

Corporate Strategy Appendix C:

Notes taken at events

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Public Event 1 – The Station, 10th November 2016

Location: The Station , Silver Street	Date:10.11.16
<p>Number in attendance: 40 citizens plus 5 senior managers including approximately 8 young people associated with the Station Chair Pat Hart. Mayor Marvin Rees (MR). Slide presentation given by Interim Director of Finance Annabelle Scholes (AS)</p>	
<p>Note taker: Lindsay Hay</p>	
<p>Questions / points raised:</p> <ul style="list-style-type: none"> • What is the largest area of expenditure for the Council?- AS Adult social care and need for care will continue to grow • Can we afford the Arena? Why has 80% of CIL been allocated to the arena instead of more local projects – Bara McCrorie The money set aside for investing in the Arena could not have been used for community projects .m the Arena will generate income from rent and business rates. MR The Arena is part of the initiative to attract inward investment. To complete with other cities such as Cardiff and other core cities. Bristol need like other cities to stand on its own 2 feet on the global stage attract jobs and health improvements through investing in sports facilities. MR is part of a global mayoral parliament and is proactively promoting the City globally. Won't rely on trickle down approach though. Measures in place to ensure all benefit form a thriving City and new investment e.g. construction contracts will have the employment of local contractors a requirement. Investing in infrastructure such as housing will attract new business. • Will the Basement Centre (a facility for young people at the station) be closed due to proposed cuts? MR- recognises the importance of arts and culture and the support places like the basement can bring. But need to prioritise funding and this forms part of the city wide conversation. What can others provide e.g. constructive conversation with voluntary sector and business to house homeless people over the winter? Citizen response- a lot of resources have gone to mainstream youth services providers and smaller community based work under resourced Cllr Asher Craig- a consultation about youth provision will begin soon John Redman- Creative youth links with 8 others have made a lottery bid. No cuts planned until 2018/19 to allow time to plan and find other resources. • Traffic calming measures and high parking costs are making getting into the centre more difficult and is affecting trade. MR- setting up a congestion task group in place by the end of November and starting work by January a high priority. Also looking at air pollution. • Savings could be made by cutting the salaries of highly paid officers- MR. the press have exaggerated what savings can be made and how much senior people are paid. Councillors turned down a pay increase. Need to attract the best people. the Council manages budgets of over £1b a year • Can consideration be given to more flexible library services? Low use more mobile libraries and buildings as hubs. Cllr Craig in agreement • What is the future Neighbourhood partnerships (NPs)? How will investment be made in local decision making a lot of volunteer time is given to NPs. Approximately 60% of the meeting attendees are involved in NPs. What is their future? Councillor Craig - keen to hear what is working well and what could work better. Some NPs work better than others. Some could become development trusts. Likes the idea of community hubs. She will be speaking to NPs over the coming months. Citizens feedback- ward boundaries not necessarily the right ones for devolved government/one size won't fit all/ urban parishes could maybe work across local authority boundaries /more engagement needed/ scope for sharing resources between local authorities. 	

Urban parishes represent another layer of bureaucracy. All thought it was worth reviewing NPs

- **Fight the cuts rather than implement them-** Bristol should join with other local authorities to resist the government's austerity approach. Discomfort about making decisions without specialist knowledge. Being asked to fight amongst ourselves. **Cllr Craig Cheney** explained if legal budget no set running of the council would be handed over to the finance Director. Annabelle Scholes – Council can only borrow for capital investment and reserves are finite **MR-** important decisions shouldn't be left to 'experts' He is working with other core cities and London to make the case to government that these cities represent half of the national economy. Making them work well is vital for the health of the national economy. Other citizens said it was good to be asked
- **Sale of land and Council assets** - how will the sale of open spaces be decided? **MR** Building houses is a priority. BCC has frozen sale of land that could be used for Housing. Wants to avoid selling land for speculative purposes. Building a constructive dialogue with developers one Housing association has committed to building 500 homes by 2020. Alison Comley- housing policy needs to be rewritten because central government has changed the rules on building council homes. Also important to invest in adaptations to avoid higher need for residential care
- **Ideas for generating income/ doing things differently**
 - Understand the voluntary sector won't be able to bring in the same levels of additional funding either
 - Important to call individuals to action
 - Is research being done on how to achieve efficiencies in social services and mental health services e.g. what is being done in other countries?

Additional questions and comments were collected on the night. All but 3 citizens thought it had been useful event.

Lindsay Hay
21.11.16

Information collected from attendees prior to event:

Which part of Bristol's five year plan would you most like to see discussed at this event?

- Children and youth services
- Adult social care & Childrens services
- Where the cuts will be made and what other options were considered and rejected
- housing youth sector
- None
- High rise buildings and the Mayor's unfortunate ideas
- Community organisations support. Youth delivery
- Health street cleaning
- Basically, having read all the consultation papers it's pretty clear that it's not possible. The report only identifies £27m worth of savings when we need £92m. It's pretty clear from the attempts to cut services in previous years that this scale of cuts simply isn't realistic. The services the council is legally obliged to deliver cannot be supported by its budget. How does Marvin intend to avoid the council being drowned in lawsuits and judicial reviews when the cuts, inevitably, really hurt people?
- Housing
- Housing, and addressing the homelessness crisis. The cut of 2/3rd of bed spaces by George Ferguson is playing out across the streets of the city in an unacceptable way
- Voluntary Sector/Social Care Housing and homelessness

- Plans for council housing
- Mental health and Education
- Education, Proposal to increase council tax, and transport/RPZ/ getting Bristol moving
- Central area
- business investment
- For someone looking to start a business in Bristol in the next 5 years, will the budget cuts effect the attractiveness of the city for other business and/or inward investment in general?
- I'm really concerned about Basement G[?] that it might get shut down. Basement is a youth music project that empowers [?] people

Do you have any suggestions or ideas for how you think the Budget gap could be solved?

- Current BCC services are delivered from a series of silos, such as People and Place. It is certain cost savings can be achieved by searching horizontally across the silos as much as by line-by-line vertical budget evaluations to eliminate duplication or redundant provision. Despite the volatile public reaction, the actual usage of council libraries is low and a complete centralisation of library services is reasonable, with mobile services replacing fixed local libraries. Alternatively, library spaces can be used as hubs from which a number of Council services can be delivered, or housed. Redundancies are already being discussed, although the cost benefits can be skewed by on-going pension costs. CAT processes can accomplish some savings, although I would imagine the costs of the processes themselves can offset savings. Long-term and permanent savings are obviously key, rather than one-off cuts which achieve only single-year benefits. Raising council tax by the maximum allowable amount is also reasonable.
- No spending on Old Vic, St Georges Hall or Colston Hall until books are balanced. No funds for Playing Out, Make Sunday Special
- Is the Parish Council option as per Swindon an option?
- Not really. The government has put councils around the country in an impossible position, as well as the NHS. This is a problem for the government to resolve, it simply cannot be solved by councils.
- Storm Whitehall? Seriously I have no idea.
- Don't do totally unnecessary consultations that you know the answer to – e.g. 20MPH. Make driving and parking fines hefty and enforce them so you get the dosh.
- Go through the housing asset register, and look for all the petrol stations, night clubs, churches and other "anomalous" buildings that the city's Landlord Services owns, and sell them at face value, and bring the money into the housing revenue account to address the city's Housing Revenue Account going into deficit. Housing is a massively important asset for the city and MUST BE RETAINED in ownership by the city. Doing so may require an 80 / 20 strategy similarly to the one Nicky Debbage used to write the original 30 year housing business plan - that 80% of the housing stock if viable, almost indefinitely. BUT, 20 of it, mostly prefabs and non traditionally constructed properties are just liabilities with almost limitless future repair obligations that should be got rid of, to prevent future major asset repair costs.
- Combining our back room services with other authorities, consider selling some of the unseen artefacts stores in our museums and art galleries. Should we cancel the arena if we cannot afford it?
- Review the cost base, mirror what big banks are doing now
- I need to be more aware
- Investment in business development in Bristol
- Reduce some of the high wages being paid.
- Yes, reduce the pay of the many very highly paid city employees (no one should be paid over about £90,000/yr for 40hr week). Cut down on assistance for immigrant- notice they seem to be getting preferential help and housing.

