

Policy and Strategy  
Consultation & Intelligence Team



## **Corporate Strategy 2017 - 2022 Consultation**

### **Final Report**

**9<sup>th</sup> January 2017**

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## Executive Summary

Consultation on the Corporate Strategy 2017 – 2022 was open for 12 weeks from 13<sup>th</sup> October 2016 until 5<sup>th</sup> January 2017. This final report reflects results from the online survey, including any paper survey responses. There is also a summary of the engagement events at the end of this report.

1,259 individual responses were received via the survey. Additional responses were received from organisations and individuals via email, suggestion boxes and at events.

On the key question about the Council Tax, 58% of respondents think the proposed increase in Council Tax is about right, 20% think it should be higher, although 23% think the increase should be lower.

Taking the Corporate Strategy document as a whole, the vast majority of proposals had more people agreeing than disagreeing. In fact, of the questions that asked for an agreement response, only 22 out of 104 proposals had more than 50% of people disagreeing.

Using the same yardstick this overall message was also true in each of the sections of the document, particularly the big ideas for key challenges which only had one majority disagreement – that of urban parishes. None of the income proposals had a majority disagreeing. The most controversial area was in the “reducing spending” section of the savings proposals, with 13 out of 18 (72%) having a majority of people disagreeing. This affects up to £13m of potential savings.

The following proposals are the full list of those that had a majority disagreeing:

### *Strategy:*

- Paying more council tax that will directly benefit the local neighbourhood (Urban Parish).

### *Savings proposals:*

- CF06 - New ways of delivering parks and green spaces
- CF10 - Review provision of day services to adults
- CF11 – Recommission Bristol Youth Links
- CF13 - Review Early Help Services (Family Support)
- CF14 - Agree the best future for the provision of Community Meals
- CF15 - Review dementia care home provision
- RS02 - Reduction of subsidies for bus routes with low numbers of passengers
- RS04 - Remove Companion Concessionary bus passes
- RS05 - Reorganise how school crossings are patrolled
- RS06 - Withdraw reimbursements to Community Transport operators for concessionary travel
- RS08 - Revise operating times for Concessionary Travel
- RS09 – Reduce the number of council run library services
- RS10 - Local crisis and prevention fund
- RS11 - Reducing funding for PCSOs
- RS13 - Centralise Citizen Service Points at 100 Temple Street
- RS14 – Provide a different model of pest control services for vulnerable people
- RS16 - Reduce funding to Key Arts Providers
- RS17 - Reducing museum opening hours
- RS18 - Reshape planning enforcement service

Capital programme:

- T105 - Metro bus
- T128 – Housing Revenue Account

It should also be noted that in the capital programme, 2 proposals had exactly the same number of responses for and against:

- T120 - Investment in energy company
- T208 – Colston Hall

This report includes a summary of the comments that people made in the free text areas alongside each proposal, comments were added between 20% and 50% of the time. It is also worth noting that people who disagreed were 50% more likely to make a free text comment than those who agreed. In the income proposals, this statistic was even more striking, with comments being twice as likely from those who disagreed.

The detailed breakdown of the responses to each question and a summary of the events now follows.

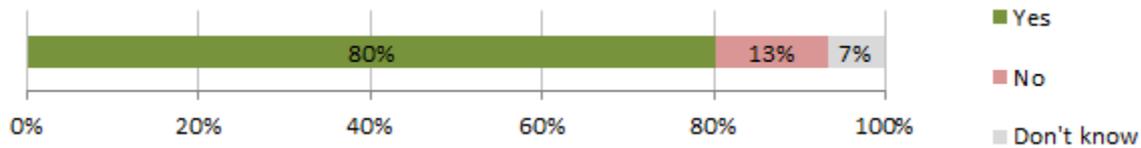
## Strategy - Bold Ideas for key challenges

Between 1007 and 1021 individuals answered questions on Bold ideas, approximately 80% of all respondents.

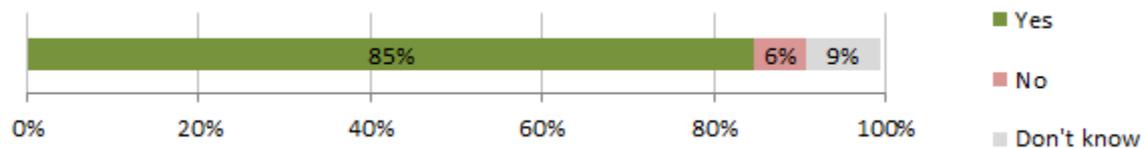
### Persistent economic, health, and educational inequalities

1012 (80%) respondents completed this section

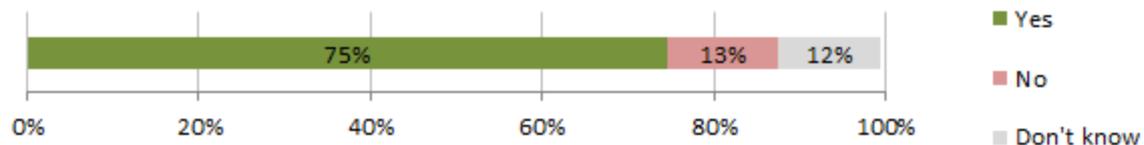
Adding 'Social Value' to all the contracts it awards, for example by requiring contractors to provide a quality work experience placement for a young person.



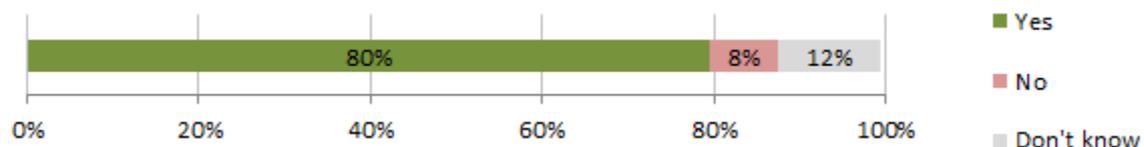
Increase fairness in our employment practices and contracts



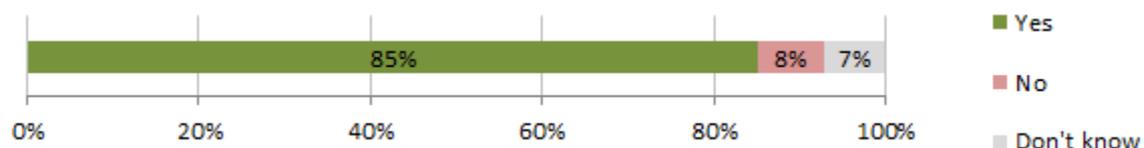
Working through the Mayor's Women's Commission and Manifesto Leadership Group to develop a change programme to eliminate the gender, social deprivation and race pay gap.



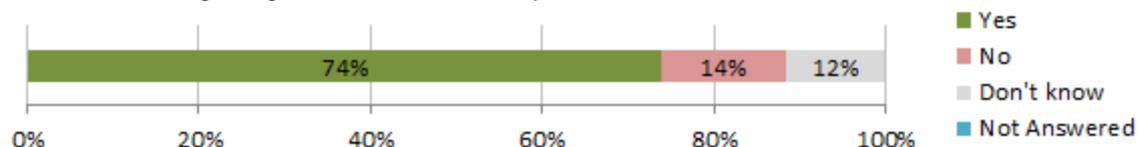
Encourage private landlords to endorse and adopt the ACORN Ethical Letting Charter.



Establish a partnership with business that will encourage all Bristol businesses to pay their employees the Living Wage.

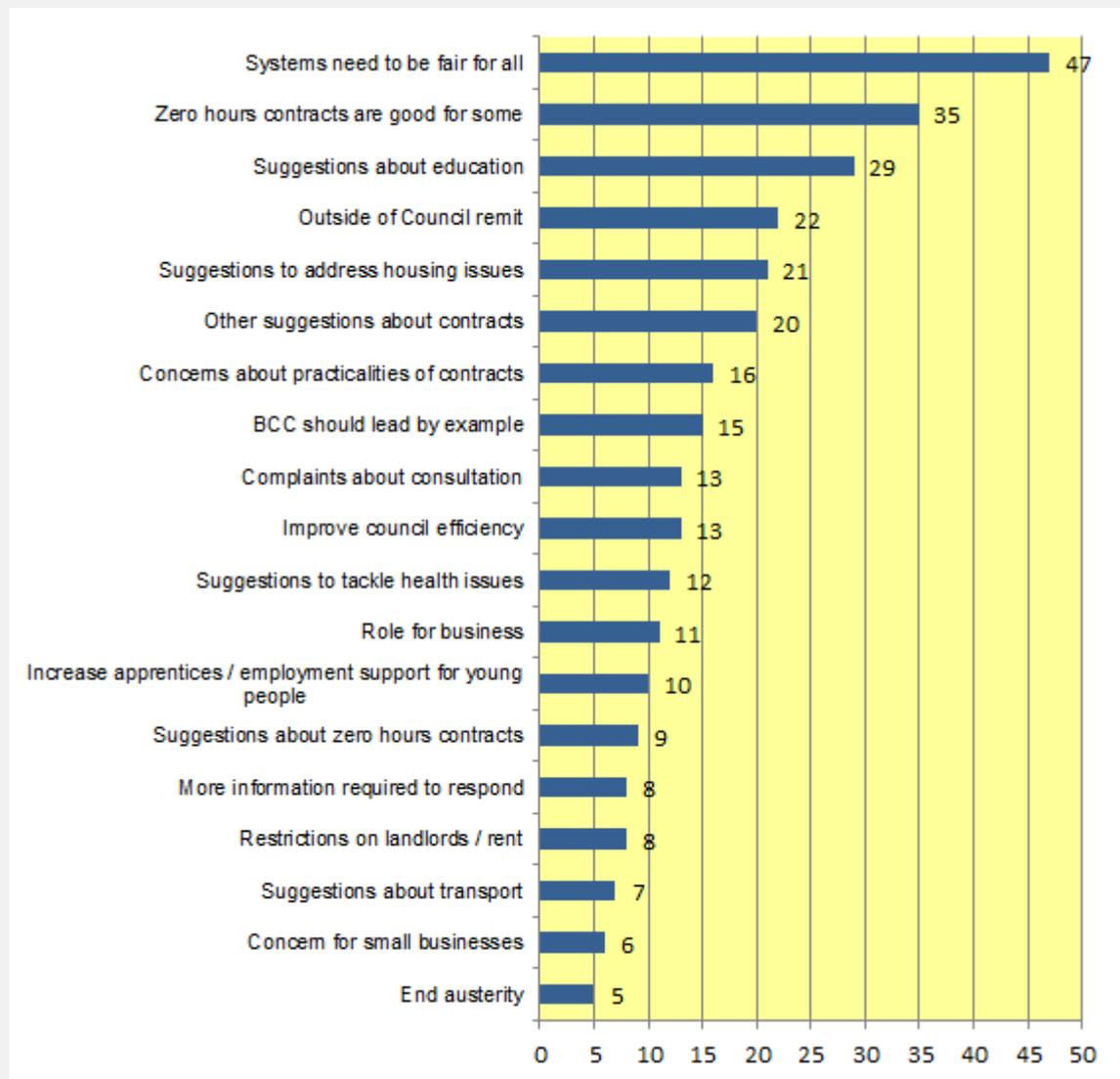


We will encourage organisations in the city not to use zero hour contracts.



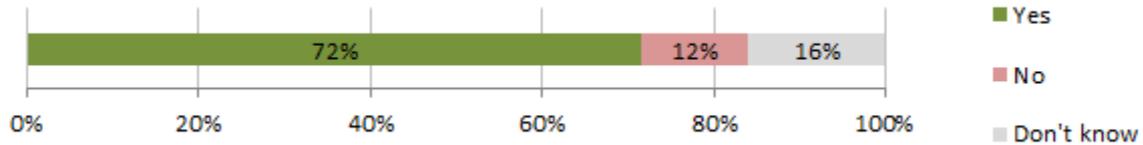
### Comments and ideas for Persistent, health and educational inequalities

516 respondents provided wide ranging comments and suggestions (51% of 1021 respondents to this section). For example, 47 people mentioned that systems need to be fair for all.

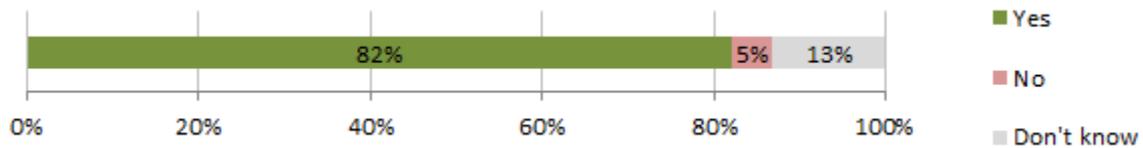


## Housing and Homelessness

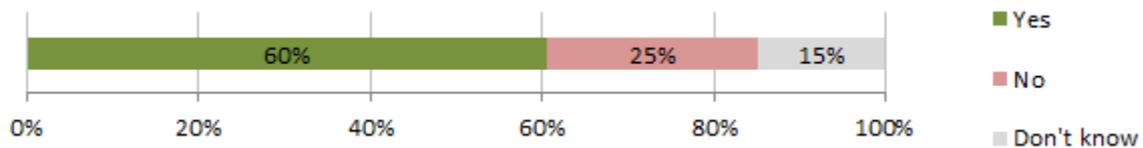
We are planning a business case for a new local housing company owned by the council, which will be another way of building new homes



We'll focus on preventing street homelessness in a new way – by involving multiple agencies and groups in a joint approach.

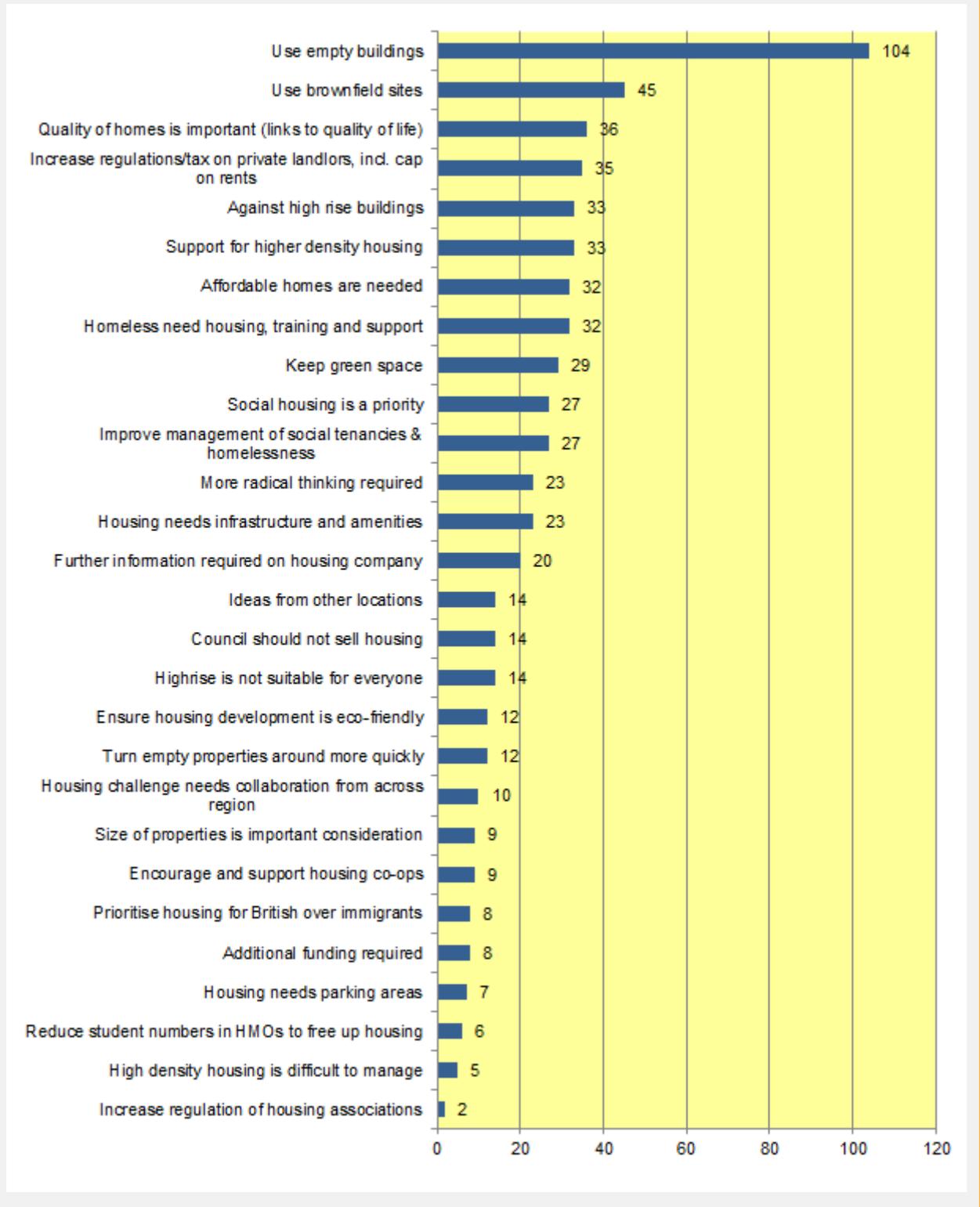


There's always a tension between the need for homes and keeping what makes Bristol special in terms of green space and aesthetics. We will need to discuss having higher density housing including taller buildings in some places.



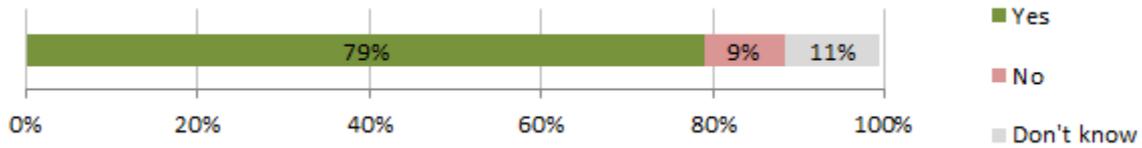
### Comments and ideas for Housing and Homelessness

710 respondents provided comments and suggestions (70% of 1015 respondents to this section). The most frequent are shown below. For example, 104 people mentioned using empty buildings.



