This multi-sourced data, including:

- Particulate Matter PM2.5/PM10
- Nitrogen Oxides NO<sub>x</sub>
- Ozone O<sub>3</sub>
- Carbon Dioxide CO<sub>2</sub> etc.

will be aggregated and input to the BigClouT data warehouse using the BigClouT application programming tool, based on Node-RED.

The data will be used for route-finding based on real time air conditions as a pollution-



aware smart mobility solution. A data visualisation dashboard for air pollution level will be shown in a public zone.

Smart Home/Energy use cases will present live energy consumption data from smart goods (e.g., Samsung smart washing machines) in residents' houses (the number of houses is dependent on actual deployment progress).

The energy consumption data from smart homes will interact with the Energy Demand Management System for optimal/reduced energy usage for daily living. The data will also be streamed into the BigClouT data warehouse via Node-RED.

#### *Bristol is Open Responsibilities April 2019 to July 2019*

Bristol is Open will work in collaboration with the University of Lancaster on providing the IoT sensor array to ingest data, data warehouse and data backhaul architecture to support the trial period of the project which runs from January 2019 to July 2019. The project formally closes at the end of July 2019. Bristol is Open work works in collaboration with the other EU partner in Grenoble, ICCS in Greece and the Japanese cities of Fujisawa and Tsukuba.

#### **OPCR Network Extension**

To expand the Bristol is Open, Open Programmable City infrastructure to link conurbation ties in south Bristol with a combination of hard infrastructure, effective collaboration and mutually positive outcomes.

The existing Open Programmable City network has created a unique platform that will allow real-world verification of advanced software and hardware.

#### *Desired outcomes*

The OPCR programme objectives, when fully realised is to create the following impacts for both Bristol, associated communities, businesses and institutions:

- Connect areas to the South of Bristol that are not benefiting for market supplied high bandwidth connectivity, to enable a level playing field by creating a facility to develop skills and education development.
- Increase the capability and impact of Bristol's Living Lab at Knowle West Media Centre, leading to the development of the most appropriate technology solutions addressing real community issues.
- Support health and social care change research to provide better care and services through the use of digital connectivity
- enable the creation of jobs directly attributable to the roll out and operations of the network
- Attract companies to accelerate development of applications and products where access



to the BiO network will reduce the time to market.

- Attract companies that will benefit from hyper fast (1Gbps +) connection to other network attached resources, such as Cloud based data and application hosting
- Develop an R&D network to explore the potential of ultrafast broadband in a collaborative, creative digital environment
- Increase the attractiveness of the connected Enterprise Zone in Bristol and surrounding Enterprise Areas

The financial success will be measured via the number of jobs, number of startups, company growth, inward investment and increased GVA over the next 2 years as the project is developed and over the subsequent 5 to 10 years as the grant investment is realised.

### Staff

Investing in our people remains a priority, delivering training and support to attract, motivate and retain the talent we have recruited. We will find creative ways to upskill the existing team to ensure we cover the Technical, Project, Risk, Compliance, Legal, Quality, Asset, Operational, Procurement, Financial, Marketing and Sales, Customer Service Management.

### Overheads

The company has undergone an extensive financial review. The results have been cost reductions and leaning to enable the company is maximise all assets.

### Budget

Current Bristol is Open live Projects.

Probability	Status	Opportunity	Key Person	Sales Stage	Overall Contract Value	Total Estim. Claimable Value
		<b>Opportunity Pipeline by Probability</b>				
100%		<b>Closed: 4</b>			<b>£288,067</b>	<b>£247,192</b>
100%	Green	Replicate	Rob Gladwin	Live EU Project		£42,602
100%	Green	BigCloudT	Rob Gladwin	Live EU Project	£108,695	£25,218
100%	Green	OPCR Network Extension	Rob Gladwin	Procurement Process	£179,372	£179,372
100%	Green	5G Tourism Safety Case	Jim	Concluding Project	£336,036	£238,179



### **Financial Forecast**

Our forecast reflects the cost of the resources we need to deliver our 4 contracted projects in line with the Bristol is Open vision and objectives across 2019/20 and 2020/21

The key elements of our budget are:

- The cost of our core operating activities the largest element of which is our people
- The total amount we attract from UK Government and European funding
- The time delay between completing EUH2020 Project and the payment received
- Our current business models mean we are treated as a Corporate so we have to match fund all Government funding bids.
- The charge to utilise the Bristol is Open platform.

ENDS





This tool will identify the equalities relevance of a proposal, and establish whether a full Equality Impact Assessment will be required. Please read the guidance prior to completing this relevance check.

<b>What is the proposal?</b>	
<b>Name of proposal</b>	<b>Bristol Is Open: Assessment of Next steps</b>
Please outline the proposal.	<p>To approve the Council’s acquisition of the University of Bristol’s shares in Bristol Is Open Limited (BIO), so that the Council becomes the sole shareholder of BIO</p> <p>The report sets out the legal and financial analysis with respect to the proposed share purchase.</p> <p>The report also set out the planned activities of Bristol Is Open in a high level business plan. The delivery of the OPCR and replicate projects are valuable research projects which will establish innovation infrastructure which Universities, Businesses and Not for Profit organisations can use to create new jobs and growth, as well as develop city scale low carbon technologies.</p> <p>Smart City research and development will assist Bristol businesses to succeed and develop world class skills and employment opportunities, and support residents to benefit from a stronger economy and higher quality of life.</p>
What savings will this proposal achieve?	The BIO business plan outlines how it will act within the agreed budget envelope in order to deliver the projects.
Name of Lead Officer	David Lawrence, Interim Shareholder Liaison Director

<b>Could your proposal impact citizens with protected characteristics?</b> (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
The delivery of the OPCR and replicate projects are valuable research projects which will establish innovation infrastructure which Universities, Businesses and Not for Profit organisations can use to create new jobs and growth, as well as develop city scale low carbon technologies.