Would you ever consider volunteering to help support a local service?

Yes: 4
Possibly: 6
No: 3
I do already: 4

Public Event 2 – Henbury, 14th November 2016

Location: Henbury	Date: 14 th November 2016
Number in attendance: 72 people	
Note taker: Hayley Ash	
<p>Questions / points raised:</p> <p>Started 10 mins late due to the parking issue. Pat told of the huge gap in funding and the desire to find out what the public felt to be the most important.</p> <p>MR wants the narrative of Bristol to be about growth not just cuts. We all face financial challenge, but 6 Billion spent by partnerships spent per year. Could we together explore how we can have City leadership. Challenge – nobody will spend a night on the street All young people will get work experience Breakfast clubs for all schools</p> <p>Question “it appears that there was a balanced budget, however after the election a massive gap. Was there a massive spending spree?” MR – wanted to have a clear view of how much we had before making commitment. Found that some of the savings from that past had not been locked in and did not happen. LGA will scrutinise the finances.</p> <p>Craig – about half of gap = unfound savings. The rest social care costs.</p> <p>Ann [?] – business change – has view of the amount of savings needed each year and 3 years ago consulted, however some of the savings there were thought to be deliverable did not happen. E.g. spending more money on some things – 2 areas Children – faster growing populations than planned, therefore significant more needed. Adult social care – aging population, living longer with complex needs. More people needing help Now need to remodel the way we deliver this to make these services more sustainable.</p> <p>Question “what guarantees that it does not happen again and get worse?” MR now S151 officer, financial review, what practices to we need to put in place to ensure that it does not happen again.</p>	

Cabinet and SLT need to look at financials at the start of all proposals. Inc impact on partners and the environment. But we don't want to talk just about cuts. Target operating model, building a way of working that does not cost us so much money.

S151 is the finance director in law.

There is not a council in the country that has not made all the savings that they had planned for due to the similar pressures we face (social care)

Question "if its necessary to make budget cuts, will the cuts be made on library numbers or social needs?"
MR - need to take all into account, however perhaps the voluntary sector could step up. E.g. ST George on library just down the rd. from the community centre, why can they come together to be sustainable?
Social capital and resilience, local ability, not always about the building but the service.

Di Robinson - libraries conversation 2015. Which asked these questions. The results did not produce a decision. Now we have a core offer, but with difference to suit different needs e.g. IT in places where people need to apply for jobs, talks in others that want to hear authors speak. Everything we do as a council must address access to those who can't access. Requested that areas where there is ability to take things up for themselves should.

Question –“ cuts coming from bottom up – lollypop people, parks, libraries – should the cuts be top downwards, e.g. cost of Chief exe (£200K) chief officers, managers, Mayor.

MR –. We need experience and expertise managers to work and to help us navigate the work that needs doing, and we (the council politicians) did not agree a pay raise for themselves this year

Pat – should we be paying the market rate? MR understands that these salaries might seem large, however to recruit people that can make the savings we need, the change in deliver needs a level of expertise.

MR – we don't want disconnected cuts, need core design principals which can make savings and this might reduce

Barra Mac Ruairi - Exec leadership with significant salary, moved from Sheffield to serve the city, 7 days per week genuinely doing his very best. Works with 100mill contracts, miles of rds., planning, 38 refurbished schools, significant job, over 1000 staff. Need qualified people to deliver this kind of work. He chose to work in public, but could work in the private sector. We have trouble recruiting as the private sector take our staff. We don't work 37 hours per week, but putt in as much for the city as we can.

Question "is there a future for Neighbourhood Partnerships, as I don't think their work is marketed to enough people. Miss sold by the council – residents putting in 35 hours a week work well and deliver for their local area" Pat asked for a vote, who know about NPs about 90% felt NPs a good thing.
MR some NPs flourish, (EALW) others have not we need to find out what works in different areas. As a health worker, found great forums – not planning to get rid of NPs, but want to see how they can be made better. Are there other models.

Comment "only thing wrong = councillors don't always listen to what the partnership want, e.g. Bearpit."

MR we want decision making process that puts local people near to the decisions. Should we look at other models e.g. parish councillors. Mobilising VSCs, income generations.

MR we can't disempower councillors as they also represent people that are not at the meeting.

Fishponds – only 5 people come to the meetings, so it would be wrong for them to veto the councillors.

Question –“ when could we collect power and distribute at a cost saving. Bristol Energy set up,

however only saw it on a comparison website. Not marketed properly, nobody knows about it. Use the council tax letters to inform more people". MR Bristol tariff has social aims. People in Bristol by 54mill too much in energy costs.

Question– about Seamills unofficial park and ride – “needs a political decision. Local residents don’t want people parking to commute. Where ever there is a transport link”. MR congestion task group set up to look at this.

Question– “care providers have had no increase in funding now more cuts – is this breaching the care act – MR I will welcome ideas about how we can address this situation.

Statement “system stretched and costings are absolutely the bear minimum. The care system needs more money but is 2% enough, we need more, impact on NHS”

MR Liverpool asking for a referendum to increase council tax to fund social care.

MR crisis interventions, care leavers, isolated older people. 15 mins contact is the norm , however we need to fund early interventions, e.g. mental health for young people before they become too ill. 2020 we will be reliant on business rates. We need to spend money on things that bring business into the area, cultural offer also needs investment as brings in tourism and additional funding for the council..

Question.-“ housing crisis, power of mutual home ownership to allow the community to build its own homes, at an affordable rate. Can Bristol commit to supporting self-build/commissioning community groups home ownership cooperatives (CLT) to empower them to build the types of homes they need.? MR I thought we had committed to this – dealing payment for the land costs.

Issue of sustainability of community groups and what support they need to deliver this.

MR social support needed.

Question Allotment association – “we want to support the council BUT need support and its real hard to communicate with council officers sometimes 3 months (parks). The impact delays things on the nature reserve. They can enact the management plan”. MR – will chase this up.

Question –“ solutions, assets land develop housing want your support

Social proscribing, preventing people from needing social care. Will MR help by ensuing PCT and CCG to support prevention”. MR – yes this is what we want to support reduce demand on future services

Craig – the new operating model should enable this kind of things.

Question – “avoiding losing money (fight cribs causeway growth) Barra Mac Ruairi – it goes against our plan and affects the heart of our city offer.

Question– “don’t take the crossing control away its very dangerous is it a definite risk . MR consultation. Challenge, if you want to priorities something, then you also need to tell me to deprioritise. Limited budget.

Suggestion “Stop breakfast clubs away and fund lolly pop ladies” – MR 21% of children live in food poverty.

need to find other funding streams e.g. schools

Geoff Gollop. It’s easy to make comments on people on high salaries, however it’s a billion pound business, we need to pay for the best to ensure that we get the best. He suggested that three local authorities in the local area all have similar jobs – can’t we work together to share. Also why not high paid managers from other orgs (e.g. NHS). MR can explore this.

Pat – does everyone agree that you have to lose one thing to gain another (80%)

Information collected from attendees prior to event:

Which part of Bristol's five year plan would you most like to see discussed at this event?