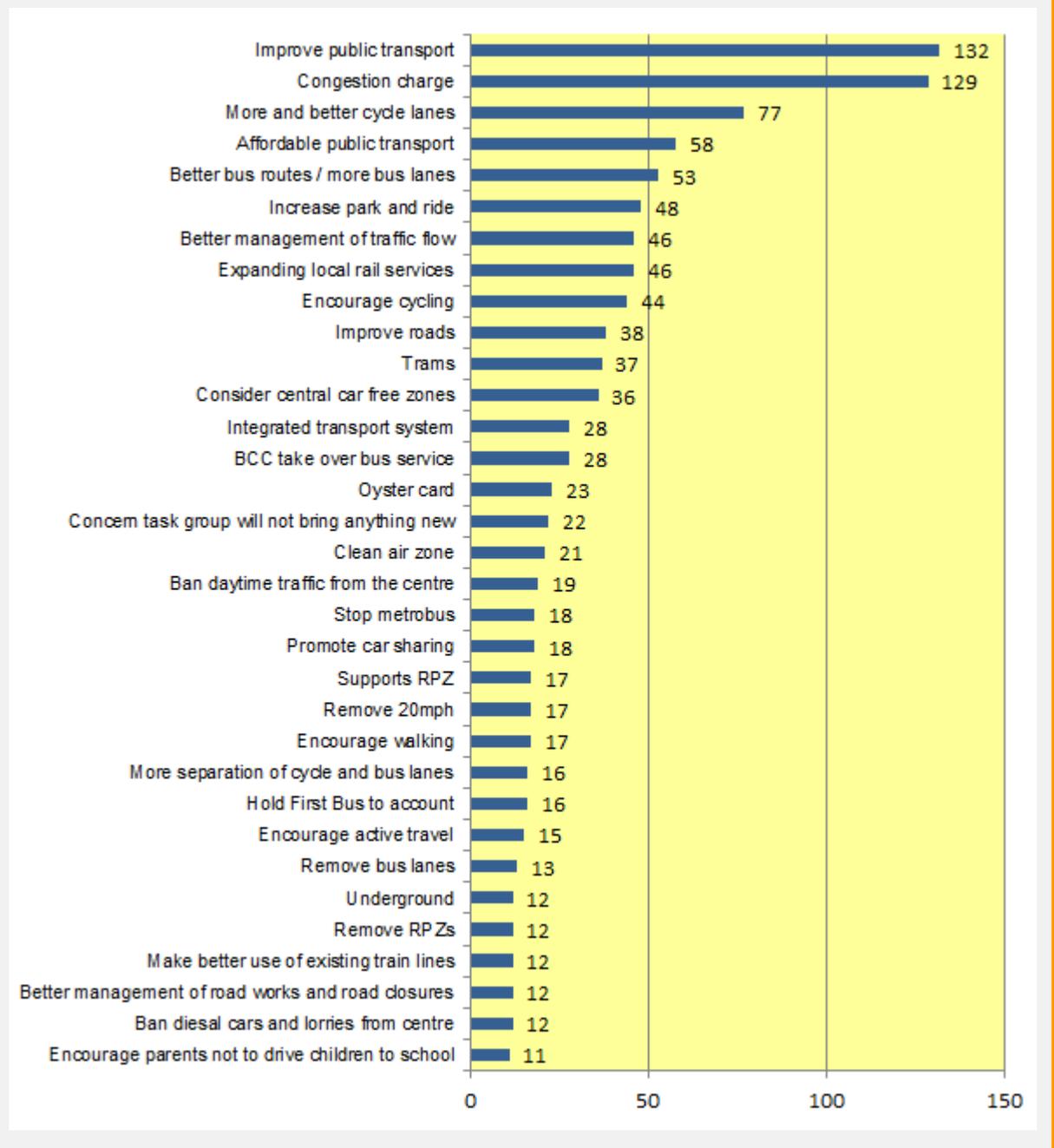
## Congestion

The Mayor has just announced a Task Group to examine the issue of the city’s congestion and transport flow. Part of the consultation on this Corporate plan will ask people what options they think the Congestion Task Group should consider. All options are on the table.



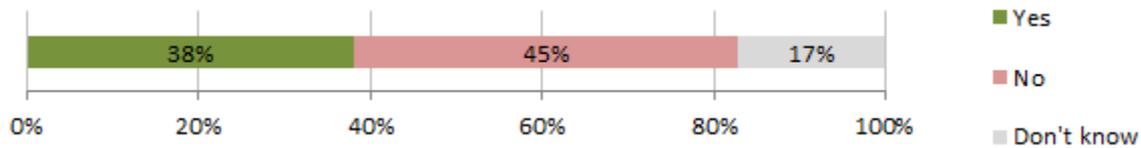
### Ideas for the Congestion Task Group to consider

924 respondents made comments (91% of 1010 respondents to this section). The most frequent comments are shown below. For example, 132 people suggested improving public transport.



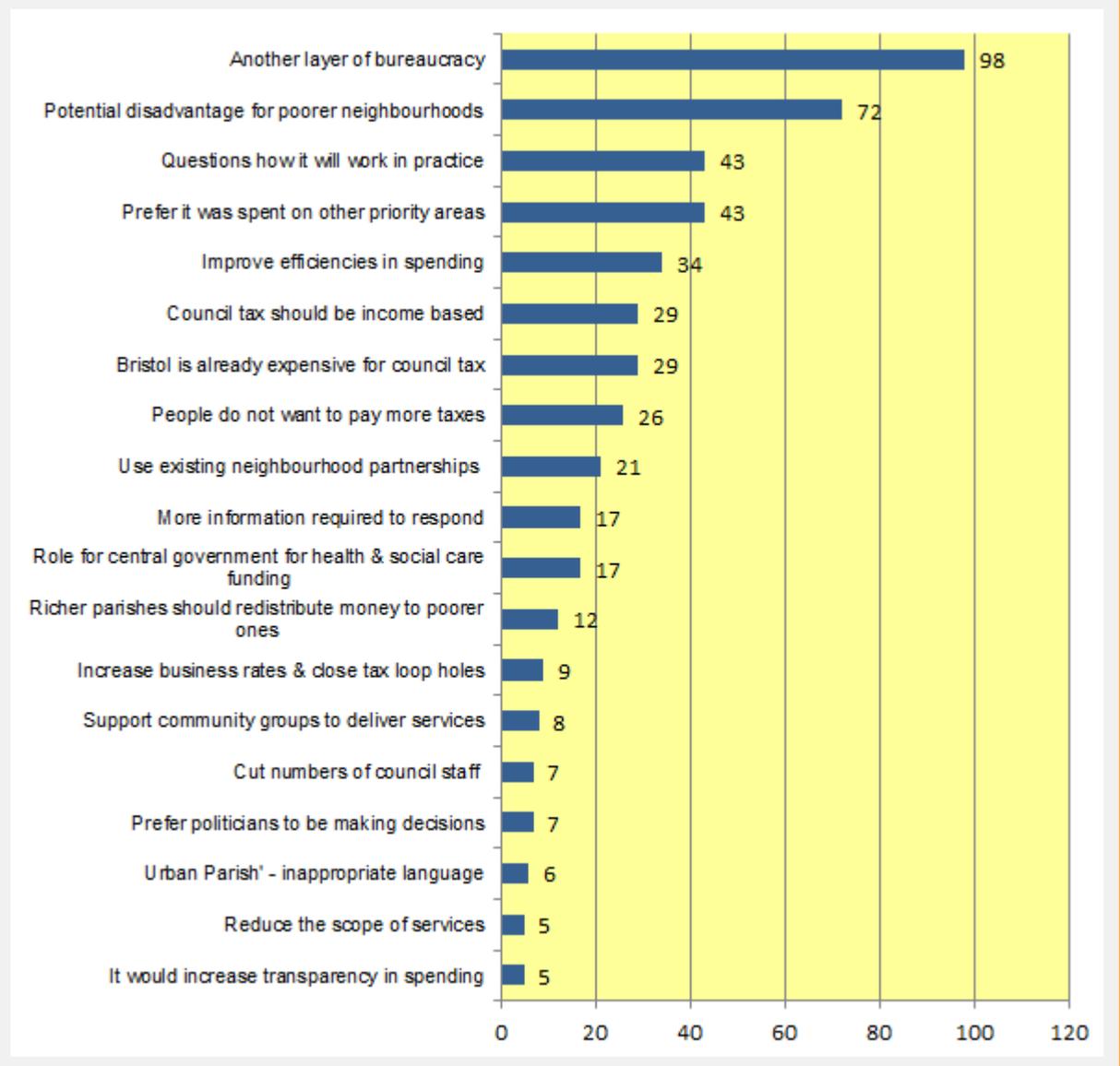
## Rising demand for services

We want to have a conversation about the possibility of people paying more Council Tax, on the understanding that a portion of this will directly benefit their own local neighbourhood, through for example setting up an Urban Parish. An Urban Parish can help residents have a more direct impact on decision-making and service delivery in their local area.



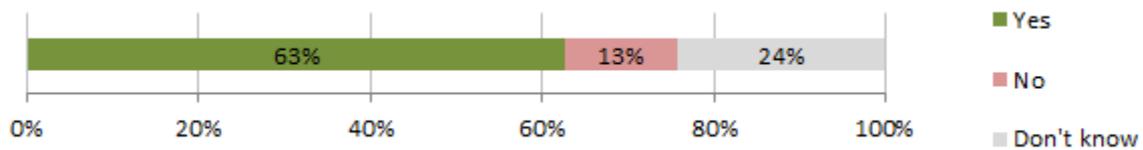
### Comments and suggestions on Rising demand for services

571 respondents made comments (56% of 1012 respondents to this section). The most frequent comments are shown below. For example, 98 people mentioned that the suggestions would result in another layer of bureaucracy.



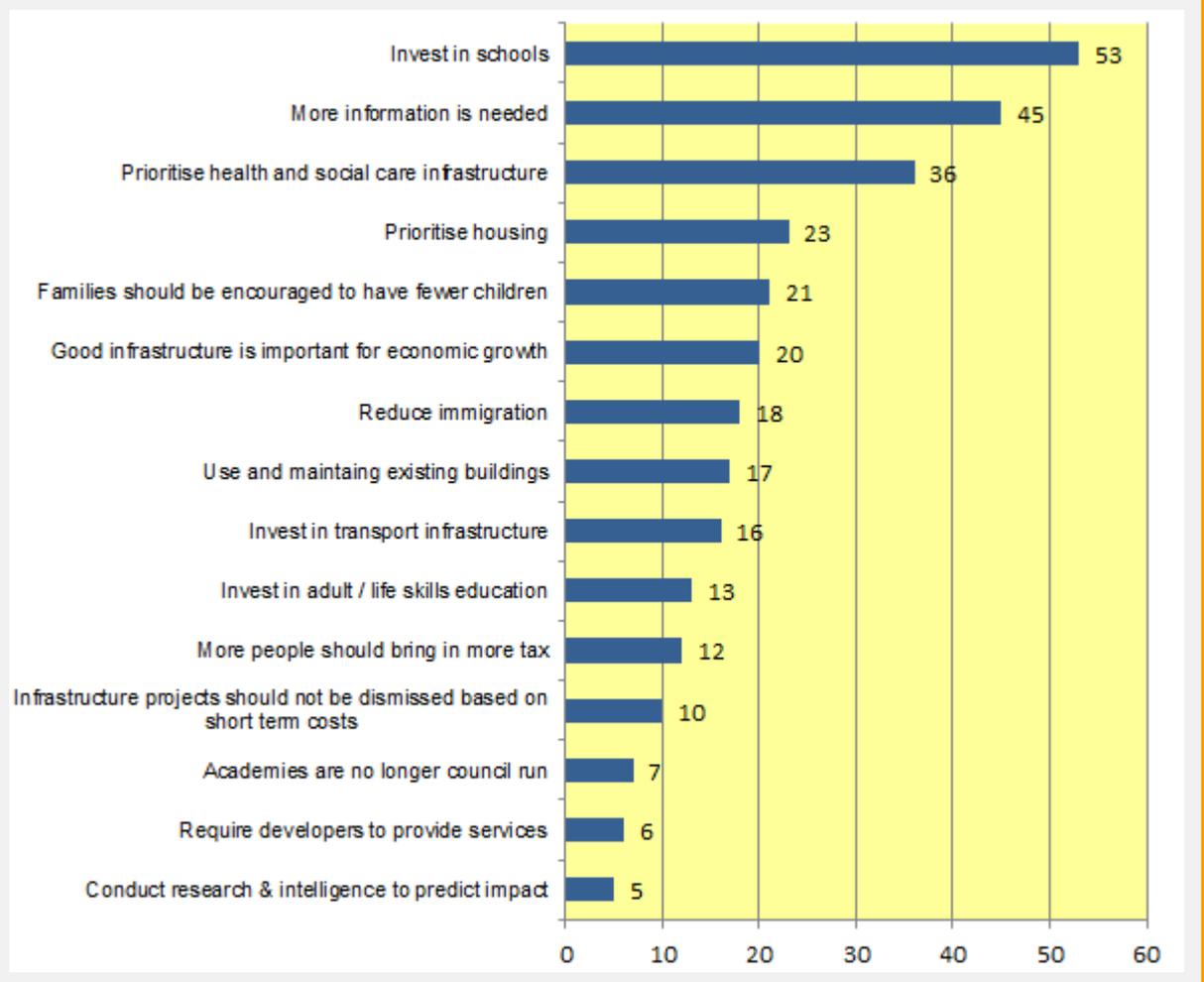
## Growing Population

We are prioritising the basic infrastructure that we need the most, like schools. This may require us to reprioritise our other building or infrastructure projects.



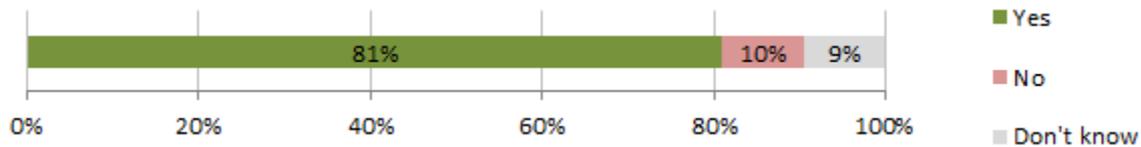
### Comments and suggestions for a Growing population

603 respondents made comments (59% of 1014 respondents to this section). The most frequent comments are shown below. For example, 53 people mentioned investing in schools.



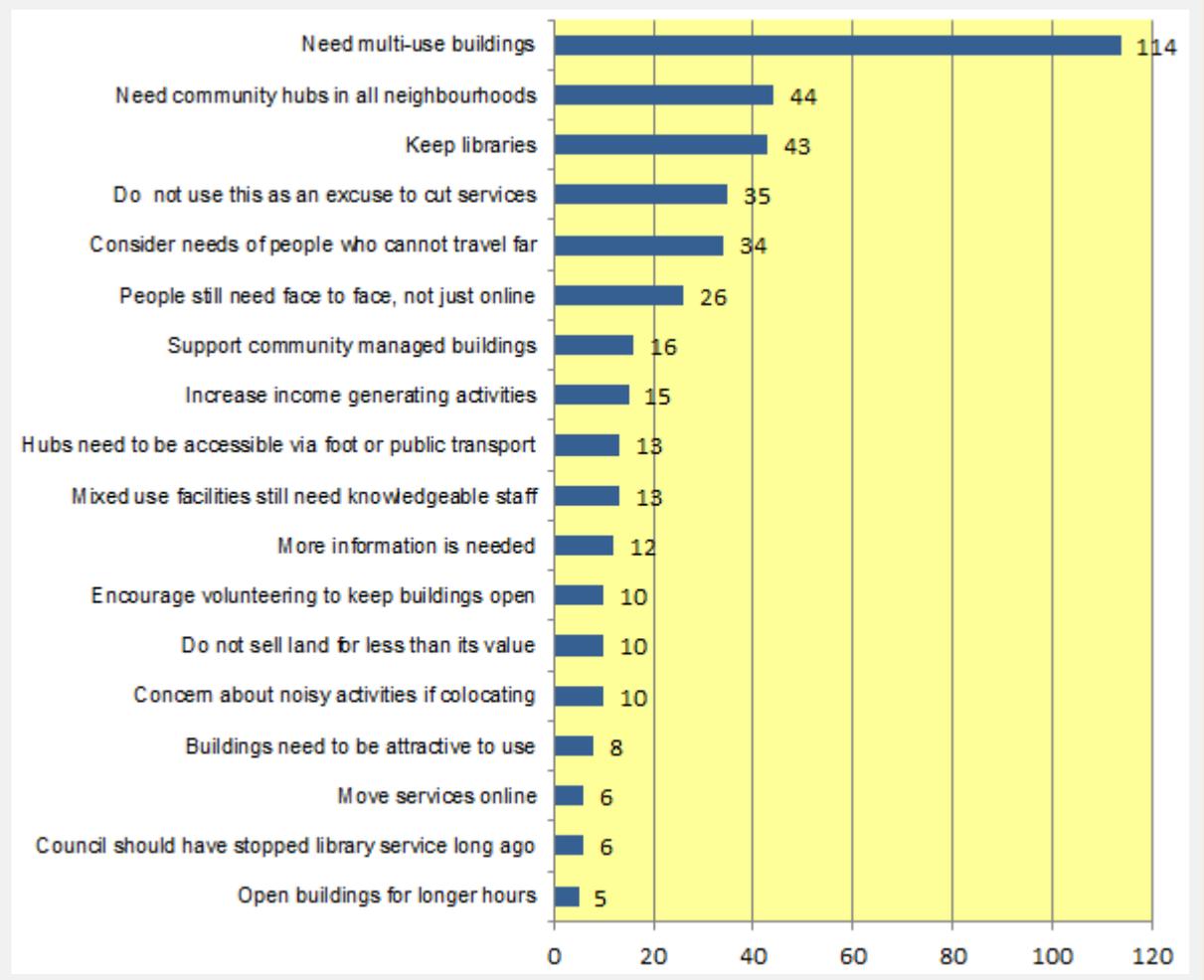
## Council and community buildings

We need to protect the services that people value, but sometimes the buildings they are based in are costly to run. Rather than lose the services, we would like to look at mixed uses in some council owned buildings, so that more services are based in the same place. This would be more convenient for people and has the potential to save services, but does mean we must move away from a preference on dedicating buildings like libraries and community centres for single services. This may mean more community hubs with mixed uses and more access to convenient online services, rather than retaining all our library and Citizen Service buildings.



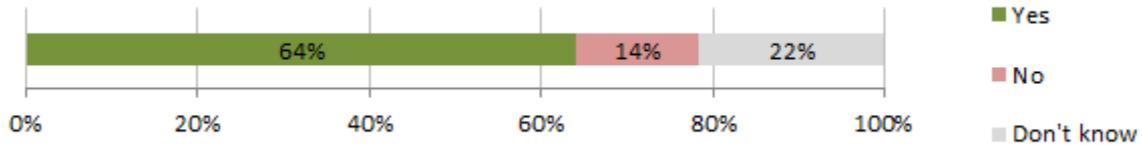
### Comments and suggestions on community buildings

456 respondents made comments (45% of 1011 respondents to this section). The most frequent comments are shown below. For example, 114 people mentioned that we need multi-use buildings.