It is expected that as the plans for the future of BIO develop further a more detailed business plan will be produced, which will enable a fuller equalities impact assessment, which will include an assessment of the diversity of the board etc.

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

The BIO business plan outlines how it will act within the agreed budget envelope in order to deliver the projects, if there are any HR decisions made as a result of this, any negative impacts specifically on staff will be considered as part of this process, with separate relevance check / EqIA as appropriate.

**Could your proposal impact staff with protected characteristics?**

(i.e. reduction in posts, changes to working hours or locations, changes in pay)

None identified

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

The BIO business plan outlines how it will act within the agreed budget envelope in order to deliver the projects, if there are any HR decisions made as a result of this, any negative impacts specifically on staff will be considered as part of this process, with separate relevance check / EqIA as appropriate.

**Is a full Equality Impact Assessment required?**

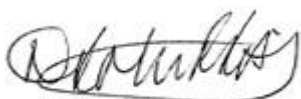
Does the proposal have the potential to impact on people with protected characteristics in the following ways:

- access to or participation in a service,
- levels of representation in our workforce, or
- reducing quality of life (i.e. health, education, standard of living) ?

Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.

No. We have not identified any negative impact from the current proposal. However further relevance checks / equalities impact assessments should be carried out on future Bristol Is Open business plans and consideration given to the diversity of the board as part of this planning.

Service Director sign-off and date:



Denise Murray 19/3/2019

Equalities Officer sign-off and date:



Duncan Fleming 18/3/2019

## Eco Impact Checklist

<b>Title of report:</b>				
<b>TITLE</b>	Bristol Is Open: Assessment of Next steps			
<b>Report author:</b> David Lawrence				
<b>Anticipated date of key decision</b> 02/04/2019				
<b>Summary of proposals:</b> To consider and agree the next steps for the Bristol Is Open.				
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	+ive	Improved connectivity will support innovative energy/ technological innovations and will reduce the need for paper and travel.	
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	Yes	+ive/ -ive	As above Extension of networks will consume small amounts of resources through construction	Will be mitigated through planning and procurement processes.
Production, recycling or disposal of waste	Yes	-ive	Extension of networks will create small amounts of waste	Waste will be disposed of legally and according to the waste hierarchy.
The appearance of the city?	No			
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
<b>Consulted with:</b>				
<b>Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u></b>				
The significant impacts of this proposal are... the increased connectivity will allow for energy innovation and communication innovation which will improve energy infrastructure and reduce need for travel. There will be negligible short term negative impacts through extension of networks.				

The net effects of the proposals are positive.	
<b>Checklist completed by:</b>	
Name:	Helen Davis
Dept.:	Senior Client Manager
Extension:	X74172
Date:	14/03/2019
Verified by Environmental Performance Team	Nicola Hares

## Scrutiny Work Programme 2018 / 2019

Adults, Children and Education Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
<b>July 2018</b>				
		<b>26th July, 6pm</b>		
		Annual Business Report		
		Joint Local Transport Plan		
		Bristol Transport Strategy		
		Cllr Threlfall Q&A / discussion session		
		Trusts and Mutualisation Report		
		Air Quality		
<b>August 2018</b>				
		<b>13<sup>th</sup> August, 9.30 am</b>		
Page 61				
	Housing Company (closed briefing and Q&A session for Commission Members and OSMB)			
<b>September 2018</b>				
		<b>10<sup>th</sup> September, 10am</b>	<b>24<sup>th</sup> September, 3pm</b>	<b>3<sup>rd</sup> September</b>
Waste: <ul style="list-style-type: none"> <li>• Bristol Waste Company</li> <li>• Cleanliness of city / clean streets campaign – update</li> <li>• Enforcement</li> </ul>				ICT Systems and Strategy
Community Safety statistics (Safer Bristol)				Arena Cabinet Paper
Directorate Performance Report (KPIs)				Commercialisation and Income Generation
				Annual Business Report
				Finance Report
				Directorate Performance Report (KPI's)

Adults, Children and Education Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
			Risk Register (Corporate)	
<b>October 2018</b>				
<b>Thurs, 18th October, 5pm</b>				<b>25th October 4pm MQT &amp; 5pm OSMB</b>
Strengthening Families Programme and Adverse Childhood Experiences				Equalities Policy & Strategy
Children's Centres				Corporate Performance Report
Suicide (University) Clusters				Corporate Risk Register
Directorate Performance Report (KPIs)				Standing item – Chair's Updates
Directorate Risk Register				
<b>November 2018</b>				
<b>19<sup>th</sup> November, 2pm</b>	<b>12<sup>th</sup> November 10.00 am</b>	<b>29<sup>th</sup> November, 5pm</b>		<b>Tues 27<sup>th</sup> November (4pm MQT / 5pm OSMB)</b>
Better Lives Programme <ul style="list-style-type: none"> <li>• Implementation</li> <li>• Delayed Transfers of Care</li> <li>• Recommendations from the Adult Social Care Scrutiny Task Group</li> </ul>	Housing: <ul style="list-style-type: none"> <li>• Private rented sector / HMO regulation</li> <li>• Tackling housing crisis</li> <li>• Vehicle Dwellers</li> </ul>	Highways Scheme Delivery Report		Libraries – Positioning Paper
Female Genital Mutilation (FGM)	Community Safety Statistics (Safer Bristol)	Harbour Review		Local High Streets – Positioning Paper
Public Health	Risk Register	City Leap Project		Standing item – Chair's Updates
Directorate Performance Report (KPI's)		Directorate Performance Report (KPI's)		Information only item - Household Waste Recycling Centre planned at Hartcliffe Way
Directorate Risk Register (TBC)		Risk Register		Bristol Waste Company Business Plan (part exempt)
				Bristol Energy Company