- Libraries
- Future of the Neighbourhood Partnership
- Housing and mental health treatment provision Education.
- Housing sustainable housing energy
- Social care and transport
- What services are planned to remain delivered by BCC direct labour? Is it planned that employment like parks and gardens will be transferred to volunteers
- The future role of Neighbourhood Partnerships (x2)
- The role of localism - Neighbourhood Partnerships Maintaining the environment
- Trees Maintaining the environment
- Neighbourhood Partnerships
- Accounts comparisons with other local authorities charging a lower Council Tax e.g. Wandsworth
- Travel Passes
- how we will do things differently
- Funding from govt
- Staff performance management
- Interested in all of it. Not happy about parking charges, lots of it. Education. Elderly. All of it. I want to find out what's going on. General questions.
- Ensuring all areas of the City continue to receive services from the local authority
- Use of public transport by commuters requiring provision of off street parking for cars where they access it
- Housing (x2)
- Parks and green spaces
- What specific things have led to the budget deficit? A central government funds cut? A steady (or sudden) increase in costs - exactly what has gotten more expensive? A clear loss of revenue (joblessness or pay drop) leading to less council tax income? Discovered accounting discrepancies? What is the cause?
- Management of contracts
- Homeless people, Bristol poet laureate, food banks
- Reduction in number of councillors Libraries
- Plans for libraries and Parks & what plans you have. Also what is an urban parish & how much will it cost to run?
- Local services
- All of it.
- Provision of services for elderly & disabled
- Transport Strategy, littering issues and waste management.

Do you have any suggestions or ideas for how you think the Budget gap could be solved?

- Avoid false economies e.g. reducing library opening hours would reduce opportunities for jobseekers to use the free and secure (Netloan) library computers to find work - this would inevitably mean many will then take longer to find work and so will increase Housing Benefit costs and reduce revenue from Council Tax.
- Sensible discussion/proposal to central government
- First, we need to know what sum has to be committed to the Council's statutory spend. Only then can we appreciate the size of the gap that needs to be addressed by whatever means are available to the Council.

- Advertise Bristol Energy with the Council tax and make that a money spinner (x2)
- Create more development trusts with assets to bring local ownership and responsibility for prioritising and funding services each community feels is important
- Accounts comparisons with other local authorities charging a lower Council Tax e.g. Wandsworth
- I would be quite happy to pay £1.00 say, when using my bus pass as it is so useful and enables me to travel on long distances i.e. Clevedon etc.
- Less layers of Bristol City Council management. More action and less bureaucracy.
- Scrap the racist Barnett formula
- Efficiency
- No, that's why I pay employees of the council to do it. Seems to be a lot of frontline workers going. How many of the top management are being asked to leave?
- Yes - push back to central government
- Careful look at the housing benefit
- Too many layers of management in the majority of council services (x2)
- Sharing management resources with neighbouring authorities and the health service
- Abolish neighbourhood partnerships for a start-they're undemocratic and a waste of money.
- Drop poet laureate, rethink requirement for metro bus & arena
- Too many highly paid Managers and not enough ordinary Officers at City Hall - get rid of a few and combine a few posts - maybe with other local authorities
- Improvements in communication within the Council to address the root causes of the deficit.
- A human interface into digitally provisioned ones, but if something is primarily a 'send paperwork back and forth' task then this should be an online service only. This includes internal tasks. Preparation of budget reports from accounting spreadsheets should be outsourced to workers overseas where the GBP goes a lot further - and the output reviewed by the CIMA qualified accountant in the UK. Any secretarial task like meetings and booking management should be outsourced - not to a local UK firm which is unlikely to be cheaper without a drop in quality - but abroad. People want to talk to someone in their first language - let them. e.g. Bristol has a large Somali community who may wish to make enquires in Somali - they should be getting advice through an overseas call centre staffed by Somali speakers in say... Ethiopia [Somalian internet quality may not be sufficient to support a call centre, happy to be wrong though]. REALLY double down on outsourcing were possible and ignore complaints to keep council jobs local. Your primary customers are the people of Bristol not the employees of the city. Get a proper outplacement firm to find companies who want people who are very good at interfacing with government bureaucracy, done properly they *will* get new jobs - probably at higher pay
- Reduction in number of councillors
- Are there any properties which could be sold off or rented out which currently aren't rented? Council shouldn't be subsidising private bus companies- how much would it take to have a Bristol bus company to run all buses so profitable routes cover unprofitable ones? Or can this be built into contract with First bus? Need to ask government for extra funds to cover rising care costs- this should be covered by government health budget not stretching local services budgets.
- Amalgamating Bristol's authority with others nearby and sharing high salary senior roles between the 4 authorities.
- Facilitate the establishment and sustenance of mutual home ownership co-operatives, e.g. along lines of Birmingham Co-operative Housing Services, for a large number of self-build / resident-tenant led design groups using simple proven low-cost hi-quality PassiveHouse-capable system build approaches, e.g. Beattie Passive (Norfolk), ModCell (St. Bernard's Rd, Shire), LoCal Homes (BCHS, Birmingham. Refs: <http://www.beattiepassive.com/>, <http://beattiepassiveprojects.com/solihull/>, <http://www.modcell.com/>, <http://localhomes.co.uk/>, <http://www.cds.coop/about-us/mutual-home-ownership>, <http://bchs.coop/>,
- Use an otherwise hugely wasted resource - Young/prison offenders - in providing necessary labour and give them a chance to learn new skills to give them hope and give them a sense of community again. Can target work like attending to parks (and learning horticulture), recycling bin duties,

painting and decorating large council infrastructure like bridges or walls, etc. Consider crowd funding to help close specific council budget gaps - many people, especially those directly affected, involved or concerned in areas of community care or such services would likely give a few pounds towards keeping worthwhile causes like libraries and family support services running. It could be as easy as packaging up certain areas of care in the community and asking Bristolians to give what they can to financially support those services. People could be redirected from giving to charities that have less impact on our everyday lives (like the cat charity for example) and putting instead towards much more valid help. Consider a different approach to council tax - less tax for those volunteering to assist with council services, more tax for those that prefer just to pay.

- Yes, bring in some businessmen to take an objective view where savings may be achieved.
- Enforce littering fines and misbehaviour. Close some libraries where services are not used (eg Westbury On Trym)
- Raise taxes - both centrally and locally to fund essential services properly

Would you ever consider volunteering to help support a local service?

Yes: 7

Possibly: 2

No: 3

I do already: 21

Public Event – Speedwell, 16th November 2016

Location: Brunel Academy, Speedwell	Date:16.11.16
<p>Number in attendance: 34 citizens plus 6 senior managers. Chair Pat Hart. Mayor Marvin Rees (MR). Slide presentation given by Interim Director of Finance Annabelle Scholes</p>	
<p>Note taker: Lindsay Hay</p>	
<p>Questions / points raised:</p> <ul style="list-style-type: none"> • Neighbourhood partnerships (NPs) - a lot of volunteer time is given to NPs. Approximately 60% of the meeting attendees are involved in NPs. What is their future? MR- keen to hear what is working well and what could work better. Currently no fixed template. Some NPs work better than others. Some could become charities like Bedminster is considering. Urban parishes (explained by interim CEO) could be an option for some. Could build structures around existing social assets. Citizens feedback- ward boundaries not necessarily the right ones for devolved government/one size won't fit all/ urban parishes could maybe work across local authority boundaries /more engagement needed/ scope for sharing resources between local authorities. Urban parishes represent another layer of bureaucracy. All thought it was worth reviewing NPs • Community assets- funding for Meadowvale Community association's building should be considered. Nothing else locally. Impacts social cohesion. MR is worth considering investing in social capital. Can lead to savings later on. Staff for e.g. pitching for support for community schemes to produce cleaner streets • Community Crossing patrols- some school have very dangerous crossing and drop off area e.g. Air Balloon Road primary. Others not needed. MR- wants to consider not delivering certain things rather than reducing resources in smaller amounts across the board. Considering who else could fund crossing patrols? Businesses? Academies? Police? Citizen's feedback- what about using the £700k raised by schools traded services. Mike Hennessey (People) said this isn't an actual surplus although accounts seem to show it as such/ schools and parents can do more themselves support walking buses, cycling to school etc. is there a team at the Council looking for private sponsorship for certain services? • Fight the cuts rather than implement them- Bristol should join with other local authorities to resist the government's austerity approach. Discomfort about making decisions without specialist knowledge. Being asked to fight amongst ourselves. Cllr Craig Cheney explained if legal budget no set running of the council would be handed over to the finance Director. Annabelle Scholes – Council can only borrow for capital investment and reserves are finite MR- important decisions shouldn't be left to 'experts' He is working with other core cities and London to make the case to government that these cities represent half of the national economy. Making them work well is vital for the health of the national economy. Other citizens said it was good to be asked • Development of a park and ride in East Bristol- would ease congestion and lack of parking. Senior Officer East Bristol isn't economically viable. Looking at other locations • Sale of land - how will the sale of open spaces be decided? MR Building house is a priority. BCC has set up a Housing company to help do this and frozen sale of land that could be used for Housing. Building a constructive dialogue with developers Also supporting private tenants' rights/ voice • Ideas for generating income/ doing things differently <ul style="list-style-type: none"> ➢ Increase tourism/ link with UNESCO ➢ Parking services to come out to areas currently poorly serviced would generate increased fine income and tackle dangerous/ inconsiderate parking 	