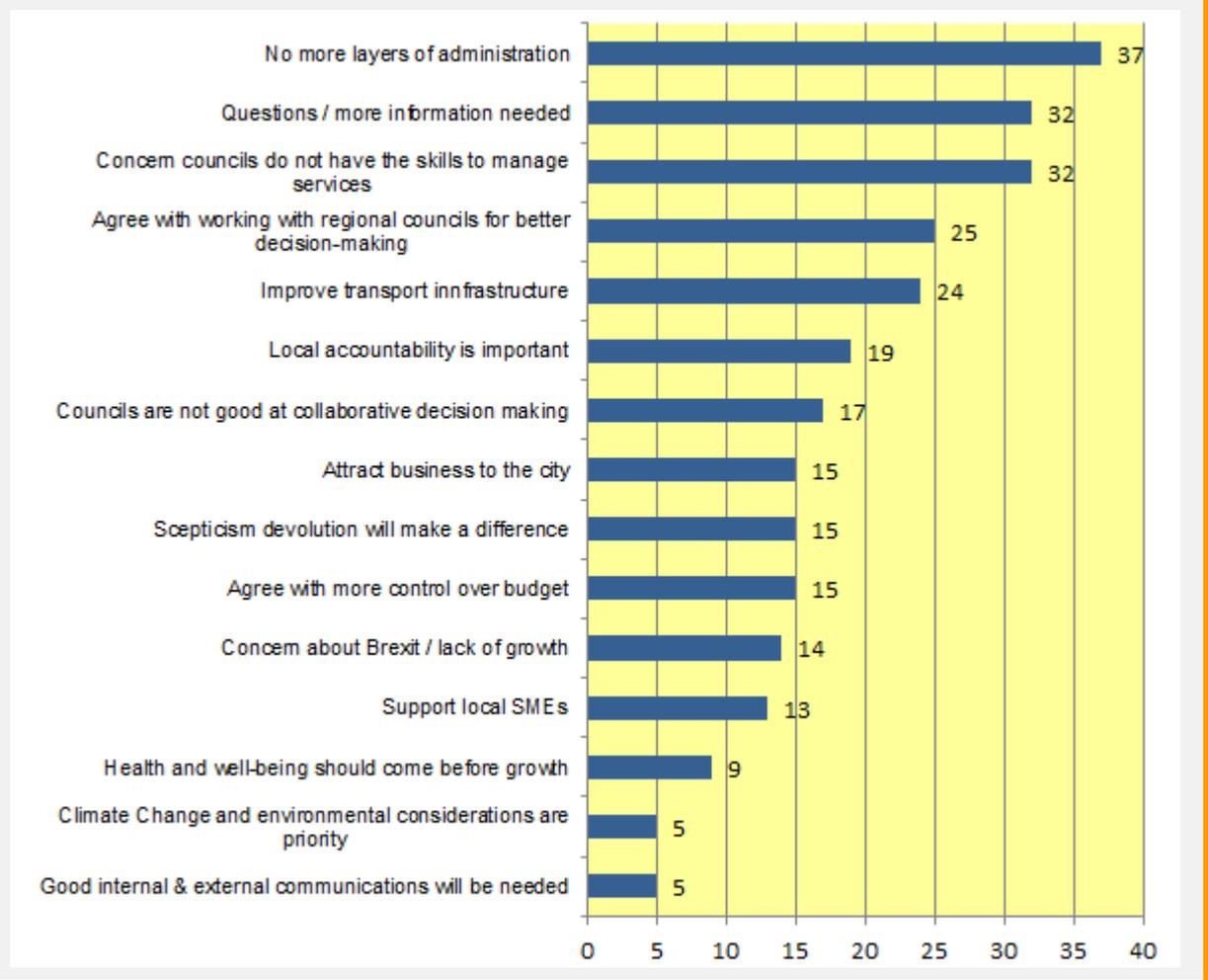
### Economic growth has plateaued

We are seeking more local control by asking the government to transfer specific powers and funding to a regional body which we'd be part of. This is known as devolution.



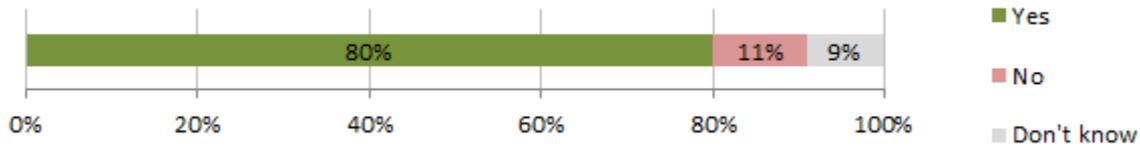
#### Comments and suggestions on 'Economic growth has plateaued'

363 respondents made comments (36% of 1007 respondents to this section). The most frequent comments are shown below. For example, 37 people do not want any more layers of administration.

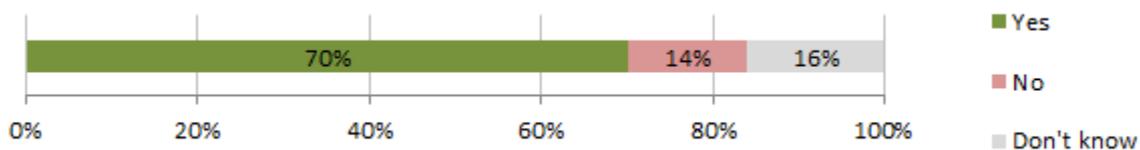


## Sharing more responsibility and functions with local people

Everyone in the city has the ability to help in some way, whether that is through responsible recycling, offering to drive an elderly neighbour to an important appointment, volunteering or promptly paying their council tax.

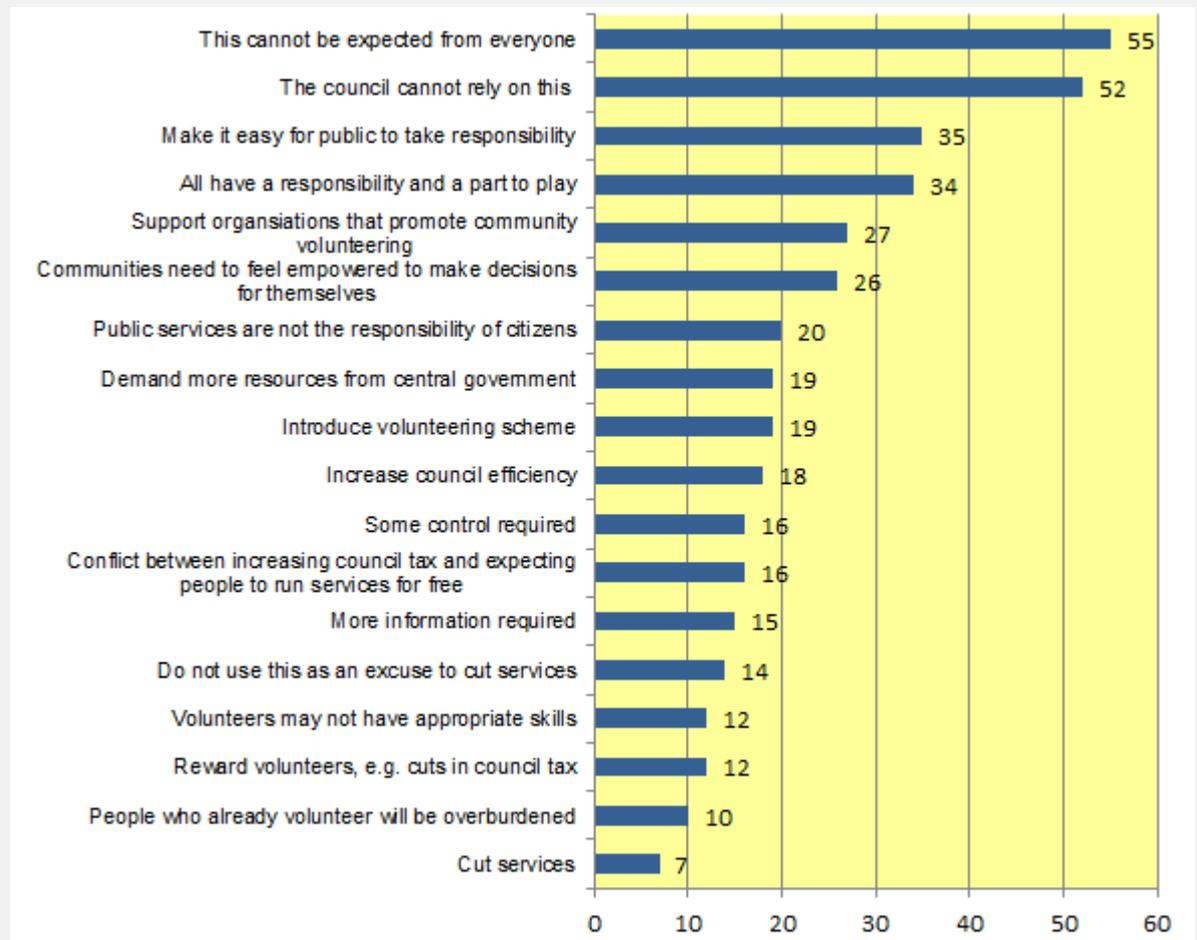


With less money available for our services, it is vital that everyone who lives in Bristol thinks about the actions they can take to help the council target scarce resources to the most vulnerable and those in greatest need. Without the support of citizens and local institutions, we will have to make further reductions to services.



### Comments on Sharing more responsibilities and functions with local people

636 respondents made comments (62% of 1018 respondents to this section). The most frequent comments are shown below. For example, 55 people suggested that this cannot be expected from everyone.

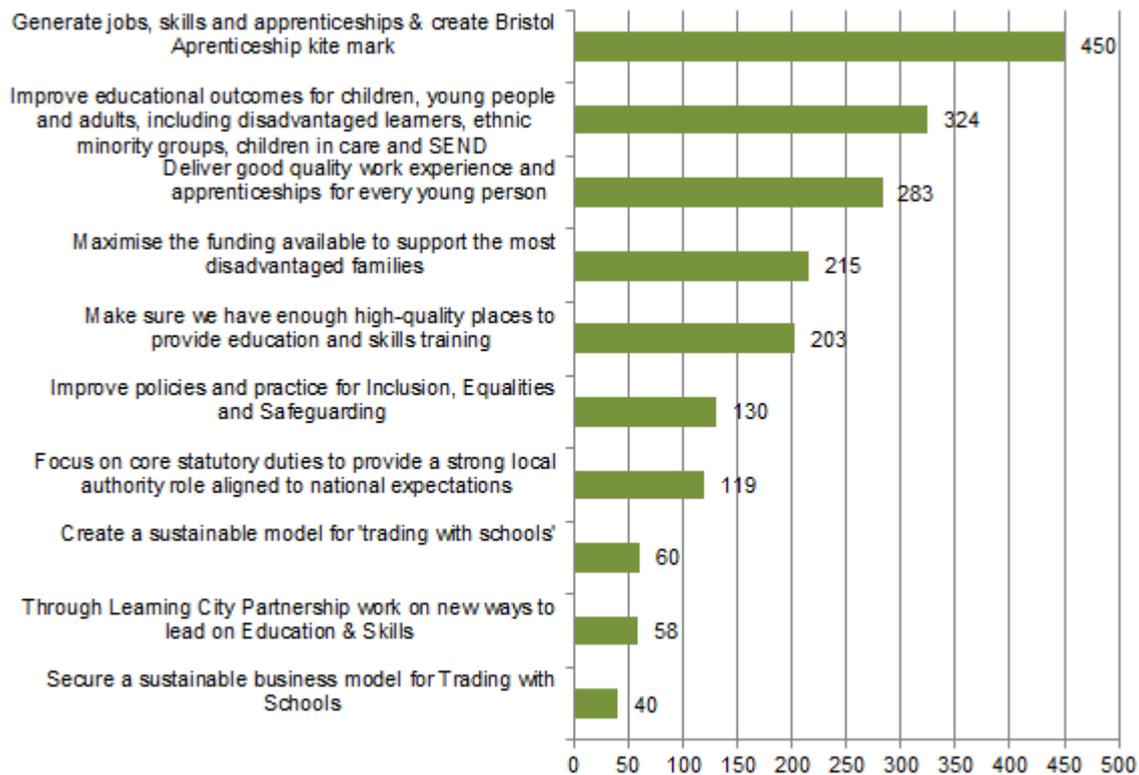


## Strategy – Business Plans

For each business plan, respondents selected two objectives that they thought were most important for the city. Between 495 and 578 respondents completed each business plan. Questions on Transport (578) and Homes (563) were completed by the highest number of respondents, and Governance by the lowest number (495).

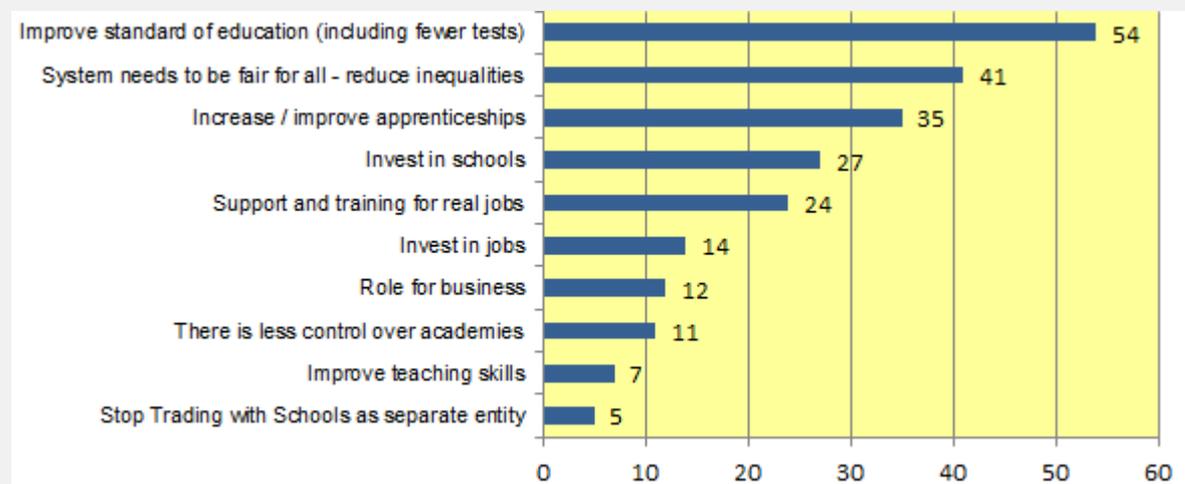
The bar charts show the total number of selections for each objective.

### Our Future – Education and Skills

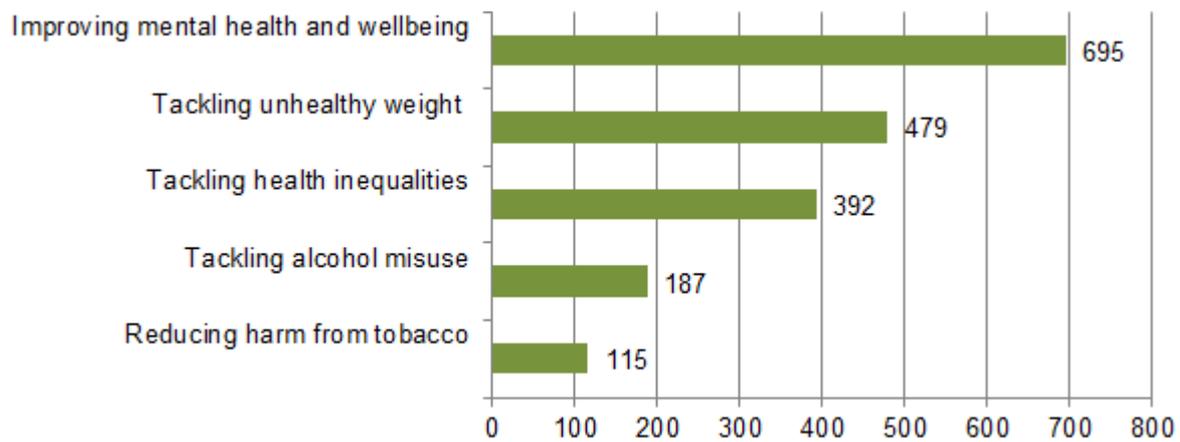


### Comments and suggestions on Our Future – Education and Skills

414 respondents made comments (47% of 889 respondents to this business plan). The most frequent comments are shown below. For example, 54 people mentioned improving the standard of education.

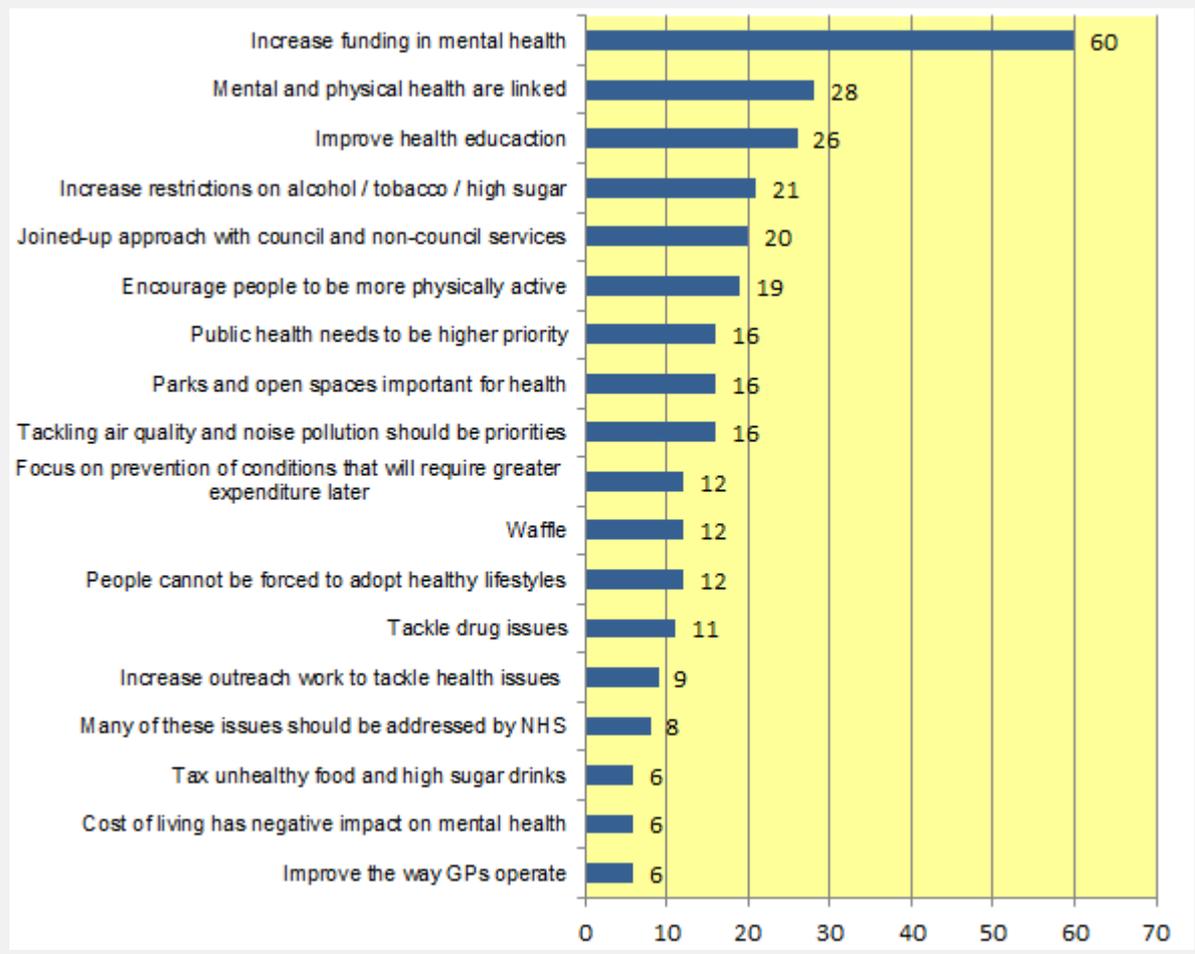


## Our Health and Wellbeing

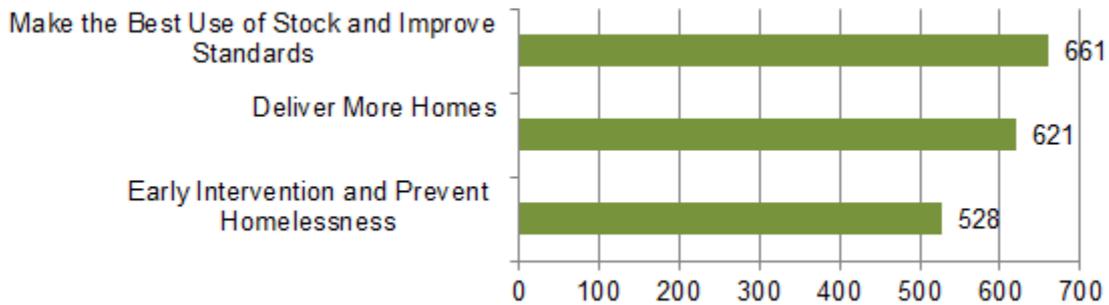


### Comments and suggestions on Our Health and Wellbeing

431 respondents made comments (46% of 938 respondents to this business plan). The most frequent comments are shown below. For example, 60 people said they would like to see an increase in funding in mental health.