Adults, Children and Education Scrutiny Commission	Communities Scrutiny Commission	Growth and Regeneration Scrutiny Commission	Resources Scrutiny Commission	Overview & Scrutiny Management Board
				Trading Position (exempt)
<b>December 2018</b>				
			<b>4pm, 6th December 2018</b>	
			Commercialisation & Income Generation - Update • Plus: Commercialisation & Innovation Working Group – Up-date	
			ICT Systems and Strategy (exempt item)	
			Council Tax Base Report	
			Collection Fund Surplus/Deficit Report	
			Brexit Impact Assessment Report	
			Global Parliament of Mayors	
			Resources Period 6 Finance Information – Standing Item	
			Q2 Performance Report	
<b>January 2019</b>				
<b>28th January, 2pm</b>	<b>14<sup>th</sup> January, 10 am</b>		<b>January (Budget Scrutiny)</b>	<b>Thurs 17<sup>th</sup> January (4pm MQT / 5pm OSMB)</b>
Adult Social Care Budget & Supplementary Extra	CIL (update/review of new CIL committee arrangements)		<ul style="list-style-type: none"> <li>• 4pm, 10<sup>th</sup> January</li> <li>• 4pm, 14<sup>th</sup> January</li> </ul>	Brexit Scenario Planning
Mental Health Recommissioning and Supporting People Services	Customer services update/review			One City Plan
Winter resilience update	Public Toilets			Budget Scrutiny – Finalisation of Comments to Cabinet (potentially to include Cabinet budget papers for information)
Suicide Prevention and	Standing Items TBC:			Standing item – Chair’s

<b>Adults, Children and Education Scrutiny Commission</b>	<b>Communities Scrutiny Commission</b>	<b>Growth and Regeneration Scrutiny Commission</b>	<b>Resources Scrutiny Commission</b>	<b>Overview &amp; Scrutiny Management Board</b>
Response Update	<ul style="list-style-type: none"> <li>Community Safety statistics (Safer Bristol)</li> <li>Directorate Performance Report (KPIs)</li> </ul>			Updates
Thrive mental health – annual review	Housing Allocations / Home Choice Review			Mayors Forward Plan
Directorate Performance Report (KPI's)				Scrutiny Work Programme
Ofsted Improvement Plant (For information only)				
BNSSG CCG Community Services Procurement Update				

### February 2019

<b>Page 64</b>		<b>21<sup>st</sup> February, 5pm</b>	<b>Scrutiny Member Briefing 20<sup>th</sup> (Finance Monitoring) 28<sup>th</sup> February, 4pm</b>	
		Flood Strategy	Performance Management	
		Clean Air Plan	Commercialisation & Income Generation up-date Plus: Commercialisation & Innovation Working Group – Up-date	
		Bristol Housing Festival and Modern Methods of Construction	Future State Assessment (ICT Item)	
		City Leap (exempt item)	Performance Report Legal Services	
		Performance Report Q3	Risk Register (Corporate)	

### March 2019

<b>25<sup>th</sup> March, 4pm</b>				<b>Mon 11<sup>th</sup> March 5pm</b>
School Places – Provision, Expansion and Admissions				BCC Business Plans
Bristol Hospital Education				Performance Framework



Services				
School readiness risks and action plans				Brexit Up-date Report
Learning City update				
Schools Performance				
Directorate Performance Report (KPI's)				
Risk Register				
<b>April 2019</b>				
	<b>15<sup>th</sup> April, 10am</b>			<b>1<sup>st</sup> April</b>
	Waste Collection			City Leap
	Clean Streets			Business Plan – Bristol Energy
	Housing (temporary accommodation) TBC			Business Plan – Bristol Holding
	Community Toilets Scheme (CTS)			Bristol is Open
	Customer Services			
Page 65	Community Infrastructure Levy (CIL)			
	Safer Bristol Statistics			
	Performance			
	Risk Register			
<b>Items to be Scheduled</b>				
Quality Accounts - May 2019 (Joint with S Glos?)		Cross-Border Planning Issues (provisional – TBC)		<i>Provisional Item</i> - Corporate Risk Register
		Local Plan (TBC, possible Planning led meeting in next municipal year)		Provisional Item - Corporate Performance Report
		Bristol Transport Strategy (TBC)		Standing item – Chair's Updates

Overview and Scrutiny Management Board  
1<sup>st</sup> April 2019



**Report of:** Tim O’Gara, Service Director, Legal and Democratic Services

**Title:** Mayor’s Forward Plan (Standing Item)

**Ward:** City Wide

**Recommendation**

That the Board receive the current edition of the Mayor’s Forward Plan of Key Decisions to help inform the Scrutiny Work Programme.

**Summary**

The report provides the latest version of the Mayor’s Forward Plan

**The significant issues in the report are:**

The Board will wish to identify any forthcoming Key Decisions that will require input from Scrutiny.



## **Background**

1. The Mayor's Forward Plan is published monthly to give notice of key decisions that will be considered by the Cabinet, Health & Wellbeing Board or Learning City Partnership Board. A key decision is defined as one which;

- Will result in expenditure of £500K or over
- Will result in savings of £500K or over
- Be significant in terms of its effects on communities living or working in two or more wards in the city

2. The Overview and Scrutiny Management Board (OSMB) will wish to review the list of forthcoming Key Decisions to ensure any relevant items can be considered by Scrutiny.

The latest version of the report can be found at appendix A.

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

Background Papers: None.