- Stop paying for a park and ride no one is using (Long Ashton) MR- already have
- Get people in Council tax areas or overpaid Housing benefit to do community service
- Set up structure to harness volunteer time. Huge under used resource
- Additional bus routes crossing areas currently all routes go to the centre. Hits the most vulnerable

Additional questions and comments were collected on the night. All but 3 citizens thought it had been useful event.

Lindsay Hay
18.11.16

Information collected from attendees prior to event:

Which part of Bristol's five year plan would you most like to see discussed at this event?

- Care for the elderly and Housing
- Executive/managerial pay, councillor pay
- Care service provision
- Housing services for vulnerable people
- Transport
- New Business Model for Trading with Schools. The "Alternative" methods for providing patrols for school crossings
- Protection of Social Care programmes and local issues such as Lollipop services for example
- traffic 20mph education Health Service
- Your time out mechanism just lost my notes which means I have wasted valuable time. Just like the council does!!...Now listen before you cut other services to maintain and defend frontline and vital services to protect the vulnerable (in most cases) consider how to engage the community to take over with compliance from the council some local amenities which are important but not so vital
- All aspects are interesting
- New Business Model for Trading with Schools. The "Alternative" methods for providing patrols for school crossings
- What services it thinks can be delivered through volunteers and third sector?

Do you have any suggestions or ideas for how you think the Budget gap could be solved?

- People taking a more active role in volunteering time-in skills or other ways to support key services. For instance for those that our elderly or vulnerable, how a local network can assist in friendship or making steps towards a better quality of life/independence (within the person's ability).
- Role of the council as an organisation that subsidises cultural and community groups should be looked into. The council's original function should be maintained over these. I would like to see the council offer greater accountability even if this costs more money this will eventually bring about more savings as all accounts face greater levels of scrutiny. Needs to be a "roots and ground examination". Mayor's role and time in office should be clearer.
- Establish a local Bristol lottery to generate Council income
- cut out wastage
- Highways budget management
- Fund School Crossing Patrols from profit of Trading with Schools (x2)
- New government?

- Yes talk to communities via the NP's to curry support for the community to step as never before to maintain and protect their local amenities whilst contributing to the protection of the frontline. If now Mr Mayor is not the time to engage there will never be a better one short of a wartime footing.
- More community based consultation and decision making over spending and budget planning.
- In discussions with my council group and my constituents on local programmes
- The Council needs to give serious consideration to setting up parish councils. The ability of the Council to raise revenue funds is capped. Perishing the whole city would give communities a greater voice and the ability to raise funding for discretionary areas such as toilets, parks, youth services etc.

Would you ever consider volunteering to help support a local service?

Yes: 5

No: 2

I do already: 5

Public Event 4 – Hengrove, 17th November 2016

Location: John Williams Academy	Date: 17.11.16
<p>Number in attendance: 35 citizens plus 6 senior managers /exec members Chair Pat Hart. Mayor Marvin Rees (MR). Slide presentation given by Interim Director of Finance Annabelle Scholes</p>	
<p>Note taker: Penny Germon</p>	
<p>Questions / points raised:</p> <ul style="list-style-type: none"> • Education is very important – people need to be a lot smarter about how they do things. People leaving school without being able to read and write, people going to the Dr's surgery when they could go to the pharmacy. RSVP is a group of over 55's who are volunteering in all kinds of ways – they have skills and are willing. Mayor responded by saying someone at a previous consultation meeting had suggested a 'call to action'. We need to understand together what is the role of the local authority? What do we do directly? What do we commission? What's the role of the voluntary sector? Someone at the Henbury meeting had wanted to offer their skills – how can we make the most of volunteers? • Chair – we have lots of questions about cuts. Question to the audience have you got ideas about how we can make savings or suggestions about how we're going to make things better? • Suggestion – Bristol should link up with other 'core cities' (10 biggest cities in England) and send a united message to the Government that the current funding situation can't go on. As Mayor you should keep your promises and say 'I refuse to do this'. Mayor responded by saying the core cities would need to be a really tight united front. If one city is a moaning city the Gov will go elsewhere – to cities who don't moan. We manage our relationship with central government carefully. We are mobilising resources. • Chair to Mayor – It seems its always the most vulnerable who are targeted for cuts. Mayor - Moral arguments don't always win the case. We have to be real and grown up. My loyalty 	

is to Bristol.

Chair to Mayor – Is there any light in the tunnel regarding the cuts. Is it likely the Gov will offer anything?

Mayor – I wouldn't bet my house on it! Gov may help with capital funding for city infrastructure.

Chair – some people have been promoting the idea of an illegal budget.

Cllr Cheney – If we do that we will be taken over by commissioners and lose our role.

Reference was made to instances in history where there have been legal challenges, for example, Clay Cross.

- Understand you can't set an illegal budget but even if you deliver everything that's in the strategy it won't deliver all the savings that are needed and we are storing up real problems. We are one of 10 core cities representing one third of third electorate. If they moved together it would have real impact.
- Mayor – there is a Core Cities gathering in November I will take the message. The autumn statement also presents an opportunity for us to make our case but in the short to medium term we have to deliver. Liverpool City Council are consulting on 10% increase in council tax.
- Big business should contribute more through larger taxes.
- Everyone over 17 should contribute to fire and police services
- Q from the chair – who would be willing to pay more than 1.9% - show of hands. About equal numbers said they would or they weren't sure a smaller number of people said they would not. If we did pay more we would want to be confident that ALL the money raised was spent on the agreed priorities and not the other things. If we agreed social care was important all the money should be spent on this.
- Bristol has the highest number of one parent families. Council Tax system is not based on ability to pay. Many one parent families, for example, would have to pay more leading to more poverty and impact on children.
- The priority needs to be on tackling inequality. It will make us more sustainable as a city.
- The hot potato is the council tax banding and how it was done. How can we make sure the well-off are the people that pay more?
- Chair to the Mayor – What can you do to make sure the poor don't suffer?
Mayor – how can we make decisions together? Schools, Police, Universities, Health Service?
As we make our decisions it's important we don't make them alone but we make collective decisions about the city. We have to be much more coordinated. For example, we (BCC) invest in PCSO's – we need a conversation with the police to make sure they do what's needed.
- Interim Chief Exec, Stephen Hughes - Council tax bands were set in 1991. There hasn't been a re-evaluation since then because half will gain and half will lose – it's a zero sum game. This is all controlled by central Government.
- People may live in expensive homes but do not have high incomes. For example many older people may have lived in the same property for a long, long time. The value of the house will have gone up significantly but it is not a reflection of the ability to pay. Asset rich but cash poor. You could have a household where there are four adults all earning good wages – they would pay the same as someone living alone. The council tax system does not account for this. It is not fit for purpose and is completely unfair.
- In Brislington you can't park. There are so many cars. I am new to the area but in other cities they all have parking schemes. Could you do more about parking and permits?
Mayor – we said we would not introduce any more parking schemes unless it was specifically requested. We are also reviewing some.
There are brutal cuts being proposed – could we not raise money through parking permits? It would also help the environment which is also a concern.
Barra Mac Ruairi, Strategic Director Place – We can raise revenue through parking permits but the money would go into highways and transport. It cannot be used as a general income stream.
- Chair – we are going to close the meeting soon. We have had lots of questions and they are all similar in that they are all expressing concern about particular groups of people and the impact on

them. There is a great deal of concern. To the Mayor – what safe-guards can you put in place rather than putting the question back to the people?