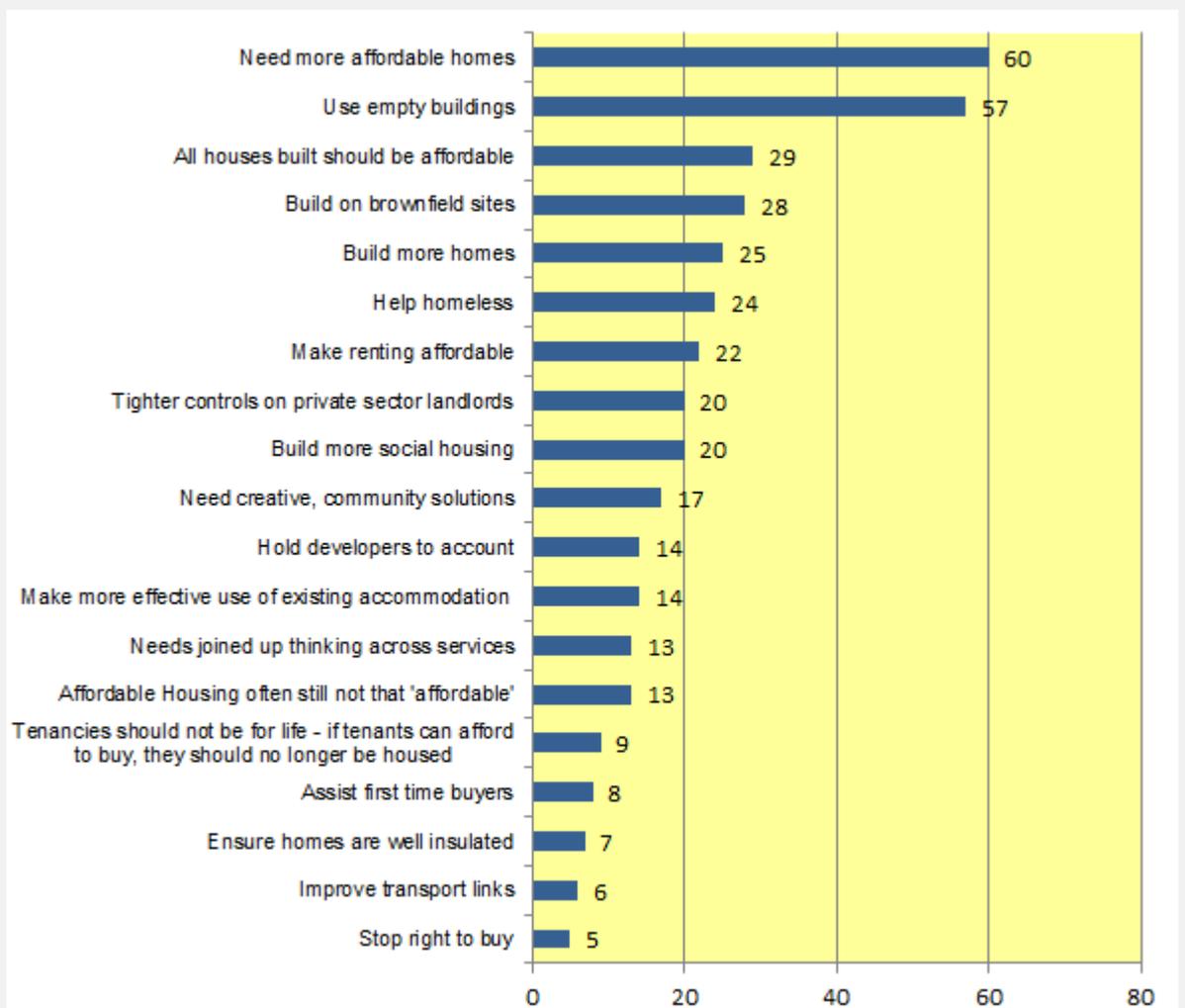


## Homes

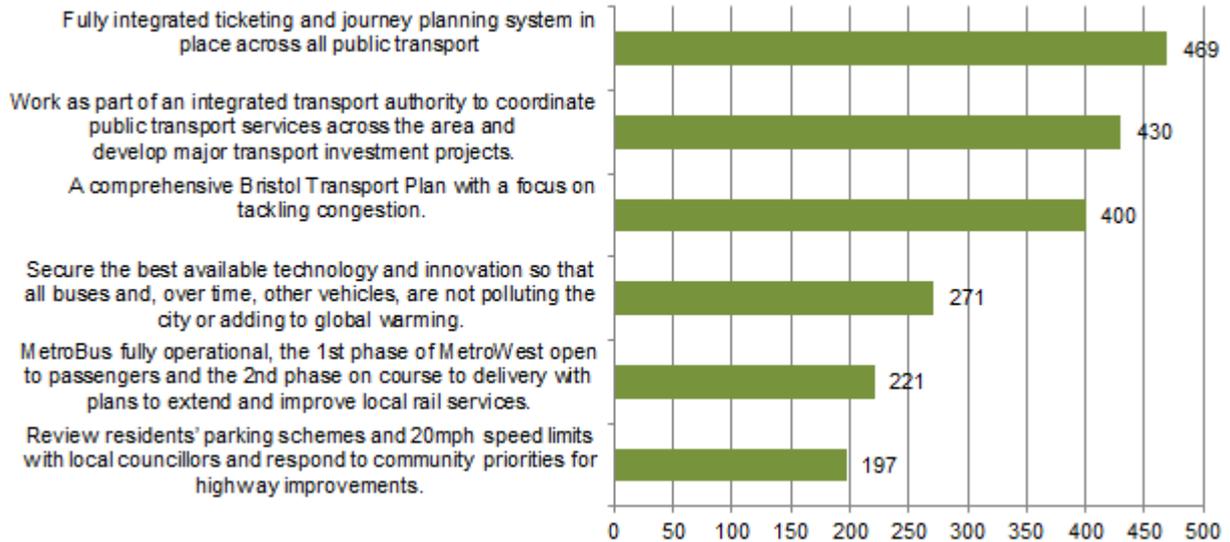


### Comments and suggestions on Homes

478 respondents made comments (50% of 955 respondents to this business plan). The most frequent comments are shown below. For example, 60 people mentioned that more affordable homes are needed.

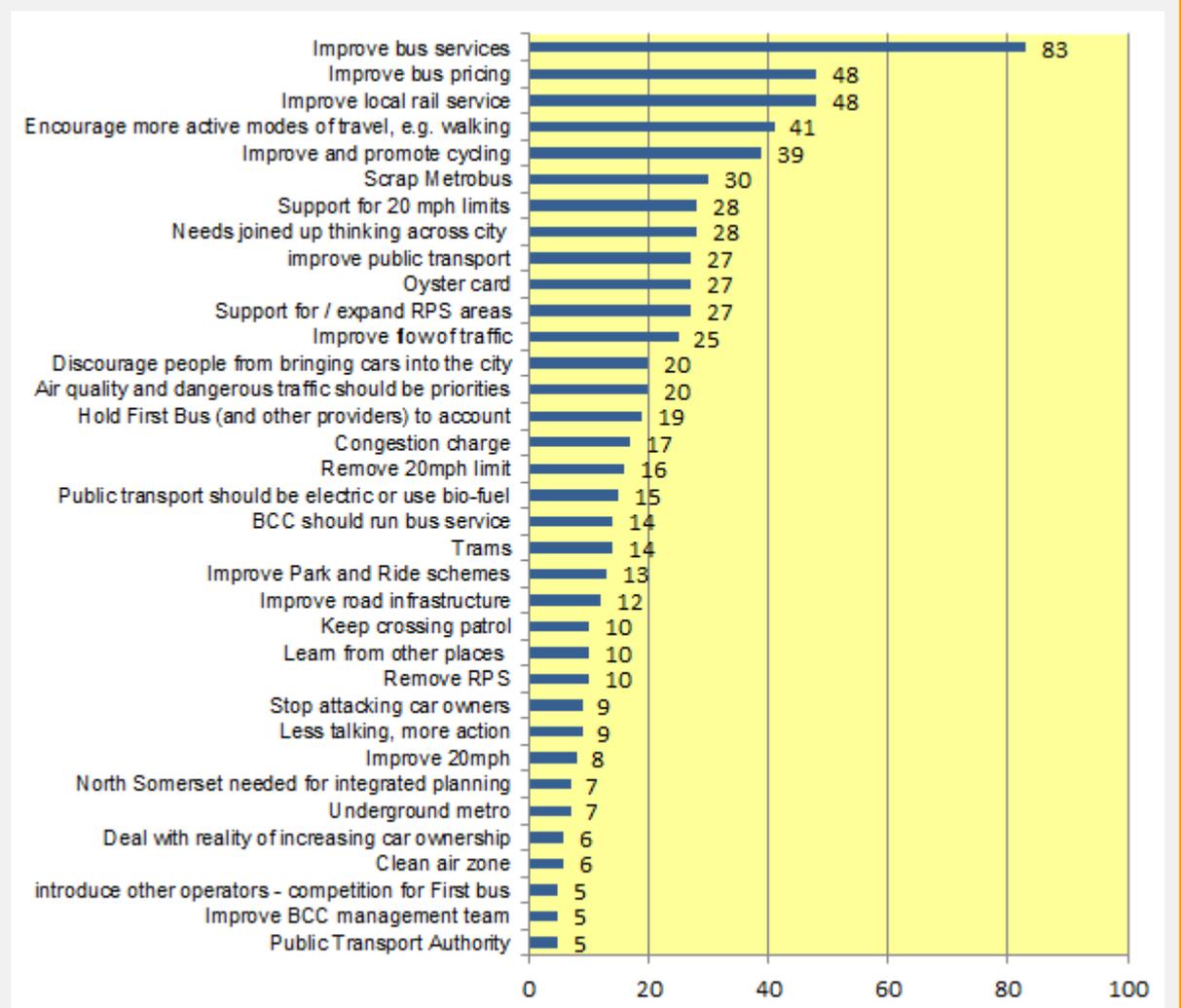


## Our Transport

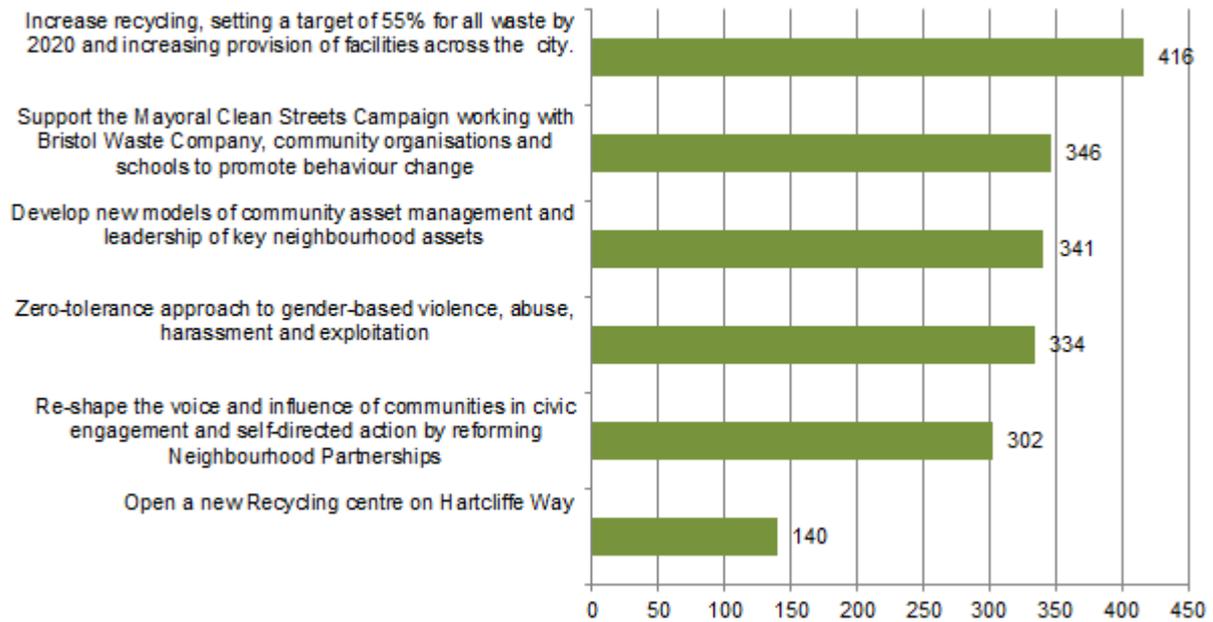


### Comments and suggestions on Transport

574 respondents made comments (59% of 977 respondents to this business plan). The most frequent comments are shown below. For example, 83 people mentioned improving bus services.

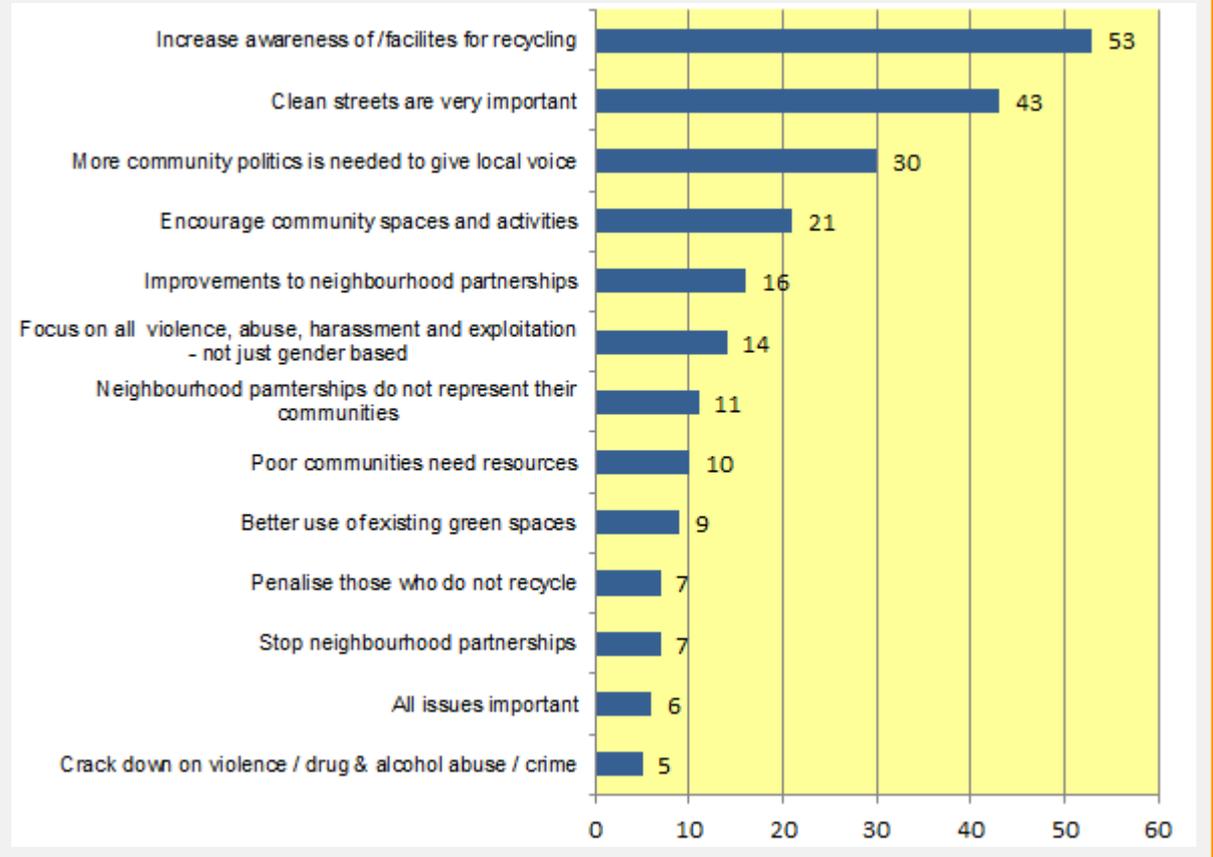


## Neighbourhoods

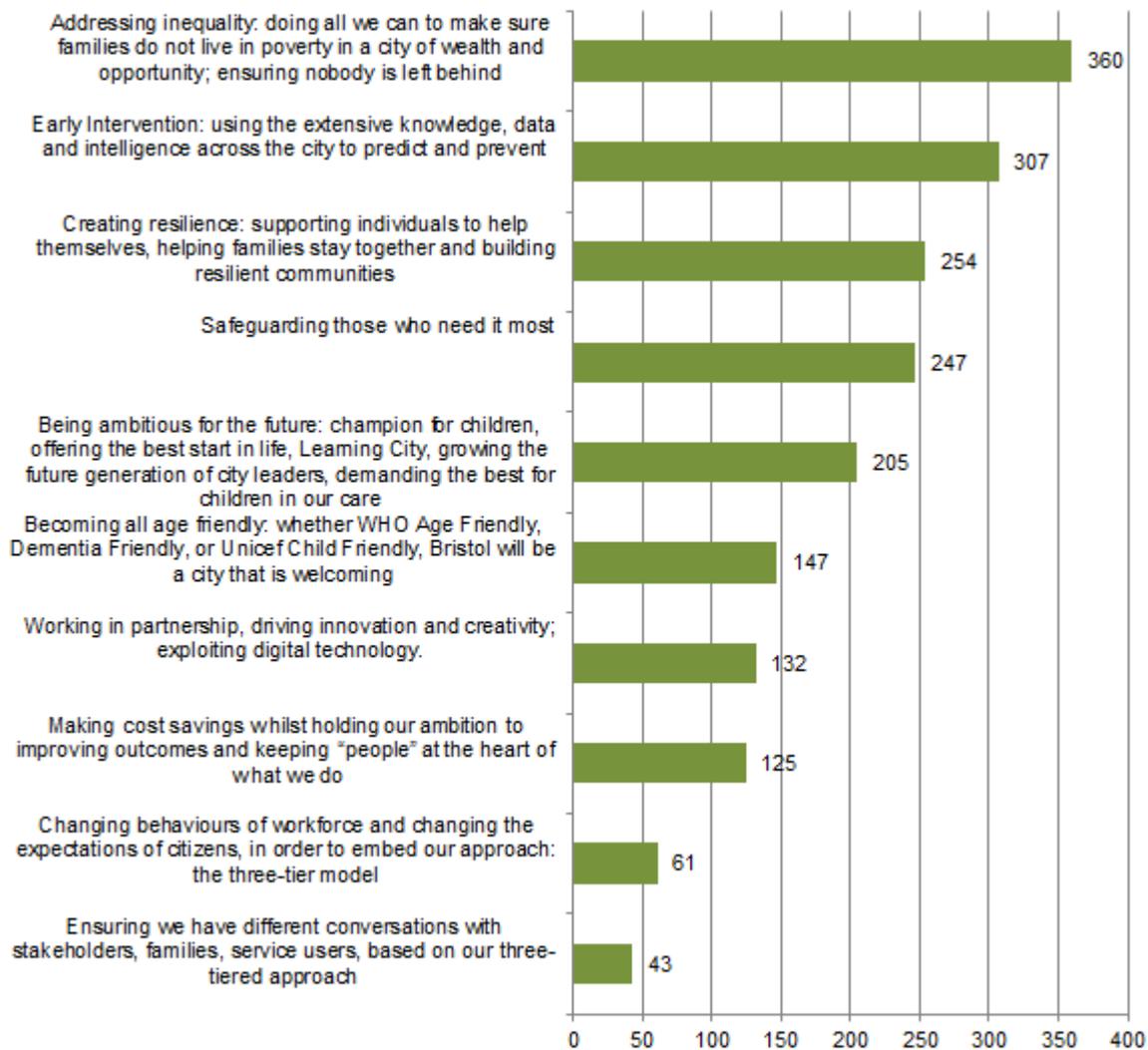


### Comments and suggestions on Neighbourhoods

412 respondents made comments (44% of 941 respondents to this business plan). The most frequent comments are shown below. For example, 53 people mentioned increasing awareness of and facilities for recycling.