Appendix A – Mayor's Forward Plan

# Forward plan



THIS DOCUMENT GIVES NOTICE OF  
ANTICIPATED KEY DECISIONS TO BE TAKEN  
AT CABINET AND OTHER MEETINGS

This update published 4 March 2019

Democratic Services

Contact: Oliver Harrison, Democratic Services Officer, email: [oliver.harrison@bristol.gov.uk](mailto:oliver.harrison@bristol.gov.uk)

Tel: 0117 35 26162

## BRISTOL CITY COUNCIL - FORWARD PLAN INDEX OF PROPOSED KEY DECISIONS

The Forward Plan gives notice of anticipated key decisions to be taken at Cabinet, Health and Wellbeing Board and Learning City Partnership Board meetings. It will be updated and published on the Council website [www.bristol.gov.uk](http://www.bristol.gov.uk) on a monthly basis.

### **Key Decision**

Under the Council's constitution, the definition of a key decision is a decision which is likely to:

- 1) Result in expenditure of £500,000 or over.
- 2) Result in savings of £500,000 or over.
- 3) Be significant in terms of its effects on communities living or working in two or more wards in the city.

### **Non-key Decision**

For additional information and completeness the Forward Plan also contains those items which are outside the definition of a key decision.

### **Cabinet Meetings**

The Cabinet will normally meet on a Tuesday on a six weekly cycle. Meetings start at 4pm and are currently held at City Hall, College Green Bristol, BS1 5TR. Meetings of the Cabinet are open to the public with the exception of discussion regarding reports which contain exempt/confidential, commercially sensitive or personal information which will be identified in the Mayor's Forward Plan).

Reports submitted to the Mayor and Cabinet will be available on the council's website 5 clear working days before the date the decision can be made. If you would like a copy by email please contact [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk)

## Glossary:

HWB Health and Wellbeing Board

LCPB Learning City Partnership Board

APR15 Under the Council's Constitution if a key decision needs to be taken with less than 28 days' notice, it can still be taken under **APR15 – General Exception**, if it is impracticable to defer it until the next scheduled Cabinet meeting. The relevant Scrutiny Commission must be notified and the report published as part of the agenda 5 clear working days ahead of the Cabinet meeting

Description of Exempt Information :- England, Part 1 of Schedule 12A of the local Government Act 1972

1	Information relating to any individual.
2	Information which is likely to reveal the identity of an individual.
3	Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority.
5	Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6	Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; Or  (b) to make an order or direction under any enactment.
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of a crime.

## **Cabinet Members**

- Marvin Rees (Lab) - Mayor of Bristol
- Cllr Craig Cheney (Lab) – Designated Deputy Mayor (with special responsibility for Finance, Governance and Performance)
- Cllr Asher Craig (Lab) – Deputy Mayor (with special responsibility for Communities)
- Cllr Nicola Beech – Cabinet Member for Spatial Planning and City Design
- Cllr Kye Dudd (Lab) – Cabinet Member for Energy, Waste and Regulatory Services
- Cllr Helen Godwin (Lab) – Cabinet Member with responsibility for Women, Children and Families (Young People), and Lead Member for Children's Services
- Cllr Helen Holland (Lab) – Cabinet Member for Adult Social Care
- Cllr Anna Keen (Lab) – Cabinet Member for Education and Skills
- Cllr Paul Smith (Lab) – Cabinet Member for Housing
- 

The City Council's website [www.bristol.gov.uk](http://www.bristol.gov.uk) contains all supporting documents and decisions for formal meetings and lots more about the City Council.

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Mike Jackson mike.jackson@bristol.gov.uk	<p><b>Joint Procured Litho &amp; Digital Printing Framework Agreement</b> To obtain Cabinet authority to enter into a new procured contract framework agreement with our existing partners (Bath &amp; North East Council and University of Bristol) for all digital and Litho printing.</p> <p>Open</p>	Cabinet 5 Mar 2019	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Simon Dicker simon.dicker@bristol.gov.uk	<p><b>HealthWatch Service Recommissioning</b> To authorise the Executive Director Adults Children and Education in consultation with the Cabinet Member for Adult Social Care to take all steps necessary to procure and award the contracts as set out in the recommendation.</p> <p>Open</p>	Cabinet 5 Mar 2019	Cabinet Member with responsibility for Adult Social Care	Adults, Children and Education Scrutiny Commission
Alan Stubbersfield Alan.Stubbersfield@bristol.gov.uk	<p><b>Project Rainbow Eco Pods</b> To authorise the increase in budget for Project Rainbow Eco Pods</p> <p>Open</p>	Cabinet 5 Mar 2019	Designated Deputy Mayor with responsibility for Finance, Governance and Performance, Cabinet Member with responsibility for Education and Skills	Resources Scrutiny Commission
Simon Oliver simon.oliver@bristol.gov.uk	<p><b>Future State Assessment</b> Seeking authority for procurement route for contact with a</p>	Cabinet 5 Mar 2019	Designated Deputy Mayor with	Resources Scrutiny



Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
bristol.gov.uk	supplier to work in partnership as a Future State Assessment delivery partner  Part exempt		responsibility for Finance, Governance and Performance	Commission
Jacqui Jensen Jacqui.Jensen@bristol.gov.uk	<b>Re-commissioning Advocacy Services for Adult Social Care</b> To seek authority to re-commission advocacy services through a BCC procurement process for the period 1/10/19 to 31/09/24  Open	Cabinet 5 Mar 2019	Cabinet Member with responsibility for Adult Social Care	Adults, Children and Education Scrutiny Commission
Nuala Gallagher nuala.gallagher@bristol.gov.uk	<b>Bedminster Green Framework</b> More information to follow  Open	Cabinet 5 Mar 2019	Cabinet Member with responsibility for Spatial Planning and City Design	Growth and Regeneration Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>2018/19 Period 9 Forecast Outturn Report</b>  Open	Mayor – at Cabinet 5 Mar 2019		Resources Scrutiny Commission
Steve Matthews steve.matthews	<b>The Park Community Trust - Proposed Construction of Secondary School</b>	Mayor – at Cabinet		Adults, Children and Education