Mayor – sometimes it's about what's the least worst option.

Chair – doesn't the council have statutory responsibilities?

Mayor – Yes making sure we align around these responsibilities is crucial.

Information collected from attendees prior to event:

Which part of Bristol's five year plan would you most like to see discussed at this event?

- Health and Social Care
- Social care, and transport
- The effect this will have on our communities (x2)
- The Increase in Council Tax and its Guaranteed Uses.
- People
- Knowle, Hengrove and Whitchurch
- Well-being, Volunteering, education,
- Reduction in Lollipop People
- All
- Neighbourhoods, people, homes, health and wellbeing
- Nothing in particular but the overall impact on the poorest and most vulnerable citizens. I would like to ask the mayor if he is confident that the consultation has been designed to be accessible and reach all citizens so that they understand what is happening and have their say?
- People Place and Homes
- The purpose of my attending is to find out the implications across the board

Do you have any suggestions or ideas for how you think the Budget gap could be solved?

- Doing away with events like make Sunday Special. Only having one Councillor for each ward (x2)
- Not really except the raising of the Council Tax (x2)
- Business rates to be increased by proportion - what I mean here the bigger the company the rise to be more increased.
- It would be a false economy to cut services that promote independence (e.g. meals-on-wheels) because the costs of the consequences otherwise would be much higher (carehome costs etc).
- Everyone over 18 should contribute towards council tax or at least police and fire service
- Mentoring, Volunteers, neighbourhood forum, working groups with interested parties, good partnerships
- Lower or abolish allowances paid for 70 people
- Stop giving large payouts to people who fail at their jobs!
- Join forces with other core cities to make the case to government to rethink short term savings which shore up huge costs further down the line.
- Campaigning to the government to stop these cuts by highlighting the unfairness and inequality that will result.
- Explore community house building on local authority sites that are too small for large commercial construction companies to be interested in building homes on. Creating income for BCC and solving housing shortages with community input. Models exist in Lawrence Weston.
- My guess is that ideas to remedy the dire situation are pretty much exhausted

Would you ever consider volunteering to help support a local service?

Yes: 7

Possibly: 1
No: 2
I do already: 4

Voluntary Community Sector Event, 1st December 2016

Location: City Hall	Date: 1 st December 2016
Number in attendance: 35 from VCS (via VOSCUR)	
<p>Summary of key messages</p> <p>A number of common themes emerged from the table discussions to support better future outcomes between the Council and VCS priorities. These were:</p> <ul style="list-style-type: none"> • 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. <p>Collective key priorities from each table</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ 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.: <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ Understanding what good collaboration looks like, not forcing small organisations to become a single organisation unnecessarily • Delivery of early intervention <ul style="list-style-type: none"> ○ Understanding that the VCS plays a vital role in supporting work in the statutory sector, including avoiding the need for more statutory response. • Communications <ul style="list-style-type: none"> ○ 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.

Main report

Following a series of presentations from both the Council and Voluntary and Community sector there were some initial **questions raised**. Questions and responses below

- ***Does the council have a citywide fundraising strategy?***
 - A targeted approach is key
 - But LA hands are tied, aside from EU funds that are dwindling
 - LA cannot fundraise the way voluntary sector can
 - Council will support the fundraising process
 - City needs a clear vision, to take a judgement on priorities
 - We also need to consider revenue-raising options
 - Important to bring together LA, NHS, Police, Business – get on the front foot
- ***There is an absence of investment in the council-owned buildings that many VCS organisations occupy. We are told there is no money, but then we see large sums being dished out centrally to larger orgs. How do you justify that and what is your strategic plan for the property portfolio?***
 - We need to support the high profile organisations, but have struggled with some of the decisions around this.
 - We made it clear when funds were allocated that we expected to see work was inclusive and steps taken to ensure benefits in all parts of the city
 - We are looking at what we can do to rationalise properties
 - We should consider asset transfer to community and voluntary organisations with possibility of a dowry to help with maintenance where possible – Note - This is something to be discussed, not in action yet
- ***There is often a 'jigsaw puzzle of funding from different sources. Having BCC funding as one of the pieces (even if modest) can often help 'unlock' other funds and increase overall funds***
 - Example given of St George's Partnership where an initial investment was made to help leverage other funds – overall fundraising result was positive
 - External providers are coming to terms with the fact the world is not where it used to be, they need to get aligned
 - Debate needs to shift from 'save our libraries' to 'how can we share services under one roof?'
- ***A lot of work goes into attracting people to live and work in the city. What steps are being taken to ensure they don't only head to Clifton, Redland or similar? And that all parts of the city benefit?***
 - We are a city with a financial burden and that includes the large student numbers – 45,000+ - Due to fact no council tax can be charged we are effectively losing out on millions
 - Not just student population effecting dynamics – childhood population increasing
 - Business is key too and it's not just about property and council tax
 - As a city we must become self-funding, attracting business is key to this
- ***There has been quite a bit of talk about this 'shift' in the way people think about their role in the city, challenging previous perceptions of the council perhaps. What is the council's strategy for winning hearts and minds?***
 - Reference made to upcoming presentation on Three Tier plus model: Help to help yourself, help when you need it, help to live your life and proactive help, underpinned by right skills, right people

and safeguarding.

- Discussion around the Clean Streets campaign and the fact there is a 4 year strategy for how that campaign can work – but not an easy challenge
- Something that will take a city-wide effort, including work with VCS, faith groups, business etc

Following this each table held facilitated group discussions focused around the following areas of questioning:

- **Why** are we (as VCSE/Public sector organisations) providing our services?
- **What** are we trying to achieve?
- **How** are we currently doing this?
 - What capacity is there?
 - Are we focused on the right things? (addressing needs/managing (down) demands)
 - How can we build capacity?
 - What is the potential for efficiency savings in your organisation?
 - What is the potential for collaboration or sharing resources with others?
 - What is the potential for generating an income from your service?
 - What are the barriers to achieving any of these?
 - How could the Council and Voscur support co-production?
 - What else do we need to think about?

Feedback

Table 1, Facilitator – Deborah

3 key priorities

- 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.

Key points from discussion

Why providing services and what trying to achieve?

- Supporting vulnerable groups
- Ensuring inequalities in our city don't get worse, rather seek to address and improve them

How are we currently doing this?

- Working together across diverse city

Current barriers

- Council needs to not work top down and needs to 'let go' more. Enabling role important.
- Current prospectus application/infrastructure grant application too lengthy prescriptive. Disproportionate and more complex than many other grant applications and takes unnecessary time to complete, esp for smaller VCS orgs. Needs to be simplified.