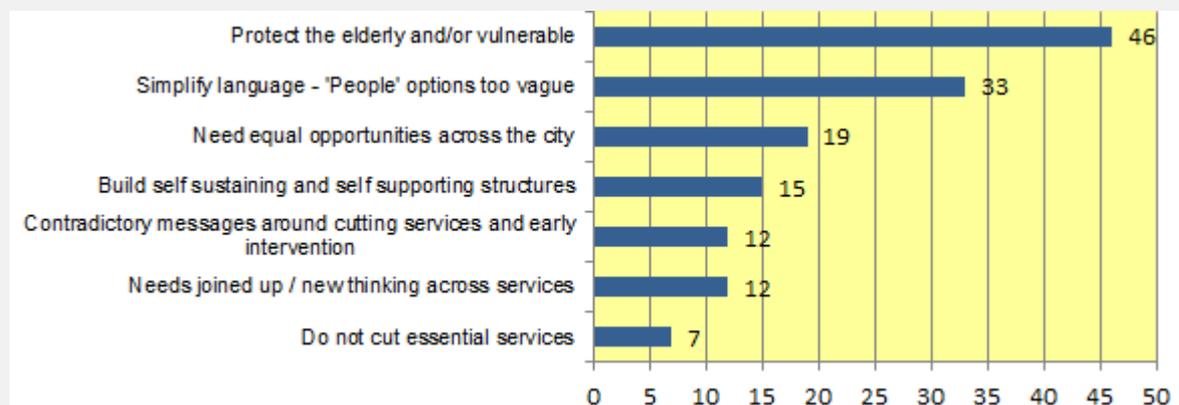


## People

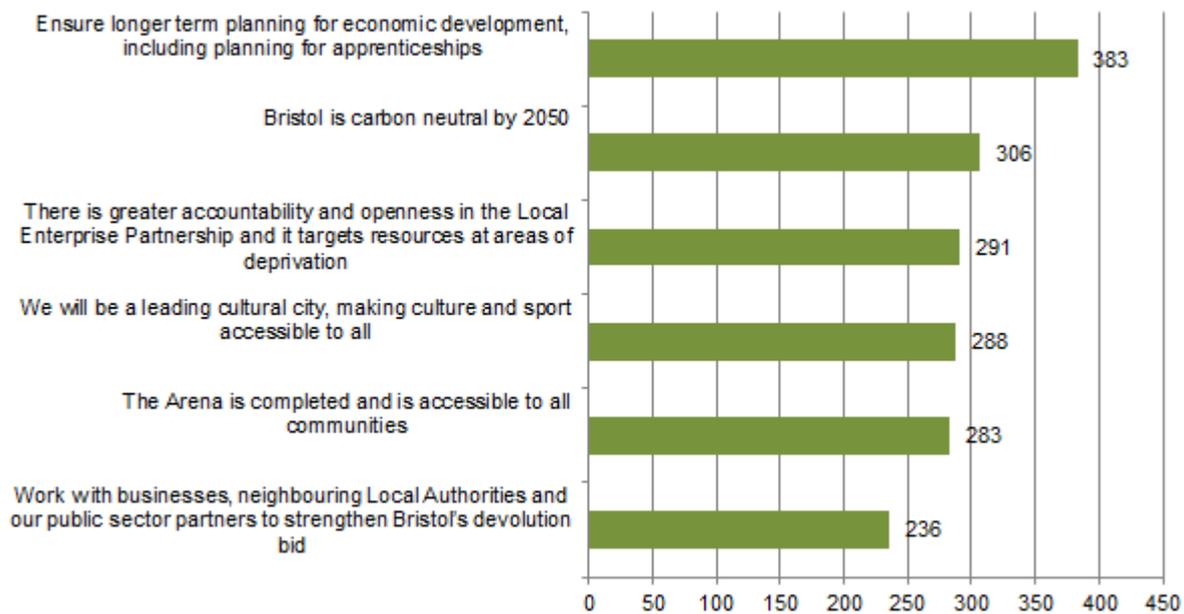


### Comments and suggestions on People

343 respondents made comments (38% of 904 respondents to this business plan). The most frequent comments are shown below. For example, 46 people mentioned the importance of protecting the elderly and/or vulnerable.



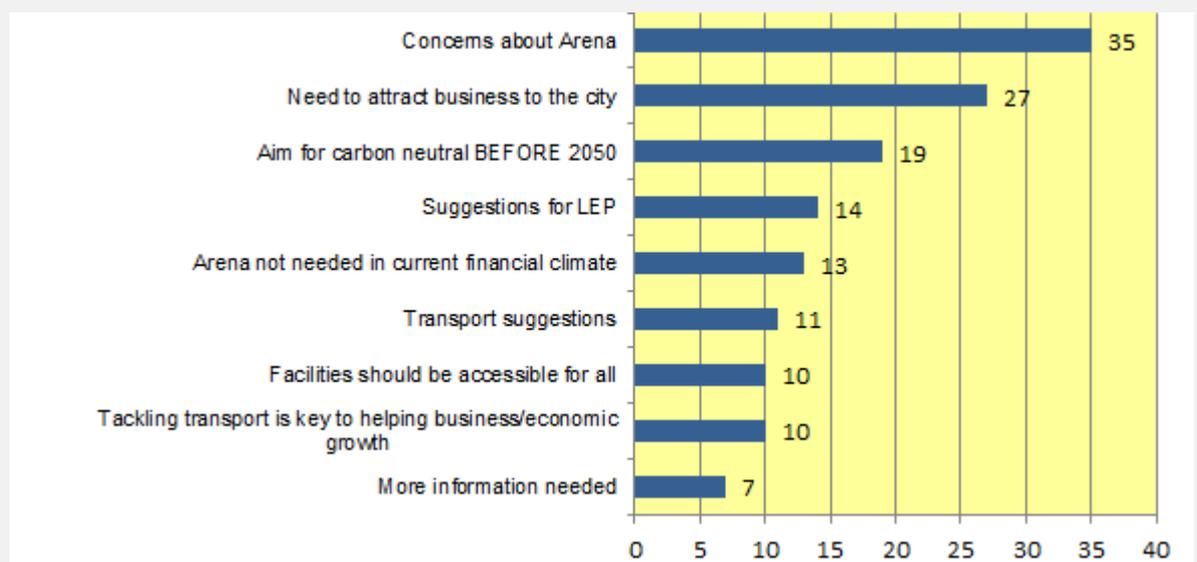
## Place



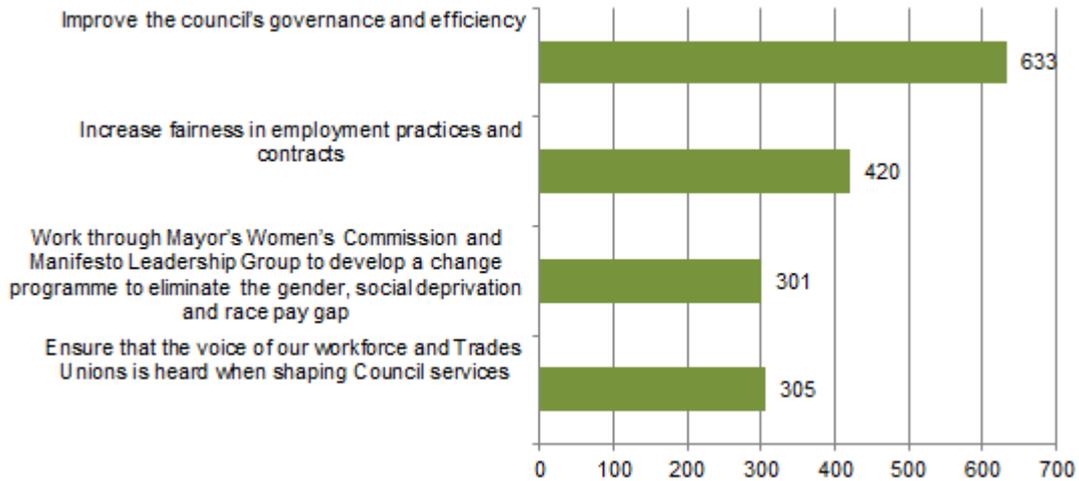
N.B. The wording on item 'we will be leading a cultural city, making culture and sport accessible to all' was changed on 19<sup>th</sup> October. Up until this date, it was 'Lead a European Capital of Culture bid to make culture – and sport – accessible to all'. Between 13<sup>th</sup> and 19<sup>th</sup> October, 124 people completed the survey and none of these people ranked the item in their top 2. It has only been ranked in the top 2 since the wording has changed.

### Comments and suggestions on Place

344 respondents made comments (38% of 903 respondents to this business plan). The most frequent comments were various concerns about the Arena, such as noise, parking and location and the importance of attracting business to the city.

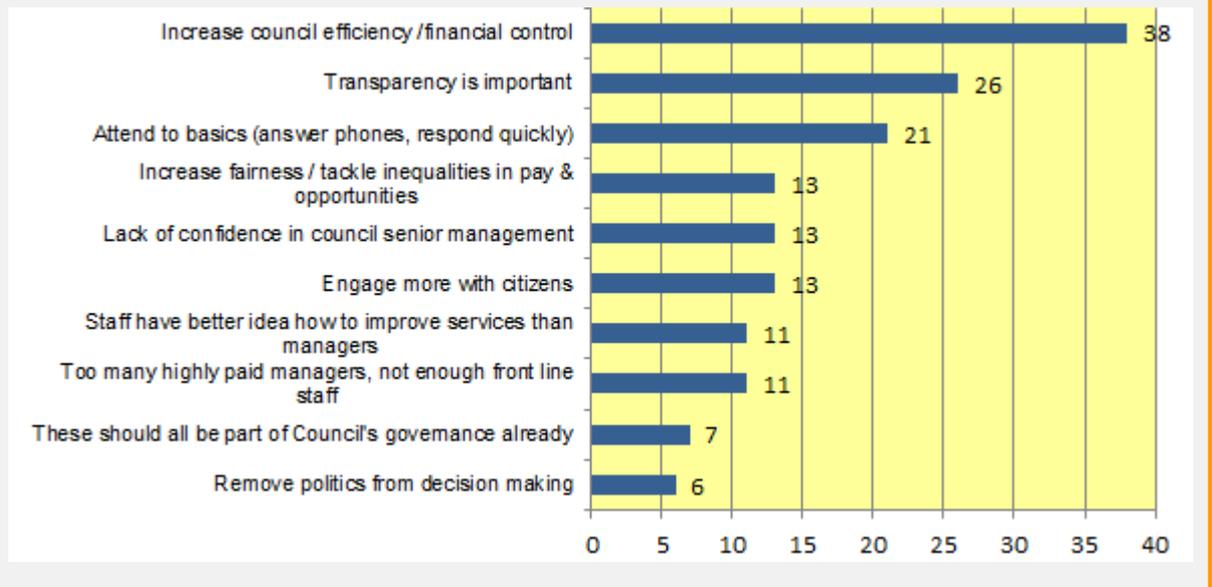


## Governance



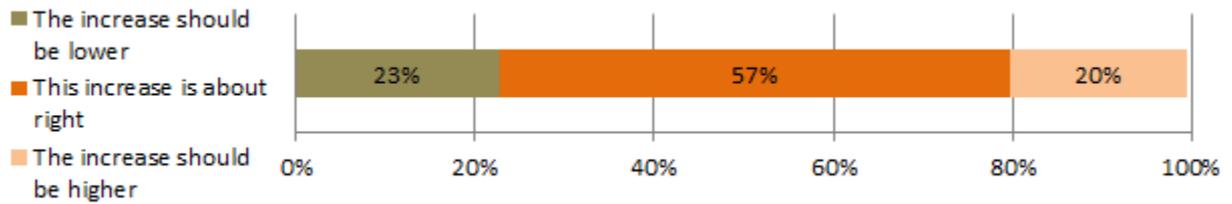
### Comments and suggestions on Governance

326 respondents made comments (38% of 860 respondents to this business plan). The most frequent comments were about the importance of transparency.



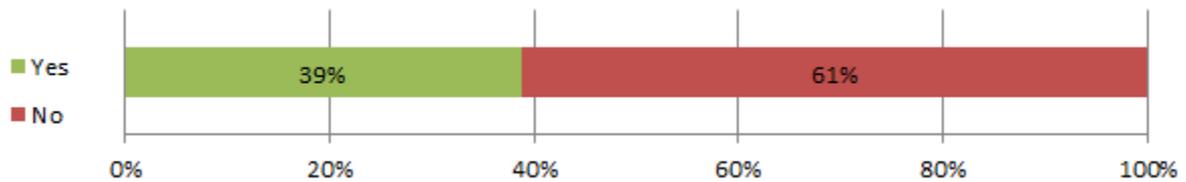
## Finance – Council Tax

What is your view on the increase in Council Tax?



986 (78%) respondents answered this question

If the tax you pay was spent on your specific locality, would you be willing to pay more council tax; for example to the urban equivalent of a parish council?

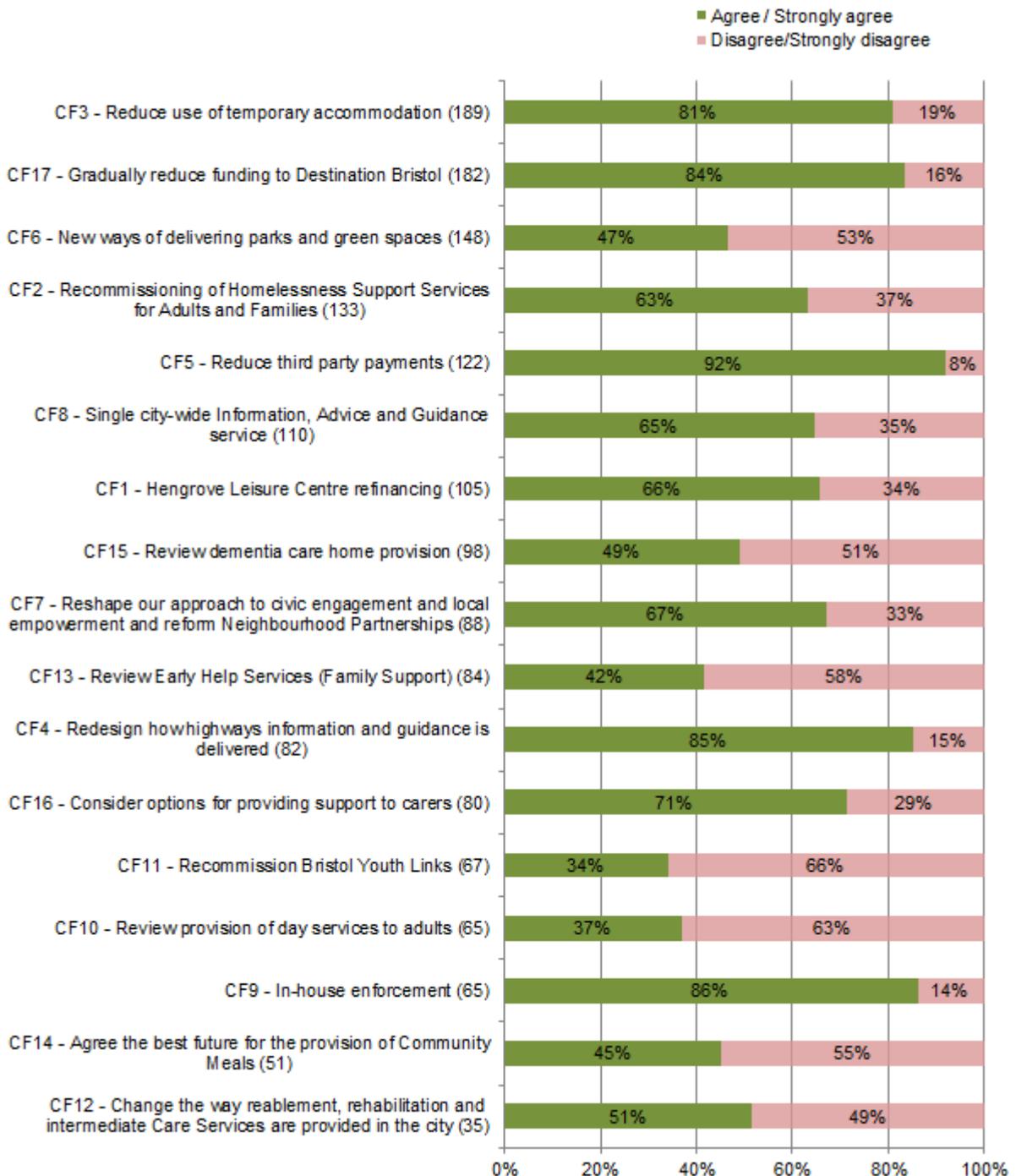


971 (77%) respondents answered this question

## Finance – Savings Proposals

722 people answered questions on savings proposals. For each area of savings proposals, a bar chart shows % of respondents who agreed and disagreed with each proposal. Respondents were asked to comment on up to 3 proposals in each area of savings proposals so proposals are displayed in order of number of respondents, with those with the highest number of respondents at the top. The number of respondents for each proposal is shown in brackets, e.g. 189 people responded to proposal CF3.