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
@bristol.gov.uk	Open	5 Mar 2019		Scrutiny Commission
Patsy Mellor patsy.mellor@bristol.gov.uk	<b>West of England Waste Treatment Contract 2020</b> To note progression of the regional procurement project and delegate authority to enter into the West of England Waste Treatment Contract 2020  Open	Cabinet 5 Mar 2019	Cabinet Member with responsibility for Energy, Waste and Regulatory Services	Resources Scrutiny Commission
Simon Oliver simon.oliver@bristol.gov.uk	<b>IT Device Contract Award - NEW ITEM</b> To seek authority to award a contract to an approved supplier for the purchase of hardware.  Part exempt	Cabinet 2 Apr 2019	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Tim O'Gara tim.ogara@bristol.gov.uk	<b>Article 4 Directions - NEW ITEM</b> Ratification of existing Article 4 directions  Open	Cabinet 2 Apr 2019	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Denise Murray	<b>Bristol Credit Union - NEW ITEM</b>	Cabinet	Designated Deputy	Resources

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
denise.murray@bristol.gov.uk	To seek approval for an investment into Bristol Credit Union for a term of ten years.  Part exempt	2 Apr 2019	Mayor with responsibility for Finance, Governance and Performance	Scrutiny Commission
Mark Wakefield mark.wakefield@bristol.gov.uk	<b>Bristol City Council Performance Framework 2019/20 - NEW ITEM</b> Non Key Open	Mayor – at Cabinet 2 Apr 2019	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Resources Scrutiny Commission
Robin McDowall robin.mcdowall@bristol.gov.uk	<b>Avonmouth Severnside Enterprise Area Infrastructure Phase 2 - NEW ITEM</b>  Part exempt	Mayor – at Cabinet 2 Apr 2019	Mayor	Growth and Regeneration Scrutiny Commission
David Lawrence david.lawrence@bristol.gov.uk	<b>Bristol is Open - NEW ITEM</b> To consider and agree next steps for the Bristol is Open Joint venture  Part exempt	Cabinet 2 Apr 2019	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Growth and Regeneration Scrutiny Commission
Sarah O'Driscoll	<b>Houses of Multiple Occupancy - New Article 4 Directions - NEW</b>	Cabinet	Councillor Nicola	Growth and

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
sarah.odriscoll@bristol.gov.uk	<b>ITEM</b> To seek agreement to the making and confirming of new non-immediate article 4 directions.  Open	2 Apr 2019	Beech	Regeneration Scrutiny Commission
Colin Molton colin.molton@bristol.gov.uk	<b>Affordable Housing Funding Policy - NEW ITEM</b> To see approval for a revised Affordable Housing Funding Policy.  Part exempt	Cabinet 2 Apr 2019	Councillor Paul Smith	Growth and Regeneration Scrutiny Commission
Colin Molton colin.molton@bristol.gov.uk	<b>Bath Road, West of Totterdown Bridge - NEW ITEM</b> To consider the issues associated with the Bath Road site west of Totterdown Bridge and agree next steps.  Part exempt	Cabinet 2 Apr 2019	Councillor Paul Smith	Growth and Regeneration Scrutiny Commission
David White david.white@bristol.gov.uk	<b>City LEAP</b> To seek approval for proposals to set up a City Leap Energy Partnership.  Part exempt	Cabinet 2 Apr 2019		Growth and Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Tim Borrett tim.borrett@bristol.gov.uk	<b>Bristol City Council Business Plan 19/20</b>  Open	Mayor – at Cabinet 2 Apr 2019		Resources Scrutiny Commission
David Lawrence david.lawrence@bristol.gov.uk	<b>Bristol Energy Ltd Business Plan 2019/20</b> To approve the 2019/2020 – 2024/2025 Bristol Energy Ltd Business plan  Part exempt	Cabinet 2 Apr 2019		Overview and Scrutiny Management Board
David Lawrence david.lawrence@bristol.gov.uk	<b>Bristol Holding Company Business Plan</b> To approve the 2019/2020 Bristol Holding Company Business plan  Part exempt	Cabinet 2 Apr 2019		Overview and Scrutiny Management Board
Tom Gilchrist tom.gilchrist@bristol.gov.uk	<b>Houses in Multiple Occupation Licensing Scheme Extension</b> To seek approval for proposals to introduce additional licensing of Houses in Multiple Occupation (HMOs) in 12 central wards of Bristol  Open	Cabinet 2 Apr 2019	Councillor Paul Smith	Growth and Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Out turn report P10</b> More information to follow Non Key Open	Cabinet 2 Apr 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Nuala Gallagher nuala.gallagher@bristol.gov.uk	<b>Bristol City Council Strategic Asset Management Plan (SAMP)</b> Further information to follow  Open	Cabinet 7 May 2019	Marvin Rees	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Out turn report P11</b> More information to follow. Non Key Open	Cabinet 7 May 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Out turn report P2</b> More information to follow. Non Key Open	Cabinet 6 Aug 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Denise Murray	<b>Budget Monitoring Out turn report P3</b>	Cabinet	Councillor Craig	Resources