Building capacity

- **Collaborative leadership**
 - Trust very important
 - Need to target services in the right way
 - E.g. around community assets and functional services

- Needs a change of mindset. A focus on what trying to collectively achieve – bringing people together
 - Enabling through peer support too.
 - Recognise the existing knowledge and skills in VCS sector; but need to be able to build resilience/capacity across sector.
 - Leadership for sector needs to be clearer (including at the Council) – with more equal voice.
 - Analysis of what done and opportunities
 - Discussion around whether jointly need to force people to work together where relevant – e.g. around community buildings
 - Dowrie with assets could be very helpful to unlock opportunities
- **Prevention and early intervention**
 - Capacity, time and culture important
 - Skills sets – brokering conversations, pro-bono support from different orgs.
 - **Commissioning/Funding models**
 - If solution is large contracts, need support to tender for that.
 - VCS sector needs support and time to build consortium bids and partnership building to respond to larger contract opportunities
 - Commissioning knowledge amongst Council managers needs to be improved, where Managers now doing it for themselves, lack of knowledge undoes good practice and progress made with central commissioning and procurement team.
 - Encourage/build new ways of funding models; e.g. the new local investment group – Bristol and Bath Regional Capital
 - Also need to be able to unlock match funding with other sponsors.
 - A commissioning and procurement group could help with elements of above
 - **Business sector support**
 - Financial and service provision advice
 - Build into good networks and models – e.g. Social Enterprise U.K.

Table 2 – Facilitator – Ruth

Key points from discussion (*points in bold top 3 priorities*)

- Energy
- **Collaboration:**
 - Communication
 - Encourage within building
- Build relationships time take
- Be more open
- **Change mindset – challenge communities involved**
- Campaigning
- Proactive
- Volunteering?
 - A different word? Sell?
 - More positive aspects
 - Personal achievement
 - Networks – local activity
 - Rather be part of sorting out
- 'Council thing' Neighbourhood partnership
- Organisations – share expertise
- Know own area – leads to partnership working
 - Community navigators

Empowering people

- Network meetings?
 - Council, Voscur, Neighbourhood groups
- Mobilise
- Open outward looking
- Ask people
 - Specific small tasks
- Invite events
- Community navigators – work with other non VCS orgs
- Neighbourliness
- Business skills – plans
- Fundraising advice
- Premises – leases – protection for community
- Marketing
- Support
- Secondments from businesses
 - Skills
 - Benefits to them
- Unsung volunteers
-

Table 3 – Facilitator – Mark

Key Priorities

- 1) Working with business sector to help them contribute something more than business rates and employment
- 2) Using commissioning/procurement to require larger bidders to involve smaller orgs = maximise social value

Role of business in the life of the city

- Do they see themselves as part of it?
- Businesses' contribution to the city is not just about incoming business rates or employment – they could contribute more.
 - Suggestion: make a more ambitious ask of the business sector. Examples:
 - BCC push back to businesses to offer more than 1 or 2 days of volunteering – good corporate partnerships take time; VCSE organisations need more longer-term and meaningful intervention
 - Some things needed by Bristol's VCSE organisations that business could contribute: skills; advisors; board members; support to be more entrepreneurial; support to maximise the potential of Community Asset Transfer properties.
 - Suggestion: make a new Business-VCSE Sector Compact that set out the city vision for such partnership working.
 - Suggestion: that BCC does brokerage with big businesses for support to VCSE sector to decrease costs. Example: Tesco, Eastville offers free meeting room/

Social Value

- Social Value represents potential but that is yet to be seen. We think it could be a tool to ensure that
- Suggestion: use Social Value to require bidders (including business sector) to work well with the VCSE sector (other those that delivery the most useful Social Value).
 - Suggestion: there needs to be a shift to 'what social value can help us achieve?' away from the current thinking 'we need to meet the social value act's requirements'.
 - Suggestion: VCSE needs to be better at 'selling' or offering its Social Value to bidders – to achieve charitable aims + help bidders win contracts + help city achieve Social Value.

The inclusion of VCSE providers in the delivery of public service contracts will serve the community (by maximising the effectiveness of public funds) and strengthen links between VCSE organisations and

contract holders (predominantly business sector). In turn, that will mean VCSE organisations are more sustainable and less reliant on grant funding.

Buildings Strategy

- What is it?
- Is there a strategic approach?
- A dowry for capital improvements is a good idea and will help some VCSE organisations manage assets
- Is the strategy just to push out properties for community organisations to manage?

Corporate Strategy

- Is it really a strategy? More like a plan to manage a cuts programme.
- Be realistic – if it's the case that there won't be as many youth centres, say that out loud and we can work out how best to spread them across the city. we can work out which buildings aren't needed, sell them and put the money into future provision

Large and small

- Larger providers win more contracts than smaller organisations – because contracts are large and smaller organisations have limited capacity/familiarity with commissioning/procurement processes
- BCC could do more to encourage bidders/contract-holders to work well with smaller organisations
- Could there be an onus (requirement) on larger organisations to support smaller organisations?
 - Suggestion: this could be done through commissioning/procurement in requirements to sub-contract, offer buddying, offer free space. Include a mechanism (social value?) that recognises that the involvement/support to a small community organisations is valuable.
 - Suggestion: this could be a requirement in Community Asset Transfer processes.
- There would also be a requirement for smaller organisations to be proactive and make relationships happen – it can't just be down to the big players
- VCSE organisations could merge, share buildings or work better together e.g. sharing back-office functions

VCS Grants Prospectus

- Are too many organisations expecting a golden goose to lay its egg (aka expecting funding because they've always had it? Or, expecting to be rescued with funding if prospectus application is unsuccessful?)

Table 4 – Facilitators - Sarah/Katie

Three priorities:

1 – More communication and transparency:

- Single message from the council
- Getting the message out to the public
- Better sharing of learning, eg from procurement exercises

2 – Empower people and organisations to find solutions, eg:

- To co-locate or collaborate (among vol. orgs or with the council)
- Creating a shares intelligence, that is accessible and relevant

3 – Create a clear strategy that co-ordinates activity and moves us forward

Key points from discussion

Discussed shaping the voluntary section –what does that actually mean?

Concerns there is a disconnect between the voluntary section and BCC

How will engagement work?

Potential enablers:

- Co-ordinated approach
- Single message from the council (differing message from individuals or different sections)
- Make it clearer what part VSC can play
- Establish a strategy or strategic themes. Visible strategy on how we can work together (as a genuine partnership) plus more share good examples (eg Swindon, co-location of support services)
- For voluntary orgs up to a fifth of budget can go on property, LA often offer worse properties and sell something on open market that could be more suitable. More co-ordinated approach
- More co-location eg in community centres
- Co-design, commitments of time and money
- Agreeing a shared language for key messages

VSC sector should lead producing strategy/strategic themes, identifying key messages. Potential to work through other structures, eg Neighbourhood Partnership

Table 5 – Facilitator - Helen

Three key priorities;

- 1) 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).
- 2) Enabling collaboration (Understanding what good collaboration looks like, not forcing small organisations to become a single organisation unnecessarily)
- 3) 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).

Early intervention

- Group is supportive of this approach, as it saves money, is better for individuals, is more sustainable than just responding to 'acute' needs, however, it does require a different workforce, with different skills (e.g. coaching skills to work with people in an empowering way, to help them play a role in solving their own problems).

Pump priming innovative solutions

- Discussion around how the council should use funds to pump-prime innovative solutions (e.g. use social impact bonds. Essex County Council has used these successfully, Council's Chief Finance Officer Denise has experience there – Action – Denise to connect with Charlie White).

Asset transfer

- The Council needs to recognise that the challenges of running an asset will be passed along with it. More than a dowry, there needs to be support to develop an appropriate business plan to show a long-term sustainable future.
- Important to simplify the Governance arrangements
- Commercial elements to running the asset are vital to an ongoing success; e.g. the paid-for services finance the free services.