### Changing how we fund and provide services



## Comments on proposals for changing how we fund and provide services where there was 50% or more disagreement

### CF06 – New ways of delivering parks and green spaces

84 (54%) of 157 respondents made comments, with 65% of those making comments in disagreement. Comments highlighted the importance of green spaces for health and wellbeing, as places for children to play and as spaces for biodiversity. There were also concerns that it would potentially be a false economy to withdraw maintenance and may lead to escalation of littering and fly tipping. Several mentioned that the proposal may work better in some, more affluent, areas compared to others. Those in support would like to see communities and charities have more control.

*'Open spaces are essential for wellbeing. They are often the only place people go to take any form of exercise. They are also, in an inner city environment where you can 'escape' the pressure of modern life.'*

*'I am concerned that green space in more disadvantaged areas (where it is arguably needed most as fewer people have gardens) will suffer under this proposal as civic engagement is often lower'.*

*'I think this could work in some areas, not in others. Some communities like St Andrews would make a great job I think of having more control over their parks'.*

### CF10 - Review provision of day services to adults

33 of (48%) 69 respondents made comments, with 72% of those making comments in disagreement. Many of the comments included concerns about the impact of the proposal on vulnerable people, such as isolation, and also on carers. Several of those in support of the proposal see an opportunity to save money, so long as services remain.

*'Day services have been cut enough. Many adults, particularly with learning difficulties, find it difficult to make friends since day centres closed'*

### CF11 – Recommissioning Bristol Youth Links

38 (57%) of 67 respondents made comments, with 82% of those making comments in disagreement. Frequent comments included concern that as a preventative service, cutting the service would potentially increase costs in the longer term as antisocial issues increased and concern about the impact for children with disabilities.

*'This is a preventative service, for the 1.7 million proposed cuts I think the city will end up spending at least 3 x this amount on the resulting work needed as a lack of the preventative work that will be put in place due to the cuts. This is a short term solution that will impact and affect the most vulnerable children and young people'*

*'As a person who benefited from SEN spending at a young age I know investing in youth and the financing of disabilities, particularly SEN services generates more income in the long term and cuts seem like a short term answer when in the longer term more help at the younger stage allows people to become more productive and generates more council tax'*

**CF13 - Review Early Help Services (Family Support)**

39 (46%) of 84 respondents made comments, with 74% of those making comments disagreeing. Many comments included concerns about the impact of cutting prevention services on social care costs down the line and many stated the importance of investment in deprived communities. Those comments in support of the proposal mentioned the benefits of integrated provision, multi-purpose buildings and all ages in one place.

*'Reducing support and interventions for families in need will not only have a significant negative effect on these families and their local communities. They also in my view clearly offer a false economy as a lack of effective early intervention is likely to place an additional strain on other (often more expensive), services in the future.'*

**CF14 - Agree the best future for the provision of Community Meals**

29 (53%) of 53 respondents made comments, with 59% of those making comments disagreeing. Many of those people who were against the proposal commented on the reliance of some elderly people on the service. Several of those in support commented on the potential to be run more efficiently by the private sector.

*'This service is a lifeline for some. To have a hot meal delivered may be the only people they see.'*

**CF15 - Review dementia care home provision**

46 (43%) of 106 respondents made comments, with 61% of those making comments disagreeing. Frequent comments in disagreement included opposition to the principle of charging individuals with dementia for their care, concern that the demand for dementia care will be rising and the need to protect this vulnerable group of people. Comments from those in support of the proposal included acknowledgement of problems with current services and agreement that people should pay so long as those who cannot afford it are protected.

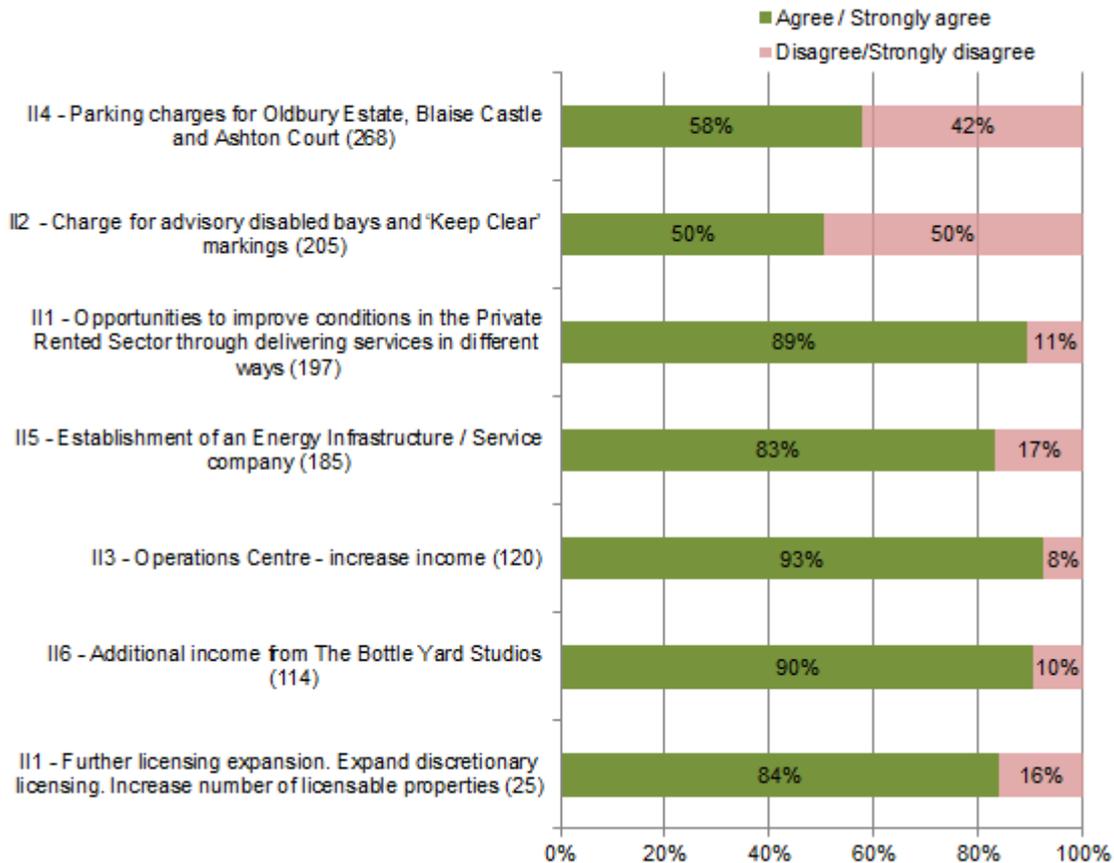
*'If you are looking to recover all costs, what account will be taking of people's ability to pay - dementia care should be part of health care and free at point of delivery'*

*'As an aging population we should be looking into this instead of suddenly finding the city has a problem'*

### Respondents' own suggestions

	Number of respondents
Reduce executive pay and bonuses	3
Keep spending	3
Reduce senior management	2
Slim down council infrastructure & outsource to private companies	2
Need honest, straight-talking politics	2
Do not cut arts and culture	2
Depoliticise the Mayor's job	1
Councillors should not vote themselves a pay rise	1
Invest in automated services	1
Recoup wasted money from Park and Ride	1
Introduce congestion charge	1
'I'm Backing Bristol' campaign - publically recognised voluntary contributions from businesses and individuals	1
Avoid cost cutting on consultation to ensure all views are heard	1
Remove the Lord Mayor's department	1
Better bus routes	1
Don't waste money on uniforms	1
Implement findings of consultations	1
Legalise and sell cannabis – e.g. like in America	1
Make back-office more efficient	2
Move all leaflet drops to one location	1
Controls on rents and building own affordable housing	1
Mobile libraries to cost save on buildings	1
Improve procurement processes	1
Make holistic, long term savings – not quick fixes	1
Keep libraries – library staff are valued	1
Put onus on school & parents for safety of children at school crossings	1
Do not replace vandalised items, such as park equipment	1
<b>Total</b>	<b>36</b>

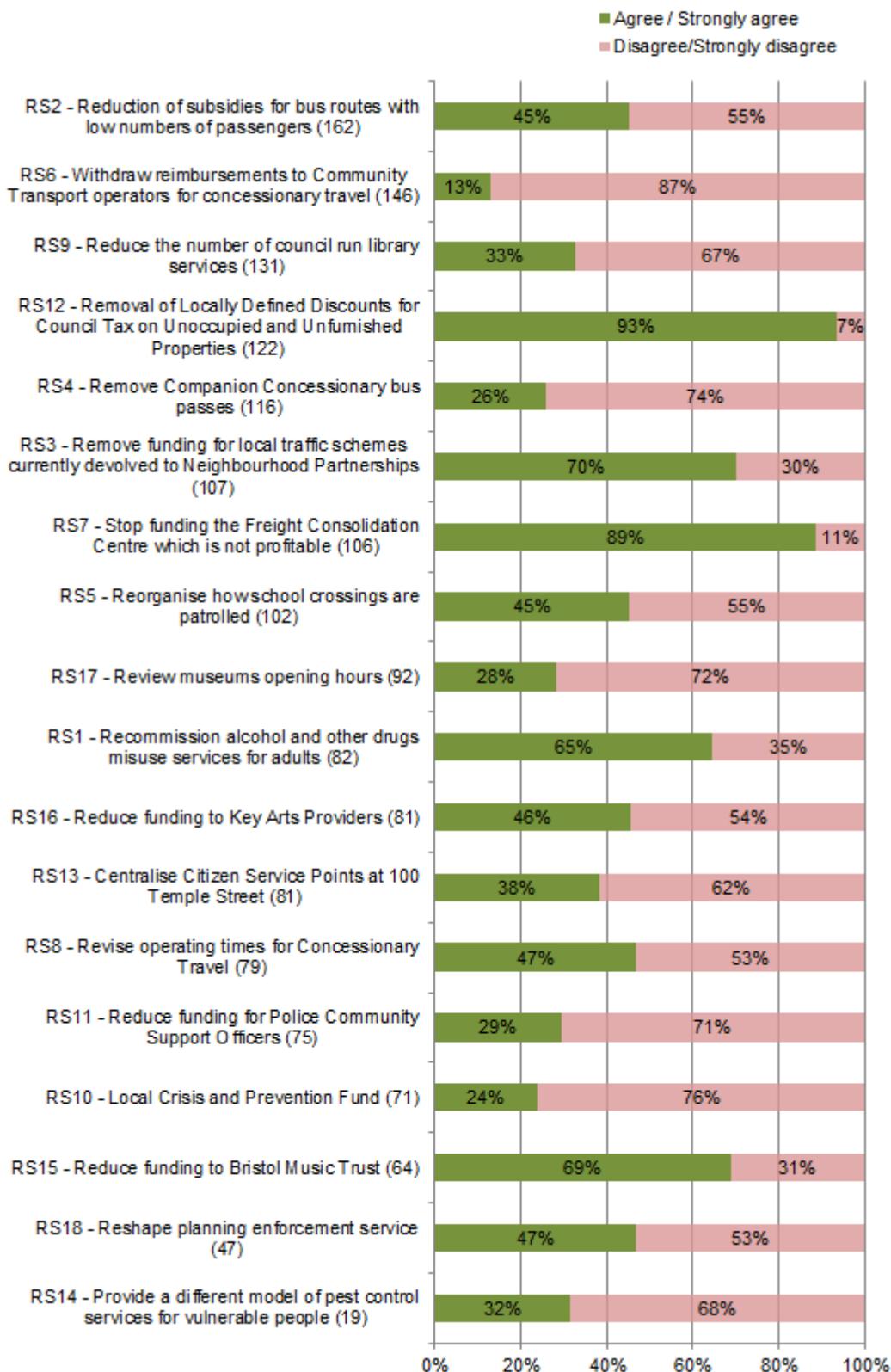
## Increasing our Income



### Respondents' own suggestions

	Number of respondents
City lottery or community bond	2
Sell advertising space on equipment in the street, such as bus shelters	1
Work with other organisations to hold chargeable events using council buildings and green space	1
Subsidise and improve infrastructure for bus services	1
Charge employers for parking in the city	1
Draw together multi-agency partners across the city to develop bids	1
Use Ashton Court, Oldbury Court and Blaise Estate as event venues	1
Receivers of Benefits contribute their time and skills	1
Increase revenue rates across the board	1
Work with other local Councils to make efficiencies	1
<b>Total</b>	<b>11</b>

## Reducing or stopping services



## Comments on proposals for reducing or stopping services where there was 50% or more disagreement

### RS02 - Reduction of subsidies for bus routes with low numbers of passengers

77 (47%) of 164 who responded to this proposal made comments, with 69% of those making comments disagreeing. Many comments voiced concern that a reduction in subsidies will lead to a loss of essential bus services and increase isolation for those that use them. Several people suggested that bus companies should be obligated to operate services on all routes. Comments in support of the proposal included views that unsustainable services should be reduced or stopped, bus companies should not be subsidised and empty buses should not be adding to traffic.

*'Just because passenger numbers are low doesn't mean that the bus services are not essential for the people that do use them and are most likely to be affected by the likely consequence of the withdrawal of the service.'*

*'It is a disgrace that the council funds private companies on this. Result is congestion and pollution, all unnecessary. Let the bus companies compete on the market and this will benefit all.'*

### RS04 – Remove Companion Concessionary bus passes

61 (50%) of 121 who responded to this proposal made comments, with 84% of those making comments disagreeing. Many comments voiced concern that the proposal would be unfair on both carers and disabled people and lead to further isolation for disabled people and potentially impact access to education and health care.

*'I find this proposal terrible. As only receiving a carers allowance as only form of income I could not afford to accompany the disabled person I care for, meaning she would not be able to go anywhere herself.'*

### RS05 - Reorganise how school crossings are patrolled

65 (61%) of 106 who responded to this proposal made comments, with 57% of those making comments disagreeing. Most comments in opposition to the proposal raised concerns about safety of school children. Some also questioned the costs of alternatives, such as pedestrian crossings. Those in support commonly suggested volunteers could take on this role.

*'Our crossing is on a major rat run and on a bend. We could not lose our lollipop lady as it would endanger children and parents'*

*'Lots of countries manage without 'Lollipop ladies' and even get pupils to volunteer for this job. Children just need common sense when crossing busy roads'*

### RS06 - Withdraw reimbursements to Community Transport operators for concessionary travel

78 (53%) of 147 who responded to this proposal made comments, with 95% of those making comments disagreeing. Comments frequently mentioned that it is a well used transport service and that the proposal will lead to elderly and disabled people becoming homebound, isolated and unable to access local health services and shops.

*'Many older and disabled people are reliant on community transport to get any social interaction, get to hospitals etc. Any reduction in the services would impact on their health and well being'*

#### **RS08 - Revise operating times for Concessionary Travel**

39 (49%) of 80 who responded to this proposal made comments, with 69% of those making comments disagreeing. Comments in opposition and support frequently raised concerns about the impact of a short time window for use of the service on the elderly and disabled in terms of isolation and access to services. Others mentioned that their use of concessionary travel allowed them to spend money in the local area and allowed disabled people to get to work.

*'This is hitting the poorest and most disadvantaged - those who don't have cars and have to rely on buses in less easily accessible areas should not be penalised for it'*

*'Many disabled people, who are eligible for concessionary travel passes, need to use a bus between 9 and 9.30 am in order to get to their job - which may be voluntary or very low paid'*

#### **RS09 – Reduce the number of council run library services**

73 (54%) of 134 who responded to this proposal made comments, with 70% of those making comments disagreeing. Many comments mentioned that important role libraries play in supporting culture, local communities, people in poverty and children and young people. Several people mentioned the importance of having qualified staff rather than volunteers. Those in support of the proposal frequently mentioned that libraries are less essential in the digital era and that it makes sense to put more resource and have better facilities in a smaller number of libraries.

*'Libraries are vitally important to communities, providing everything from computer access to the local newspaper. The library premises may be shared with other community services, and hours can be adjusted to suit local demands, but the services must not be reduced.'*

#### **RS10 – Reduce local crisis and prevention fund**

38 (52%) of 73 who responded to this proposal made comments, with 82% of those making comments disagreeing. The majority of comments raised concerns about the impact of this proposal on those in poverty and highlighted the importance of the fund for those in desperate need.

*'This is a vital service which has already had its funding reduced. I strongly believe that it should not be reduced further as many vulnerable people rely on this when they have nowhere else to turn'*

#### **RS11 - Reduce funding for Police Community Support Officers**

44 (50%) of 82 who responded to this proposal made comments, with 80% of those making comments disagreeing. Those who disagreed mentioned what an important service they provide in terms of making communities safer, with several referring to their visible presence and several suggesting their numbers should be increased. Comments from those in support of the proposal questioned the benefit of PCSOs and suggested they should be funded from the Police budget, or a voluntary role.

*'The community officers are important as they give a visible view of the police'*

*'PCSOs should not be funded wholly or partly by the Council. If they are going to be funded, it should be via the Avon & Somerset Police Council Tax precept.'*

### **RS13 - Centralise Citizen Service Points at 100 Temple Street**

43 (52%) of 82 who responded to this proposal made comments, with 81% of those making comments disagreeing. Many comments raised concerns about the accessibility of a centralised CSP for those on low incomes in different parts of the city.

*'A lot of people that use the CSP's are on low incomes. Trying to get to town or phone the CSC is not realistic. You can't say you want to reduce inequality and then withdraw access to services in the same breath'*

### **RS14 – Provide a different model of pest control services for vulnerable people**

7 (33%) of 21 who responded to this proposal made comments. All of the commenters disagreed with the proposal - two mentioned that this should be run by the Council and two were concerned about the public health impact.

*'Shocking this is a key part of the councils offering. How can you keep the city pest free without sewer baiting & do you realise the amount of property damage & fear your going to bring to the city'*

### **RS16 - Reduce funding to Key Arts Providers**

43 (51%) of 84 who responded to this proposal made comments, with 70% of those making comments disagreeing. Comments emphasised the important role this funding plays on the city's culture, brand, attraction, outreach and education. Comments in support of the proposal included suggestions that this funding is not a priority in the current climate and that these organisations should be supported to become financially independent.

*'Funding for KAPs is not a large amount and arguably it is very good investment. Bristol is known internationally for its creative and cultural organisations and the rich ecology. The city should be seen to invest in this, it risks losing its lead to other cities in not doing so.'*

*'This is nice stuff at the expense of essential services'*

### **RS17 – Review museums opening hours**

69 (70%) of 98 who responded to this proposal made comments, with 77% of those making comments disagreeing. Comments included concerns that reducing museum hours would have a negative impact on the city's reputation as a tourist destination and on the museums' ability to raise additional income. Comments also mentioned the importance of museums for educating school children and that they should remain open to be enjoyed by all.

*'Bristol Museums are valuable for education. Many school groups and pre-school children go there and have their horizons increased. Can you imagine Paris, Berlin, Florence etc. closing their museums for three days'*

**RS18 - Reshape planning enforcement service**

26 (53%) of 49 who responded to this proposal made comments, with 77% of those making comments disagreeing. Many comments opposing the proposal suggested that the proposal would lead to an increase in planning breaches. Several suggested that the planning enforcement is already under resourced to challenge unapproved development, another in support of the proposal suggested bringing in substantial fines for breaches.