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
denise.murray@bristol.gov.uk	More information to follow. Non Key Open	3 Sep 2019	Cheney	Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Out turn report P4</b> More information to follow. Non Key Open	Cabinet 1 Oct 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Out turn report P5</b> More information to follow. Non Key Open	Cabinet 5 Nov 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Out turn report P6</b> More information to follow. Non Key Open	Cabinet 3 Dec 2019	Councillor Craig Cheney	Resources Scrutiny Commission
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Out turn report P7</b> More information to follow. Non Key	Cabinet 7 Jan 2020	Councillor Craig Cheney	Resources Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
	Open			
Denise Murray denise.murray@bristol.gov.uk	<b>Budget Monitoring Out turn report P8</b> More information to follow. Non Key Open	Cabinet 4 Feb 2020	Councillor Craig Cheney	Resources Scrutiny Commission
Adam Crowther adam.crowther@bristol.gov.uk	<b>Transport Capital Programme 2019/2020 - NEW ITEM</b> To seek approval for the budget allocation of the West of England Combined Authority grant funding for Bristol City Council Transport Capital Programme for 2019/20 and the Bristol City Council maintenance allocations.  Open	Cabinet Before 5 May 2020	Mayor	Growth and Regeneration Scrutiny Commission
Emily Price emily.price@bristol.gov.uk	<b>Hengrove Park and St Bernadette's Relocation - NEW ITEM</b> To seek authority to submit planning application; and spend grant secured  Open	Cabinet Before 5 May 2020	Cabinet Member with responsibility for Housing	Growth and Regeneration Scrutiny Commission
Adrian Randall	<b>Harbour &amp; Harbour Estate Review - NEW ITEM</b>	Mayor – at	Designated Deputy	Resources



Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
adrian.randall@bristol.gov.uk	Open	Cabinet Before 5 May 2020	Mayor with responsibility for Finance, Governance and Performance	Scrutiny Commission
Jane Taylor jane.taylor@bristol.gov.uk	<b>WECA Adult Education Budget 2019/20 Grant - NEW ITEM</b> Authority to spend the grant as proposed  Open	Cabinet Before 5 May 2020	Cabinet Member with responsibility for Education and Skills	Adults, Children and Education Scrutiny Commission
Terry Dafter terry.dafter@bristol.gov.uk	<b>Assistive Technology Service Model</b> More information to follow  Open	Cabinet Before 5 May 2020		Adults, Children and Education Scrutiny Commission
Mark Williams Mark.williams@bristol.gov.uk	<b>Members Parental Leave Policy</b> To seek Cabinet approval for recommendation to Full Council for a Members' entitlement to maternity, paternity, shared parental and adoption leave and relevant allowances policy Non Key Open	Cabinet Before 5 May 2020	Cabinet Member with responsibility for Women, Children and Young People, and Lead Member for Children's Services	Resources Scrutiny Commission
Dr Susan Milner Susan.Milner@	<b>Public Health Recommissioning</b> More information to follow.	Cabinet Before 5		Adults, Children and Education

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
bristol.gov.uk	Open	May 2020		Scrutiny Commission
Colin Molton colin.molton@bristol.gov.uk	<b>Household Waste Reuse and Recycling Centre</b> More information to follow.  Open	Cabinet Before 5 May 2020	Councillor Kye Dudd	Growth and Regeneration Scrutiny Commission
Nuala Gallagher nuala.gallagher@bristol.gov.uk	<b>Enterprise Zone Update</b> More information to follow.  Open	Cabinet Before 5 May 2020	Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Growth and Regeneration Scrutiny Commission
David Bunting david.bunting@bristol.gov.uk	<b>Car Park concrete repairs</b>  Open	Mayor – at Cabinet Before 5 May 2020	Marvin Rees	Growth and Regeneration Scrutiny Commission
Adam Crowther adam.crowther@bristol.gov.uk	<b>Bristol Transport Strategy</b> More information to follow.  Open	Cabinet Before 5 May 2020	Marvin Rees	Growth and Regeneration Scrutiny Commission

Lead Officer	Title and summary of Decision	Meeting date	Decision taker	Scrutiny Remit
Stephen Riley stephen.riley@bristol.gov.uk	<b>A4018 Corridor Transport Improvements</b> More information to follow.  Open	Cabinet Before 5 May 2020		Growth and Regeneration Scrutiny Commission

## West of England Combined Authority WECA Overview & Scrutiny Committee

Wednesday, 23 January 2019, 10:30am  
Council Chamber, Kingswood Civic Centre  
3 Rivergate, Bristol BS1 6ER

### Present:

Cllr Stephen Clarke, Bristol City Council  
Cllr Steve Pearce, Bristol City Council  
Cllr Tim Ball, Bath & North East Somerset  
Council  
Cllr Liz Richardson, Bath & North East Somerset  
Council

Cllr Geoff Gollop, Bristol City Council  
Cllr Mark Weston, Bristol City Council  
Cllr Brenda Massey, Bristol City Council  
Cllr Pat Hockey, South Gloucestershire Council  
Cllr Carole Johnson, Bristol City Council (from  
item 8)

### North Somerset Members in attendance:

Cllr Charles Cave and Cllr Don Davies

### Officers in attendance:

Malcolm Coe, Director of Investment and  
Corporate Services  
Helen Edelstyn, Strategy and Governance  
Shahzia Daya, Director of Legal and Democratic  
Services

Ian Hird, Democratic & Scrutiny Manager  
Tim Milgate, Democratic Services Officer

### Apologies:

Cllr Carole Johnson, Bristol City Council  
(who would be arriving later at the meeting)  
Cllr Chris Blades, North Somerset Council

Cllr Brian Allinson, South Gloucestershire Council

## Minutes

1	<b>Evacuation Procedure</b> The evacuation procedure was set out.
2	<b>Apologies for absence</b> Apologies for absence were received from Cllr Carole Johnson (Bristol City Council) and Cllr Brian Allinson (South Gloucestershire Council).  An apology for absence was also received on behalf of Cllr Chris Blades from North Somerset Council.
3	<b>Declarations of Interest under the Localism Act 2011</b> Cllr Pearce declared a non-pecuniary interest in relation to Item 9 as a Non-Executive Director at Bristol Energy.
4	<b>Minutes of previous meeting</b> The minutes of the meeting held on 28 November 2018 were agreed as a correct record and signed by the Chair subject to the correction of adding Cllr Chris Blades to the list of attendees from North Somerset Council.
5	<b>Items from the Public (Petitions, Statements and Questions)</b> The following statements had been received prior to the submission deadline and those members of the public present were asked to address the meeting for a maximum of three minutes per statement:  <ol style="list-style-type: none"> <li>1. Dave Redgewell, Greater Bristol area light rail issues</li> <li>2. Dave Redgewell, Public Funding for Bus Services</li> <li>3. Christina Biggs, Infrastructure and Investment Delivery Plan.</li> </ol>