Collaboration

- Challenge: are there too many competing individual organisations in the VCSE? Could solve this with mature collaborations (e.g. retaining individual identity, but sharing back office costs). The risk of mergers is that you kill off those grass root advantages like reach.
- Question, despite not contributing financially, is it still useful for the council to be part of a collaboration (e.g. to provide advice, links with others, sharing best practice etc).
- Successful collaborations flush out their disagreements at the outset (joint venture agreements),

VOSCUR could provide support at the early stages of collaboration to help groups agree their high level aims.

Commissioning

- Challenges of grants being made to collaborative bids... the larger, flashier, national level organisations win the bids (and don't always divvy up the funding to smaller organisations as promised) or, grassroots organisations just lose out on getting the contracts.
- Solution: More council support to enable small charities to bid together / recognition built into the application process that smaller charities don't employ large fundraising teams / recognition of the social value in locally-based grassroots organisations.

Table 6 – Facilitator - David

Top 3 priorities

1. **Communications** - the Council needs to take a lead on this, enabling and leading better information flows, sharing knowledge
2. **Income generation** - let's see people as assets not liabilities
3. **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.

General notes:

- The Council needs to be a city enabler, but also to understand that not all services can be provided by the VCSE sector and especially not all by volunteers.
- The VCSE sector understands the changing circumstances - but what is the council doing to set the tone as an enabler? How is the council changing - it needs to become more evidence-led, and to lead more proactively on communications.
- A sense of leadership is missing - there is consultation fatigue, we don't need more listening to know where is most deprived. Let's be more loud about what we are actually going to do, and what is already out there. Comms needs to be better and better funded to get the word out - this would also help to limit duplication. There are valuable approaches that cost nothing- eg. word of mouth is your best comms tool.
- There is a poverty of information about the services out there - information needs to be inclusive.
- BCC needs to be clearer about its role - what else is changing apart from less money.
- A less siloed approach is key - for example at the moment public health and the VCSE sector don't work together closely enough. At BCC too - eg. in People and Neighbourhoods - these cover the same citizens.
- Volunteer management is key and support around that would help - this needs not just to be a box ticking exercise.
- A strategic and evidence-led approach to cutting services is needed - not just based on who shouts loudest - a good test of this is whether Redland Library is still funded in a year's time!
- Strongly support the conversion of libraries to community hubs
- The Corporate Strategy implies people are liabilities not assets; talking too much about demand and not enough about opportunities
- How will the council grow inward investment, business rates and generate income? Not enough in Corporate Strategy. Let's also exploit the opportunities presented by tourism and the city's students - who are desperate for well coordinated volunteering opportunities.
- Equality around the city is key - we need to ensure people in all parts of the city are engaged.
- BCC needs to help all VCSE organisations to work better together - this is an ongoing, long-term process,
- A focus on community-led or Urban Parish approaches risks exaggerating inequalities - some communities are much more asset and social capital rich than others. Not all areas 'feel' the impact of the council equally. Let's get communities working together - eg. Hartcliffe and Clifton teaming up.
- BCC should explore and communicate best practice from other cities - Core Cities but also

internationally (Mexico City and La Paz have done innovative work)- this challenge is not unique.
-We need a targeted approach to building communities - look at the example of Hillfields.

Equalities Event, 18th November 2016

Location: City Hall	Date: 18th November 2016
Number in attendance: 50	
<p>Q: The Council is both a provider and a commissioner, but in a time of very limited budgets, the council needs to rely more on its role as enabler. How can the council best enable other agencies and organisations in the city to work together to tackle inequality?</p>	
<p>Information exchange / coordination</p>	
<p>Alan Dyte, BPAC: You're looking to the communities to help you with ideas and take on some of the roles you would have done, so communities need to know what needs to be done. We need to all sing from the same hymn sheet, we need a common task to do. There isn't a fluid exchange of information around the city - every group working here does well but doesn't know what other groups are doing. They all need to work together.</p>	
<p>Mineira (sp?), Wellspring Healthy Living Centre: Some organisations are ready, but there are real issues on volsec funding. But it's also about more than resources. Most of us have less money and won't have the support they used to from the council - it's about public, private, volsec working together collaboratively. This is a very different way of working and there needs to be capacity building to allow that to happen.</p>	
<p>Harriet Lupton, Action on Hearing Loss, HISS - There needs to be a central council facilitated knowledge exchange on what groups are working in the city and to link them together, a searchable database - someone with IT skills, Bristol knowhow, one place to go for organisations providing services. I'm not thinking about funding but coordination, advertising need and services, volunteers etc. That should be the council role, not necessarily giving pots of money - and it should be an ongoing role.</p>	
<p>Working with business / identifying new sources of funding and resources</p>	
<p>Annie Oliver, SPAN: In terms of business support, could there be a scheme for businesses to choose what they fund. Could Merchant Venturers or other business communities be approached?</p>	
<p>Cheryl Morgan, LGBT Bristol: When you move from council to business as a source of funding, there are differences. In the LGBT community, business provides a lot of funding, but they are focussed primarily on gay men, and to a certain extent lesbians - and primarily the younger party crowd. Business will only fund work that benefits their customer base - this makes it difficult to do all the work needed on less commercially popular parts. Neighbourly is a marketplace for volsec orgs looking for money or skills from businesses. Can the Council get together with them, and approve or badge volsec projects - giving extra incentive to business. It's a marketing exercise, we need to give them a reason to back us.</p>	
<p>Richard, Logos House - Salvation Army: In terms of money, time, volunteers, buildings - can faith groups be utilised. They may not always be appropriate but sometimes have resources that should be used.</p>	
<p>Stephen Dolby, West of England Centre for Inclusive Learning: A lot of charities have run out of money - and are trying to do more for less when they are already out of cash. Some are working with only 2 months of funding left. It is going to be difficult. So what are we doing about budget problems? We need to work on business development and how to get funding in - thinking like a corporate.</p>	
<p>Alice Cranston, Inclusive Play Project: Corporate sponsorship - can the council support volsec to do</p>	

corporate fundraising. Funders usually won't replace previously statutory funding. That can be a massive barrier - can the council support groups about who they can approach on this.

Community hubs / opening up premises

Anne James, BCC: The Council are looking at community hubs in disadvantaged communities to provide early intervention work. How can communities of interest ensure geographically based hubs meet their needs?

Kay Libby, BCC: Given resource restrictions for the budget, we're looking at how we can work better across sectors and share resources. Eg. with library services - we have buildings across the city that could be used, sharing buildings instead of dedicated ones. Community and children's centres too - using these more creatively together.

Paul Hudson, St Mungos: When B&NES cut their health budget dramatically - we were commissioned to set up peer support groups - and we were able to train people to build up their skills and deliver peer support and pass on that learning - but premises was a major problem. Training is easy to pass on, but premises aren't.

Helena Thompson, Talking Money: If children's' centres had a coordinated approach, eg .one late night a week each, advertised for volsec booking, to keep the cost down. There are great spaces in the city that are closed after 3.30pm and at weekends.

David Melling, Centre for Deaf and Hard of Hearing Bristol: When Somerset set up community hubs, they weren't accessible to people with hearing loss or visual impairments, or wheelchair users. Mobile hubs were more effective at this. Community hubs need to be accessible, and that includes sometime being available in the day ,not just evening.

City Office

Valerie Emmott, UWE Bristol: What is the council doing with the City Office? Are we missing a trick if we're not tying up volsec to organisations with more resources.

Mona(?), Bristol Somali Forum: As far as I'm aware the Somali community has not been involved. We can take information further out there.

Mayor of Bristol: There will be 6-monthly City Gatherings - we can ensure people are invited to these.

What would/do you value most from the Council?

Valerie Emmott, UWE Bristol: Work supporting the Equalities Forums, and also events such as Black History Month, LGBT History Month etc. We hope the Council can continue to market these.