*'Planning enforcement is already understaffed, and there are not enough resources to deal with the amount of unapproved development, which is usually to the detriment of the affected neighbourhood.'*

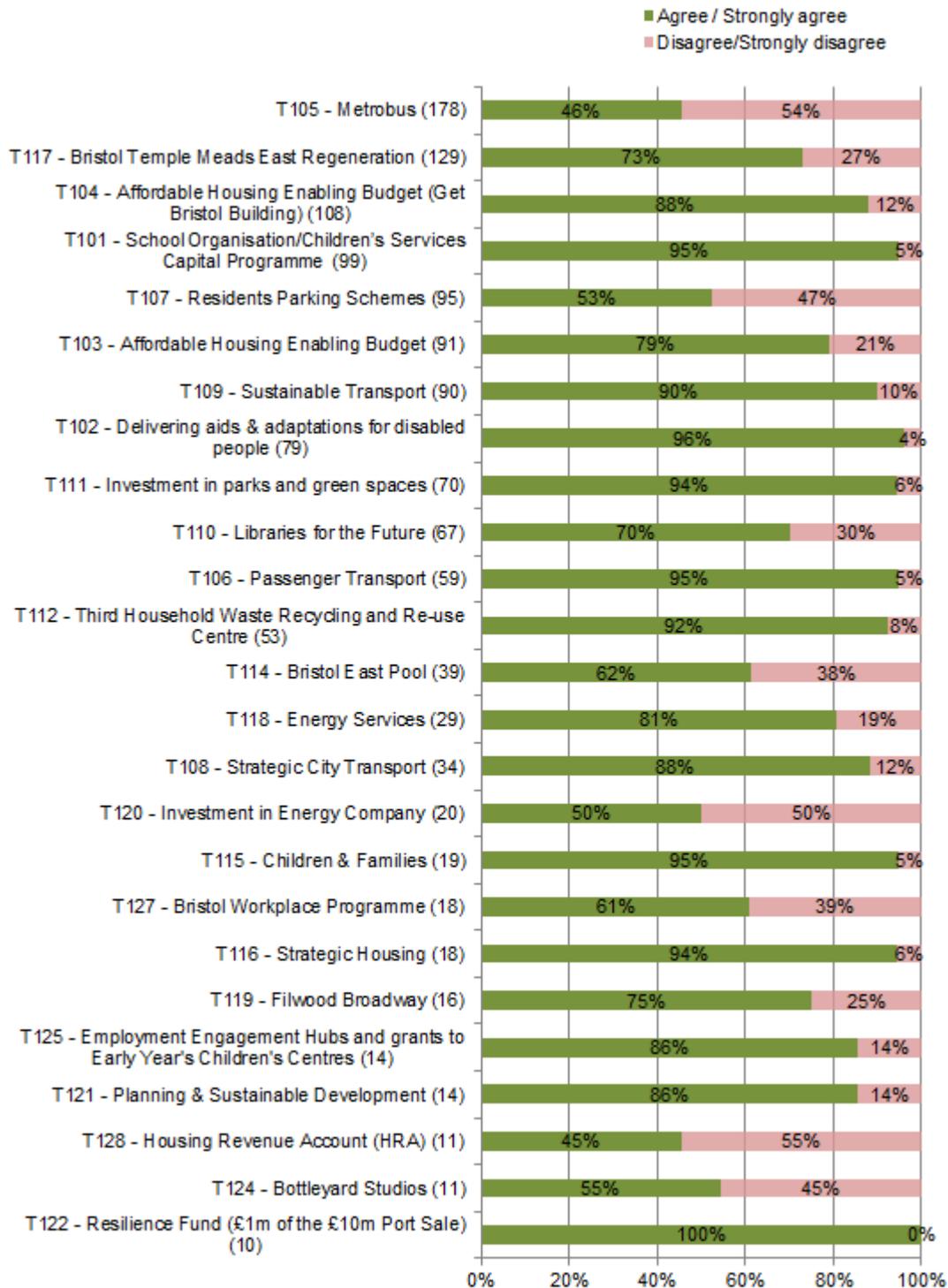
**Respondents' own suggestions**

	Number of respondents
Put pressure on central government to increase funding for social care	2
Require students to contribute to council tax	1
Councillors should have the same 1% pay rise as workers	1
Increase taxation on alcohol	1
Reduce executive pay and bonuses	1
Charge North Somerset	1
Reduce printing and stationary costs	1
Review fostering process to reduce length of admission process	1
Total	10

## Finance – Capital Programme

571 people answered questions on Capital Proposals. For each tier of the capital programme, a bar chart shows % of respondents who agreed and disagreed with each project. Respondents were asked to comment on up to 3 proposals in each tier so proposals are displayed in order of number of respondents, with those with the highest number of respondents at the top. The number of respondents for each proposal is shown in brackets, e.g. 178 people responded to proposal T105.

### Tier 1 projects



## **Comments on Tier 1 capital projects where there was 50% or more disagreement**

### **T105 - Metrobus**

95 (50%) of 180 who responded to this proposal made comments, with 72% of those making comments disagreeing. Frequent comments included that it is a waste of money, it will only benefit a few people, it has caused too much disruption and it would be better to spend money on improving current bus service. Comments from those in support of the proposal included wanting to see it completed quickly, expanding the routes and that it will be good for reducing congestion.

*'A complete waste of money, that has already devastated the city and which should now be reassessed and brought into budget'*

*'It is nothing more than glorified bus lane which only serves the needs of a few'*

*'Needs to be expanded to other parts of the greater Bristol area as soon as possible'*

### **T120 – Investment in Energy Company**

16 (76%) of 21 who responded to this proposal made comments, with 44% of those making comments disagreeing. Concerns were mainly about potential for losses and mismanagement. Several said that councils should not own companies. Comments in support noted its potential as a revenue stream.

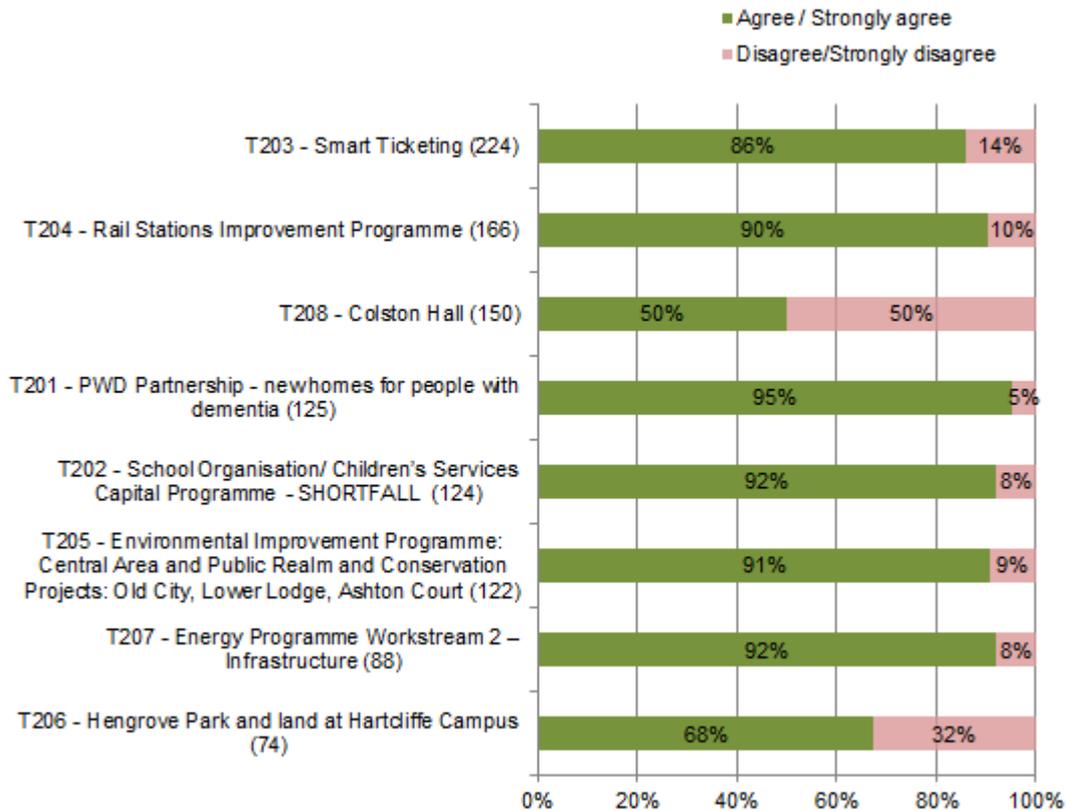
*'I'm not sure local councils should be attempting to run businesses like this really. Could be wrong, but I don't think it's that wise'*

*'A great idea, next take on water to deal with this. The funds generated should be ring fenced in the revenue stream so that subscribers can see what they are helping'*

### **T128 – Housing Revenue Account**

There were no comments on this proposal.

## Tier 2 projects



### Comments on Tier 2 capital projects where there was 50% or more disagreement

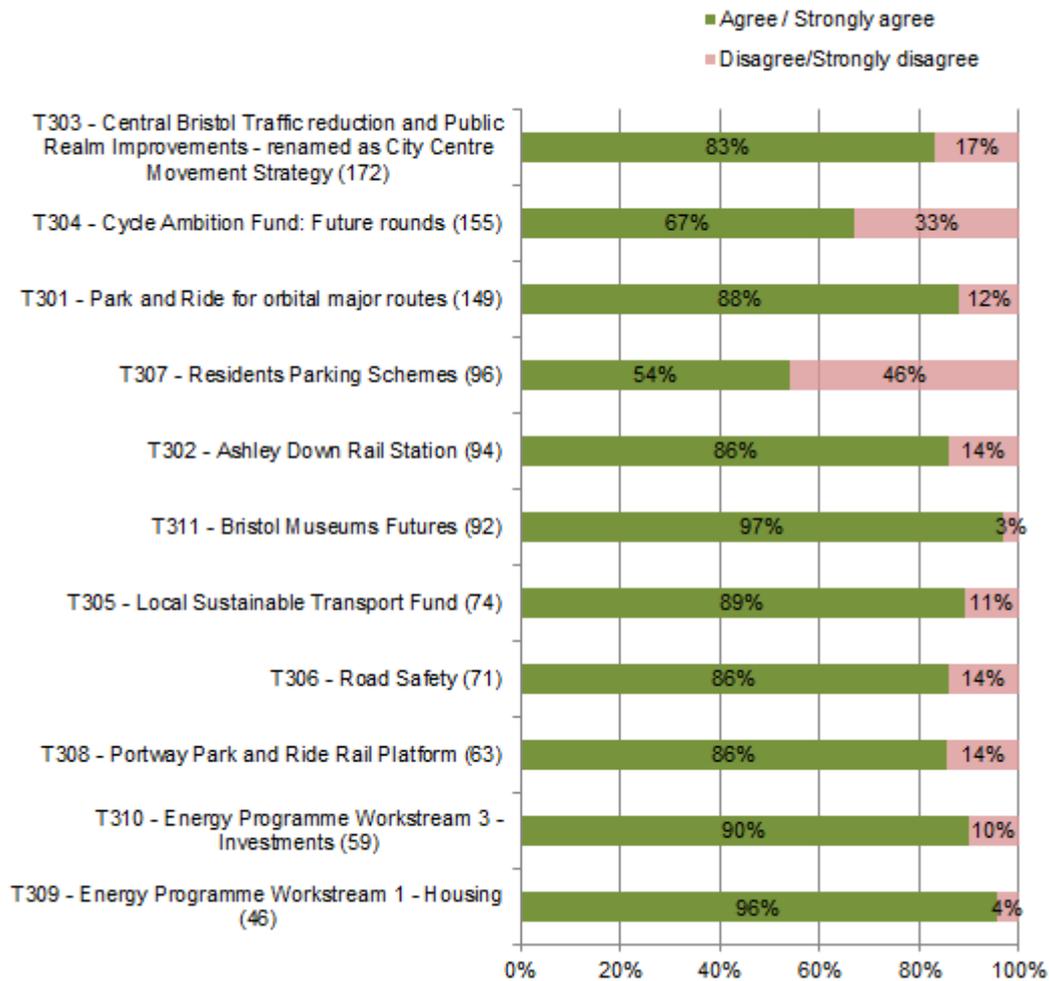
#### T208 – Colston Hall

68 (43%) of 159 who responded to this proposal made comments, with 60% of those making comments disagreeing. Frequent comments included suggestions that Colston Hall should be funded through other sources, not the council and that too much public money had already been spent. Those in support of the proposal frequently commented on its current state, including need for modernisation and improved seating.

*'This can't possibly be a priority in the current climate and surely as a Trust they should be accessing other funding, not to mention raising their own income to support development'*

*'This should be a Tier 1 project. The Colston Hall could be a major draw for the city if it was revamped. It is absolutely disgusting at the moment'*

## Tier 3 projects



## Staff

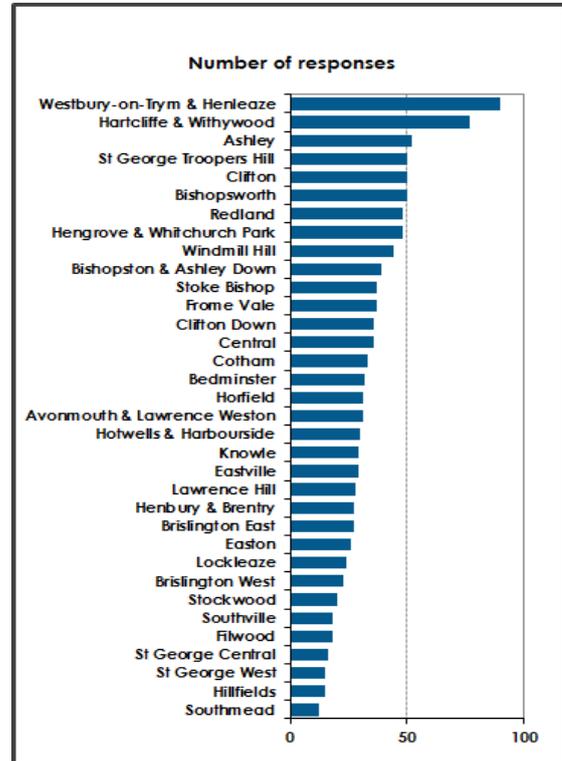
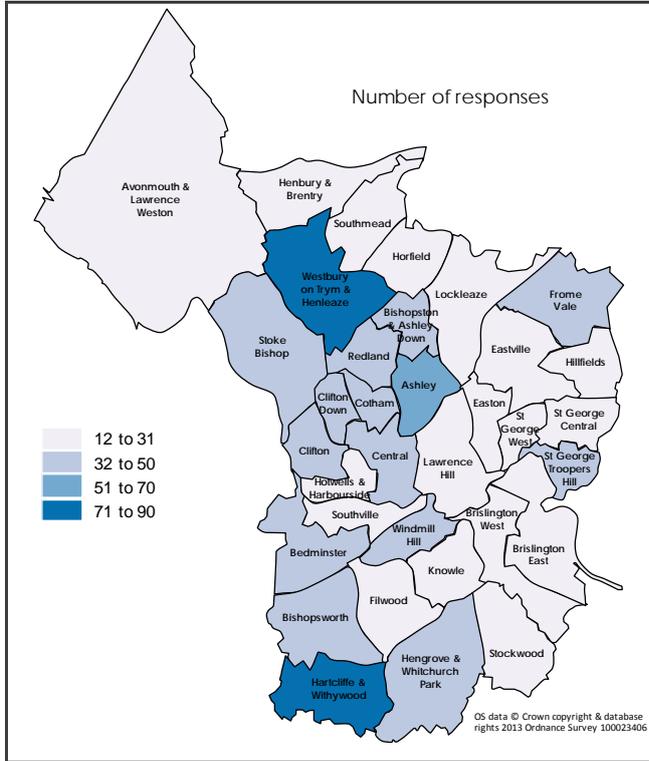
We have encouraged our staff to take an active part in the consultation, including directly through the consultation website.

Alongside the consultation, we have also invited staff to share their wider suggestions for potential cost savings and income generation to address our financial pressures. This included sharing ideas to reduce non-essential spend and improve our business efficiency. We will be continuing to talk to staff about these ideas, and have received over 270 so far.

## Response

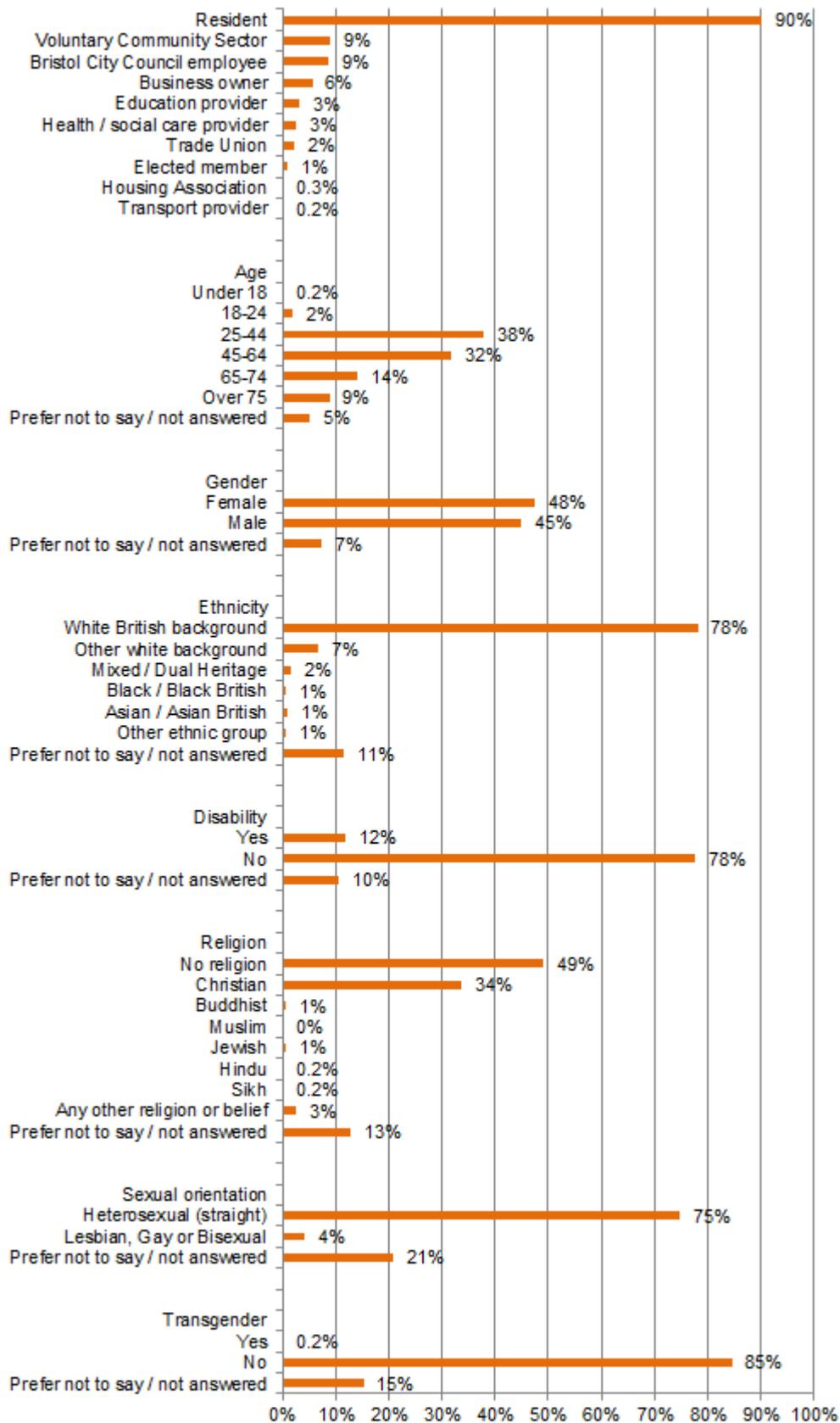
1,259 responses were received. Paper copies were made available to libraries and Citizen Service Points, and were sent out following requests by telephone. 76 (6%) respondents completed the survey on paper, and the remaining 1,183 (94%) completed online.