	<p>The full text of the statements were published on the Authority's website following the meeting.</p>
6	<p><b>Chair's announcements/business (10 mins)</b> There were no announcements from the Chair.</p>
7	<p><b>Review of WECA Committee and Joint Committee Forward Plan (15 mins)</b> The Committee reviewed the latest Forward Plans for the WECA Committee and the Joint Committee and were invited to comment thereon.</p> <p>The Scrutiny Manager, Ian Hird, reported that the latest forward plans had been published shortly before Christmas 2018 and listed items coming through until May 2019, although the longer-term plan would be that potential items be published on the Forward Plan up to a year in advance. A report detailing proposed changes to WECA's Constitution would be brought forward at the May 2019 meeting.</p> <p>The Overview and Scrutiny Committee would receive a detailed briefing on the Business Plan and an informal briefing on the Local Industrial Strategy (LIS) at future meetings.</p> <p>The Committee also requested that a meeting of the Overview and Scrutiny meeting be scheduled prior to the WECA Committee and Joint Committee in May 2019. It was noted that the WECA Committee and Joint Committee would still be holding their meetings on 5 April 2019 although the usual rules around holding meetings in the pre-election period would apply. An informal meeting that was scheduled for the Overview &amp; Scrutiny Committee prior to this could be changed into a formal meeting if needed in order to pre-Scrutinise items that may come forward to that meeting.</p> <p>Committee members asked that a briefing or an item be brought to a future meeting on the Cultural Strategy.</p> <p><b>Resolved:</b></p> <p><b>(1) That following consideration of the Forward Plan, the Committee's identification of forward agenda plan items be included as future agenda items for more detailed consideration, including progress against the 2018-19 Combined Authority Business Plan and the 2019-20 Business Plan at the next meeting;</b></p> <p><b>(2) That the Forward Plan continue to be considered as a standing item on each WECA Overview and Scrutiny Committee agenda with a view to assisting the Committee in developing their own forward agenda plan on an ongoing basis</b></p>
8	<p><b>Investment prioritisation update (45 mins)</b> Malcolm Coe, Director of Investment and Corporate Services gave a presentation on the Investment Priorities and Budget. The presentation covered the following issues:</p> <ul style="list-style-type: none"> <li>• Funding streams available across the region;</li> <li>• Recommended approach to prioritisation &amp; financial planning;</li> <li>• Considerations for 2019/20 revenue budget;</li> </ul> <p>It was explained that although the headline figure for the WECA Investment Fund was £30m per year for the next thirty years, there were a number of other different funding streams that had different constraints and conditions on how they could be used. Therefore it was important to optimise a joined-up approach.</p> <p>It was also explained that the first government 'gateway' funding point for the investment fund was in 2020 when the Authority would have to show how this fund would be used otherwise there could be a danger of the fund not continuing beyond the first five years. The Authority</p>

	<p>would need to provide a narrative for:</p> <ul style="list-style-type: none"> <li>(a) What outcomes the Authority was aiming to achieve;</li> <li>(b) What schemes the Authority was planning to deliver;</li> <li>(c) How funding would be aligned to meet the Authority’s objectives.</li> </ul> <p>Although the narrative was important, it was also vital that the Authority showed that the money was committed to priority schemes. The Investment Fund was half revenue and half capital but could not be used for the support of day-to-day operations. The pace of commitment and spend is also crucial as the amounts would not increase with inflation so would lose value over a period of time.</p> <p>The Local Growth Fund had to be spent by March 2021 although there had been slippage (a similar trend was happening throughout the UK).</p> <p>The long term financial planning approach would be applied to the Investment Fund (30 years) and the Transforming Cities Fund (5 years). There were a number of key regional and national strategies and policies that would influence the financial programming, including:</p> <ul style="list-style-type: none"> <li>• Joint Spatial Plan;</li> <li>• Joint Local Transport Plan;</li> <li>• Local Industrial Strategy;</li> <li>• Skills Strategy.</li> </ul> <p>It was noted that the Energy Strategy was not included in this list.</p> <p>An investment programme would be published by the Authority in May 2019 where greater detail showing the region’s main priorities would be available.</p> <p>The presentation slides were made available on the Authority’s website following the meeting.</p> <p><b>Resolved:</b></p> <p><b>The Chair of the Overview and Scrutiny Committee to raise any issues at the meeting of the 1 February 2019 WECA Committee.</b></p>
9	<p><b>Energy Strategy update (45 mins)</b></p> <p>Cllr Pearce declared a non-pecuniary interest in relation to this item as a Non-Executive Director at Bristol Energy.</p> <p>Helen Edelstyn, Strategy and Policy, gave a presentation updating the Committee on the draft Energy Strategy for the West of England. The Energy Strategy would be submitted to the Joint Committee on 1 February 2019. The Chair of the Overview &amp; Scrutiny Committee would be in attendance at that meeting.</p> <p>The Climate Change Act 2008 committed the United Kingdom to reducing greenhouse gas emissions by at least 80% by 2050 as compared to 1990 levels. Clean growth was at the heart of the Authority’s operating framework and emerging Local Industrial Strategy. The Government had committed £50,000 to the Local Enterprise Partnership in order to facilitate the development of a local Energy Strategy. The aims were as follows:</p> <p>To provide local leadership and influence:</p> <ul style="list-style-type: none"> <li>• towards an integrated, smart, resilient and secure energy system;</li> <li>• towards greater affordability (to alleviate fuel poverty and increase</li> </ul>

business productivity);

- to reduce greenhouse gas emissions (meeting legally binding national targets)

Success would mean cleaner air, lower energy bills, lower emissions and greater economic security. The current position in the West of England was very similar to the national situation, with 85% of energy provided from fossil fuel sources, and 15% from clean sources (including nuclear). However, 70% of energy was used for transport and heat and many local buildings could be more energy efficient. Although cars were becoming more efficient and producing fewer emissions individually the growth of car use meant that emissions from cars was on the rise.

The Low Carbon sector in the West of England currently employed over 19,000 people, generating £2.4 billion, more than any other English region.

It was explained that the Energy Strategy set out a direction of travel for energy use in the West of England. The Joint Committee would be asked to approve the proposed basis of a West of England Energy Strategy at its meeting on 1 February 2019.

Points raised in discussion:

- Members expressed a range of concerns about the strategy document as presented. It was noted that following the meeting, the Chair (on members' behalf) would produce a statement setting out these concerns, to be submitted to the Joint Committee. This statement forms Appendix 1 to these minutes;
- There were a number of comments made about the substance of the strategy, as some members felt it was difficult to scrutinise in its current form, although the work to date had been positive. As presented, the document was more of a high-level "strategic framework" document and it was felt that this should be recognised Bristol City Council had signed off its targets and these needed to be integrated. It was noted that the work that had been done to date was a direction of travel that other strategies could work from;
- Three incinerators had recently been built in the Avonmouth area and the plan was that the energy provided would serve 50,000 new homes. In terms of transport a modal shift would be needed to cut down commuting. The South West was a windy place but the Bristol Airport did not like new wind turbines being built as these could interfere with its radar systems. However, the airport, which itself had growth plans, did not count towards emissions as aviation is measured internationally. However, were the expansion plans approved it would generate more journeys to and from the airport by car. Helen stated that as the incinerators weren't functional yet they had not been captured in the figures but would be when they were online. The wind power was something for the individual local authorities to consider as part of their local plans.
- It was unclear as to what Bristol City Council's ongoing work on the City Leap prospectus had been factored in. The region should be seeking the highest possible standards in relation to carbon emissions in line with the ambitious targets that have already been set by authorities locally. Helen confirmed this had been included in the evidence gathering and would help with the conclusions;
- In response to a question it was confirmed that in order to meet any requirements it would be necessary to close any skills gaps, such as in the construction field;
- It would be important to support businesses to be more energy efficient and provide a link to the Industrial Strategy;
- A comment was made about the planned petrol/diesel vehicle ban in 2040 (2035 in Scotland). It was confirmed that this would be taken into account in the projections.

	<p>As the document would be covering a long period of time ambitions would likely change over the period. Local and national ambitions were included;</p> <ul style="list-style-type: none"> <li>• It was also noted that 150,000 homes were not on the gas network so renewable heat opportunities could be explored but another challenge would be to get the homes on the gas network off of that network;</li> <li>• It was questioned how improving our homes would fit into the overall objectives;</li> <li>• It was asked whether the items could be a regular item on this Committee's agenda;</li> </ul> <p>The slides were made available on the Authority's website following the meeting.</p> <p>It was explained that the Department for Business, Energy and Industrial Strategy had asked that a framework be in place by the end of 2018 but had granted an extension to February. A more detailed action plan document would be developed later.</p>
10	<p><b>Information item - MetroBus programme update</b></p> <p>The WECA Overview and Scrutiny Committee received a report providing an update on the progress of the Metrobus programme, provided by the Metrobus Integration Manager, Bristol City Council. The Committee were asked to note the update.</p> <p>The report stated that the Metrobus programme had been delivered as three separate, jointly-promoted projects with a different local authority taking the lead for the delivery of each. South Gloucestershire Council was the lead authority for the North Fringe to Hengrove (NFH) project, Bristol City Council was the lead for the Ashton Vale to Temple Meads (AVTM) project and North Somerset the lead for the South Bristol Link (SBL) project.</p> <p>Latest updates on the progress of the services was provided in the report.</p> <p>The following comments were received:</p> <ul style="list-style-type: none"> <li>• There was disappointment that there was no service performance data provided in the report;</li> <li>• There was disagreement that no service provider could be found for the South Bristol Link Road service. However, while the situation remained a ticketing system that meant a passenger could travel the same route on different services should be explored;</li> <li>• Members also asked how comments could be fed back to the Board, so that buses needn't get held up in congested traffic. There would be no rapid transport system possible otherwise unless priority was given to these services;</li> </ul>
11	<p><b>Information item - MetroWest update</b></p> <p>The WECA Overview &amp; Scrutiny Committee received a report on the progress of Metrowest Phase 1 and Phase 2. The GRIP 4 cost estimate for Phase 2 was now due at the end of February 2019.</p> <p>The following comments were received:</p> <ul style="list-style-type: none"> <li>• A question was raised as to whether a Park &amp; Ride scheme around the preferred location for Henbury Station would resolve the drainage issues;</li> <li>• It was also queried whether a decision on the Yate turnback would have a bearing on the viability of Phase 2. It was noted that a decision on this would be needed by summer 2019;</li> <li>• An important element was the decision on Filton Arena and whether the Park &amp; Ride would cope with the trains bringing people back from events. If they could leave in both directions it would reduce congestion. A request to challenge the docks on the need for coal conveyors was raised although it was noted that a small amount was still brought into the docks.</li> </ul>



	The Chair agreed to amalgamate the comments made and as well as an update on the Metrowest line and update Committee members as appropriate.
	Wednesday, 27 February 2019, 10.45 am, The Writing Room, Bristol City Hall, College Green, Bristol