1,178 responses have been received from postcodes within Bristol and 81 postcodes were either unidentifiable or from outside of Bristol.



## Respondent characteristics

A full breakdown of respondent characteristics is found in the bar chart below. The most common age of respondents is 25-44 (47%), followed by 45-64 years (33%). The most common ethnicities are White British (77%) and Other White (7%).



## Responses received outside of the survey

### Statements from 24 organisations are found in Appendix A:

- Avon and Somerset Constabulary
- Avon and Somerset Police and Crime Commissioner (PCC)
- Black South West Network
- Bristol BME Voice
- Bristol Dementia Action Alliance
- Bristol Disability Forum
- Bristol Festivals
- Bristol Green Capital Partnership
- Bristol Music Trust
- Bristol Older People's Forum
- Bristol Sisters Uncut
- Bristol Women's Voice
- Care Support Centre
- Central Clifton and Harbourside Neighbourhood Partnership
- Creative Youth Network
- Disabilities equalities forum
- Fair Play South West and Bristol Women's Voice
- Learning Partnership West
- Rail Future
- Royal National Institute of Blind People
- South West Transport Network
- Unite the Union
- Unison
- VOSCUR

### Statements from 10 Councillors and MPs are found in Appendix B:

- Councillor Donald Alexander
- Councillor Clive Stevens
- Councillor Gill Kirk
- Councillor Brenda Massey
- Councillor Mark Weston
- Councillor Ruth Pickersgill
- Charlotte Leslie, MP
- Karin Smyth, MP
- Green Councillor Group
- Lockleaze Labour Party Branch

20 statements from individuals received by email have been anonymised and are found in full in Appendix D.

## Events

Seven events were held, four were open to the public. Detailed notes from events are found in Appendix C.

Event location	Date	Attendees
Central	10 <sup>th</sup> November	40 – general public
Henbury	14 <sup>th</sup> November	72 – general public
Speedwell	16 <sup>th</sup> November	34 – general public
Hengrove	17 <sup>th</sup> November	35 – general public
Central	18 <sup>th</sup> November	50 - Invited equalities organisations
Central	1 <sup>st</sup> December	35 - invited VCS organisations via VOSCUR
Easton & Lawrence Hill	12 <sup>th</sup> December	Neighbourhood Forum with Up Our Street
Central	15 <sup>th</sup> December	23 - invited businesses
Central	4 <sup>th</sup> January	26 - Black South West Network

## Public events

The general public were invited to one of four Q&A events held in the evening in different areas of the city. Registered attendees were asked which parts of the Corporate Strategy they would like discussed, whether they had any of their own ideas and whether they would volunteer to support local service provision. Summaries of responses to these questions are found below:

Which part of Bristol's five year plan would you most like to see discussed at this event?	Number of submissions
Homes / homelessness	14
Health and social care	13
Transport	7
Education	7
Neighbourhood partnerships	7
Green space	5
Children & Youth services	3
Council tax increases / urban parish	4
Impact of proposals on local communities	3
Impact on community & voluntary organisations	3
People	3
Reduction in lollipop people	3
Libraries	3
Business investment	2
Executive / managerial pay	2
Clean streets / waste management	2
Place	1
Funding from government	1
Management of contracts	1
Energy	1
Number of Councillors	1

<b>Do you have any suggestions or ideas for how you think the Budget gap could be solved?</b>	<i>Number of submissions</i>
Reduce layers of management / increase efficiency	6
Share management resources with neighbouring authorities	4
Engage in discussion with central government	4
Encourage local responsibility. E.g. via Trusts / volunteering	4
Avoid false economies	2
Set up urban parishes	2
Reduce the number of councillors	2
Reduce high wages	2

63 people responded to this question. Full lists of ideas are found under each event in Appendix 3.

<b>Would you ever consider volunteering to help support a local service?</b>	<i>Number of submissions</i>
Yes	23
I already do	34
Possibly	9
No	10

## **Voluntary Community Sector Event, 1<sup>st</sup> December 2016**

### **Summary of key messages**

A number of common themes emerged from the table discussions to support better future outcomes between the Council and VCS priorities. These were:

- The need for a good overarching strategy that can help us co-ordinate and move forward together, underpinned by clear, simple communications and systems.
- Collectively supporting a culture change that enables and empowers people, through effective collaboration that sees people as assets, enables shared knowledge across all sectors and a supports responsive, agile and flexible approach.

### **Collective key priorities from each table**

- Facilitating culture change and trust to enable open adult discussions across partners
- Cut bureaucracy and work in a simpler and clearer and non-prescriptive way to free up people's limited resources so they can be focused on the right things. (Enabling Council)
- Capitalising upon knowledge and skills across all sectors (VCS/ Business/ Public sector), including peer support and better leveraging of finance to deliver improved outcomes.
- Collaboration
- Change mindset – challenge communities involved
- Empowering people
- Working with business sector to help them contribute something more than business rates and employment
- Using commissioning/procurement to require larger bidders to involve smaller orgs = maximise social value
- More communication and transparency:
  - Single message from the council
  - Getting the message out to the public
  - Better sharing of learning, e.g. from procurement exercises
- Empower people and organisations to find solutions, e.g.:
  - To co-locate or collaborate (among vol. orgs or with the council)
  - Creating a shares intelligence, that is accessible and relevant
- Create a clear strategy that co-ordinates activity and moves us forward

- Good business planning
  - Despite their social aims, VCS need rock solid business support and development, just the same as the private sector. Also; blended funded streams, LA grants, social investment.
- Enabling collaboration
  - Understanding what good collaboration looks like, not forcing small organisations to become a single organisation unnecessarily
- Delivery of early intervention
  - Understanding that the VCS plays a vital role in supporting work in the statutory sector, including avoiding the need for more statutory response.
- Communications
  - the Council needs to take a lead on this, enabling and leading better information flows, sharing knowledge
- Income generation
  - let's see people as assets not liabilities
- Responsiveness, agility and flexibility
  - as well as listening to communities and the VCSE sector, we need to also act on what they say. Not just on their needs/asks but opportunities too.

## **'Tackling inequality' Event, 18<sup>th</sup> November 2016**

### **Summary of points raised under each question**

How can the council best enable other agencies and organisations in the city to work together to tackle inequality?

- Information exchange / coordination
- Working with business / identifying new sources of funding and resources
- Community hubs / opening up premises
- City Office

What would/do you value most from the Council?

- Work supporting the Equalities Forums and events such as Black History Month, LGBT History Month etc.
- The Community Asset Transfer Scheme is very important.
- Information on who's doing what and who has what role
- Information put out by Neighbourhood Partnerships

What would be your single top priority for the Corporate Strategy:

- Dedicated services, e.g. 1-1 support for disabled children.
- Education and early intervention for young people.
- For the Council not to support events which support hate against minority groups
- The overlap between street homelessness and mental health problems
- Tapping into local resources in communities and enabling communities to support themselves.
- Streamlining council monitoring
- Good communication about services on offer
- Clarity and examples about what the council needs from charities
- Providing holistic, partnership-based support to vulnerable people.
- Organisations working together - focussed on the person not their specific issue.
- Making sure equality means equality. Some groups are left out if they 'don't fit', including the hearing impaired community. Make sure information is accessible.

- Shared training opportunities. BME engagement should also be centralised.
- Enable groups to replace their funding
- Awareness that the VCS does not necessarily mean cheaper

If there is a budget proposal which you do not like, what other budget proposal would you recommend should go in its place to create the overall saving?

- Reducing senior management
- Holding developers to account when they do not deliver affordable housing
- Sheltered housing providers do not have enough money for activities
- Barriers to individuals volunteering to support delivery of services were discussed
- Discussion about central and local government control of the council budget
- Emphasis on cuts to the arts sector of VCS
- Concern about review of Early Help Services and its important role in prevention
- Poor people are disproportionately hit by cuts
- Suggestion for Equalities Impact Assessments to be drawn up before proposals are drafted
- Discussion about landlord licensing
- The Local Crisis and Prevention Fund is very important
- Concerns about cuts to community transport
- Discussion about Residential Parking Schemes, congestion charging and tourist/hotel taxes as revenue streams.

How can agencies and organisations in the city work together to ensure everyone benefits from economic development?

- Employers should be fair wages employers and the organisation should be working to the good of all people. This includes access to employment.
- Wider understanding of what economy means and how individuals can contribute to that e.g. If people have more we can ask more of them?
- Businesses/very large Corporations –e.g. Temple quarter/arena. How can we support women/or local people (BME) to get the jobs in these?
- Abandoned buildings – could be addressed. Already lots of work happening
- Business mapping – there is money in Bristol. Knowing where to find it, who to badger for this etc. etc. Where is the money and how to access it? mobilise fundraising can ask for donations, but others might do guild sharing
- Apprenticeships – very much more difficult to access and benefits people who can navigate this easily. This applies with all employment and needs an element of investment. Changing the business environment. (Brexit has had an impact on this). Business rates – could use aggressive taxation.
- Affordable childcare - Lack of affordable childcare is harming businesses, so they want government to pay for free childcare, but it needs to be provided by businesses themselves. Child carers rely on subsidising of payment of extra care (wrap around) hours which they insist people buy. This will make it unaffordable if they have to provide 30 hours at that rate and the payment for hours is not high enough to enable providers to function.
- Weighting for business – applications from geographical areas, BME led departments and if not happened there would be consequences. However need to make it work for them as they are citizens too.....some of them are small businesses.
- Getting communities to develop their own economy. Enterprise and opportunities.
- SMEs – Matrix as they might need different solutions.
- Education and early years – 11% of our children go to private schools. Divide started and much more – worse with free schools/academies.
- Competitive scheme or initiative that benefits the communities to be more socially responsible. Feed their ego and force them to really think about equalities

- Voluntary or compulsory ‘fund’ for social responsibility that operates on a citywide basis. Doesn’t have to be £ focussed could be time or providing work experience.
- There is currently no money/fund available for providing access to work funding for work experience unless that is guaranteed to lead to a job. Means disabled people don’t have the same opportunities for work experience
- Setting up a social enterprise e.g. Replicate Petrol station in Gloucester (or service station) that employs local people, disabled people.
- MR to work on designing inclusivity and diversity. Sense of community is a word, but can this be created by design.

## **Business Event, 15<sup>th</sup> December 2016**

### **Summary of points raised under each question at ‘table’ discussions**

What are your priorities for the city?

- Transport investment is essential – especially in South Bristol. The council could raise funds through charging a levy to businesses that provide parking
- Businesses in the city centre must be prioritised over out-of-town developments
- Clear, open, honest engagement with the city
- Quality of life is key – we must remain a great place to live and work
- Vibrancy and diversity of businesses – especially independents
- A simpler system for tax collection
- A clean and safe environment
- Maximise opportunities presented by a properly integrated transport authority, the new Combined Authority and Metro Mayor
- Value of investing in employability for young people in particular – adds value
- Set up SME’s, apprenticeships, start-up support around city
- Capital investment by Council would help, but recognise barriers to this; therefore work in partnership across city

What challenges or barriers are your business and Bristol facing?

- Transport – in and out of Bristol, but also across the city. Congestion and a lack of good quality, affordable public transport is a major barrier. Cycling safety – cycling has potential to reduce congestion and improve health but many are still put off by not feeling safe
- There is a huge need for genuinely affordable housing – and not just housing that meets a definition of affordable because it is e.g. 80% of market rate. Viability assessments result in too few affordable homes in new developments.
- Labour market: many people are not employment ready, there is a need for upskilling and to raise aspirations
- We need to think about how we enhance our city offer to make it more attractive
  - Affordable business rates
  - Attractive, clean environment (civic pride)
  - Independent shopping zones (local business initiatives)
  - Diverse – with more to do than just shop
  - Cardiff cited as good example of this.
- Too many shop units and residential properties are empty – we need to use property more effectively in the city

What can Bristol's businesses do to help support the City Council?

- Sharing knowledge and tech expertise
- Street scene – business will be prepared to invest in local street environments where this will increase footfall – for example with Christmas lights
- Use of third party providers – can we make more/better/more efficient use of these?
- Council engagement with business on culture and sponsorship – can we do this better – look at the success of SS Great Britain in leveraging private sector money.
- Bristol bears the financial brunt of the cultural offer in the region, should for example major employers in S. Glos. whose employees live and work in Bristol contribute to Bristol's cultural services.
- Secondments into/with local business, to gain a full understanding of the opportunities to share.
- Work experience, mentoring, apprenticeships
- Build networks and relationships within and across sectors – e.g. businesses and schools
- Give business the opportunity to do what they do best:
  - Entrepreneurial approach
  - Make best use of knowledge and expertise within city
  - Supporting people (in particular young people) through working in partnership
  - Utilising young people's ideas through apprenticeships, national citizen service etc. to realise new and growing business
  - Make business responsible for providing work experience to help people earn an income (reduces welfare spend)

How should the city work to support inclusive growth?

- Improvements in communication – community groups need to be aware of the opportunities
- Nurture the mixture of business types and sizes (which also increases resilience)
- Promote positive attitudes and advertise the opportunities available in the city
- Important to recognise in policy the difference in prosperity across the city – in particular North versus South, whilst recognising that many areas in the North are less prosperous too
- Don't let big business dictate their needs to the city – the independence of the city is important
  - Wapping Wharf development cited as good example
  - Council procurement/commissioning to help support this
- Examine LA spend, where we achieve VFM /what works best
- Website 'Fiver' as a model of how to support/commission smaller work packages that give opportunities to SMEs

## **Easton & Lawrence Hill Neighbourhood Forum, 12<sup>th</sup> December 2016**

Main concerns arising in the meeting:

- The proposals were in language that was not accessible to them and were often vague and unclear and 'waffly' so they did not feel able to vote on most of them
- They didn't feel they knew specifically what was actually being proposed in many of the draft saving proposals as cuts to get to the figures that were in the document, as areas of work were mentioned, but not what aspect of that work would actually be cut to make the savings
- There was a strong view that areas like ours rely far more heavily on council services than others and so are disproportionately hit by any cuts

- There was a lot of discussion about the idea of volunteering solving the problems, and it was generally felt to be something that might work in some areas of the city, but in our area where people are mostly using all their capacity just to get by, and doing several jobs or caring for relatives/children etc. already and there is no slack to be able to take on more volunteering. This would therefore lead to services in more affluent areas being preserved as they have more capacity to deliver through volunteers.
- There was general agreement that people did not want to pay an additional Council tax and certainly did not agree with an urban parish model although they felt the document did not explain adequately what it was
- The main ideas coming up for savings focussed on the salaries of senior managers and redistributing resources from other parts of the city, but it was strongly felt that too much money is spent outsourcing work where BCC does not have in house expertise any more.
- Cutting preventative care is short sighted and the lack of youth provision now, and any further cuts, for example, will have consequences and costs later.

## **Black South West Network Event, 4<sup>th</sup> January 2017**

Summary of points raised under each discussion topic:

- Families and individuals experiencing crisis and in need of IAG support (CF8)  
Fewer individuals and families from the BAME community will access the service, there by not receiving relevant information and lead to the worsening of their crisis situation.
- Reducing the Local Crisis and Prevention Fund (RS10) – given that BAME individuals and families are disproportionately represented in the figures regarding living in poverty and homelessness, the cut is likely to have a disproportionate impact on them.
- Recommissioning homelessness support for adults and families (CF2) - BAME communities are disproportionately represented in the figures on homelessness, and the compound impact of the other proposals increasing homelessness in the BAME community, the logic of this cut was deemed to be inherently flawed.
- Reduced use of temporary accommodation (CF4) –If the use of temporary accommodation is reduced whilst situations of crisis are increasing for BAME individuals and families, there will a further increase in the numbers of BAME individuals and families experiencing homelessness.  
Major concerns were expressed regarding the inter-related nature of the issues that individuals and families experiencing crisis have. There needs to be an integrated prevention and early intervention service that combines housing support with mental health service, drug dependency services, ex-offender resettlement and support services, and care leavers services to seek to break these multiple cycles of crisis.
- Neighbourhood Partnerships are not inclusive, under-utilised and not sustainable.  
Overall the group felt that community capacity building needed to be an important feature of structures superseding the current neighbourhood partnerships. This will enable more involvement and engagement of the BAME communities. Going forward, greater consideration should be given to leveraging the benefit of asset transfers being included in the resourcing considerations & utilisation of existing BME organisations.
- CF13 (Early Help Review) This sort of support service is vital for families living in areas of socio-economic disadvantage. BME families experience additional disadvantage due to systemic racism in society, so these services are even more important to them. The closure of centres supporting BME families will have numerous compound effects, particularly when the cuts to other services above – transport, emergency accommodation, IAG, Youth Links, etc. – are considered.

- CF11 (Bristol Youth Links) This will have a major impact on the BME communities of Bristol. Services for young BME people were dramatically hit when Youth Links was first introduced; a further reduction in services will only worsen the situation for them.
- RS15 (Reduce funding to Bristol Music Trust) There is a question here about the degree to which BME communities access and utilise Colston Hall, and the degree to which it successfully engages with the BME community through its outreach work.
- RS16 (50% reduction to Key Arts Providers (KAP) With the attendant reduction of funding to Youth Links, this could have a major impact on BME young people who seek some form of release through art and music.
- CF17 (Economy - Reduce Funding to Destination Bristol) They need a stronger link in the BME community and should use more BME talent
- Transport (RS2 - Supported bus service reduction, RS4 - Remove companion concessionary rates & RS5 – Withdrawal of School crossing patrols)  
If the Council and City want to promote social mobility, integration and access, these proposals will reduce that and increase the gap between rich and poor.  
There is a risk too that these proposed cuts will impact more significantly on members of the BME community.
- The Future - There were several key things that the BAME communities/sector should consider in response to the changing environment with the backdrop of propose funding cuts as follows:
  - Healthy self-interest
  - Greater networking and community engagement
  - Timescales for real change
  - Change more than just community development
  - Community asset stock take
  - Strengthen BAME voice and influence through continuing to work through and with good existing organisations.
  - Communities look at supporting local services where it makes sense, but with right support to initiate.
  - Better utilise student community
  - Utilise faith networks
  - Do things across the year, not just focused on one month such as Black History month.