Ruby Lloyd-Shogbesan, Full Circle Youth Project St Pauls: The Community Asset Transfer Scheme is very important.

Mineira (sp?), Wellspring Healthy Living Centre: Information on who's doing what, who has what role. Voscur's services are not clear, what are they providing. Then we can look at overlaps and gaps.

Alan Dyte, BPAC: More information put out by Neighbourhood Partnerships - they do a lot but nobody is aware of it.

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

Mona(?), Bristol Somali Forum: Not cutting off dedicated services - eg. 1-1 support for disabled children.

Christine, Bristol Music Trust: Education and early intervention for young people.

Cheryl Morgan, LGBT Bristol: For the Council not to support events which support hate against minority groups - as they do currently.

Richard, Logos House - Salvation Army: The overlap between street homelessness and mental health problems - and also the need to tap into faith community resources.

Paul Hudson, St Mungos - Local communities have huge resources - how do we tap into that and enable them to support themselves.

Helena Thompson, Talking Money: At Talking Money we leverage in 94% of our money from sources other than the Council. We also employ 35 people, bringing money back into the community. But the Council monitoring for a small amount of money is intensive and we don't think it is effective - streamline this please.

Charlene Lawrence, Voscur: Making clear what services we offer and that people are aware of them.

Jessica Wilde, Unseen: We need a clearer question of, as a charity, what you need from us? Are there examples of good practice in working with Councils - what steps could we take that would benefit you.

Alan Dyte, BPAC: We don't know what we're all doing and where - disabled people need services but don't know how to find them. The council doesn't do enough to advertise and signpost.

Annie Oliver, SPAN: Providing holistic, partnership-based support to vulnerable people. This will deliver health and criminal justice savings, stopping people getting into a revolving door.

Stephen Dolby, West of England Centre for Inclusive Learning: We want all the orgs to work together - focussed on the person not their specific issue.

Mineira (sp?), Wellspring Healthy Living Centre: The council is a commissioner and enabler, but so too are others, for example the health service, who have lots more money. We need those other organisations to collaborate at that level, and for those to work with volsec and equalities communities too.

David Melling, Centre for Deaf: 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.

Ruby Lloyd-Shogbesan, Full Circle Youth Project St Pauls: The Mayor himself attended our service as a young person - look at our legacy, and SROI, reporting and monitoring. Shared training opportunities. BME engagement should also be centralised.

Alice Cranston, Inclusive Play Project: If the council is moving to enable volsec, they should enable groups to replace their funding. Equalities will go out the window without that money - we need a way to bridge that.

Barry, BCC: What can the volsec do instead of the council? There needs to be a reality check within the Council - that volsec does not necessarily mean cheaper, and we need to be aware of the economics and not just assume the volsec can do work for free.

Table 1 Question – What are your views on the proposed budget? 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?

Introductions – people introduced themselves around the room

Query about Local Crisis and Prevention Fund – is Discretionary Housing Payment included in the proposals? – It was noted that it was not intended to be included, but this will be clarified. *(In response to this query - DHP is a separate fund from the LCPF and is directly funded by the government. Therefore the budget proposals re LCPF do not include DHP. However, we are expecting the DHP pot to reduce this year and it was always the government's intention that it would decrease over time but we will not know until January/February time what the new amount is.)*

How many responses to Corporate Plan consultation? – Approximately 550 responses so far (as of 22nd November).

There was not much in the proposals relating to, or allowing comment on, Executive pay – what about recent payoffs for senior staff? What savings could be made by reducing/removing senior management? It was noted that removing the top three tiers of management would result in a saving of around £3m. Reducing just the top tier would produce savings of approximately £1m. It would be possible to do away with the Chief Executive, but the Council would still require some senior management structure. It was also noted that the budget proposals did not go into detail about the internal restructure going on within the Council. The Council itself is currently looking to save £29 million by re-organising how it operates.

Housing developers have not delivered on affordable housing – need to be held to account when they do not deliver on affordable housing in their developments, i.e. Council has to follow its own rules more closely in dealing with developers. It was suggested that planning permission could be taken away from developers who do not deliver – but it was also pointed out that this approach would not deliver any houses. There was some discussion on the possibility of compulsory purchase on land where the developer had not fulfilled their commitments to affordable housing. It was noted that this would not necessarily be possible and would often result in long protracted legal cases which may ultimately find in favour of the developer. The proposed Housing Company would be less reliant on developers to deliver affordable housing using the Council's own land. It was noted that there are some 500 Council houses currently standing empty while housing maintenance budget was being cut.

The future of Social care was highlighted– linked to zero hours contracts and minimum wage issues raised by the Mayor. It was suggested that the Council look to a not for profit organisation to deliver such services. The Unions have not been that comfortable in the past with co-operatives but perhaps the issue needs to be considered again. It was noted that much of home care services are currently externalised rather than –in-house.

Concerns were raised over Sheltered Housing providers not having enough money for activities, leading to potential social isolation for residents. It was noted that in light of budget reductions at both national and local government levels, the state will not be able to continue to support many such services, and there would be a need to see what could be done to activate the local community to help out more.

It was noted that there were a number of barriers to individuals helping out more – how many members of the community would have accessible vehicles to take people out for example. Also many cuts were being made to community transport services (dial a ride, carer support for transport etc.). The Department of Work and Pensions are also putting people off volunteering due to the burdensome regulations they have in place for people to be constantly active in seeking paid employment. It was agreed that there needs to be a discussion with the DWP about their approach, in order for them to grant more recognition to time given over to volunteering.

The government and local government are putting more emphasis on the voluntary and community sector at the same time the VCS budgets are being cut. It was suggested that for a number of people there needs to be some incentive to volunteering, even if only lunch vouchers were provided.

There was some discussion over capacity/opportunities for volunteering. It was asked whether any work been done to map the voluntary and community sector and its capacity to deliver some of these services? What is known about the capacity within the city for people to volunteer?

There was some discussion over the budget and what aspects the Council directly controls. There are large sections of the budget where local government administers funding on behalf of central government but has no direct control over that money (housing benefit for example).

It was noted that protecting services for women should be a priority – if targeting domestic violence. It was suggested that gender mainstreaming has not been considered overall in the proposals being put forward. Indeed, there needs to be a proper equalities impact assessment undertaken across the range of proposals. This was agreed. It was noted that the proposals had been pulled together in a matter of weeks and some aspects of the proposals were more developed than others in terms of their equalities impact – the proposals at present are still draft.

It was noted that there was often a disproportionate emphasis on the arts section of voluntary and community sector. There was a need to look at the VCS more broadly to examine how potential cuts to VCS are apportioned.

It was suggested that the Council consider such options as a Hotel/Tourism tax to raise additional funds. It was noted that while local hotels were open to the levy of an additional charge, the national chain hotels were against any form of additional taxation.

There was some discussion of the proposal to 'Review Early Help Services (including family support)'. Any proposed cuts will take away from the emphasis on prevention. It is through the work on intervention and prevention services that can prevent children subsequently going into care. The early intervention team were good at preventing issues arising that may prove to be more costly to deal with later.

An LGBT Bristol representative also highlighted the importance of early intervention, noting a 2013 study by the University of Bristol on the Social Return on Investment provided by LGBT Bristol, a charity which challenges homophobia and transphobia in Bristol and the wider community. It was noted that there was a great deal of concern within LGBT communities about cutting funding to smaller charities. All of the forums continue to apply for funding outside Bristol, but is often not enough. Also work with statutory agencies to support LGBT communities.

It was recognised that early intervention is key to prevent potentially more costly crisis further down the line – but the benefit is not always immediate and the Council still has to deal with the crisis. Where would the cuts be if additional investment was made in early intervention services?

It was noted that there was a need to put capacity into VCS organisations in order to produce more volunteers – people who have the capacity to deliver some of these services. The Council's Chief Executive was open to discussion for how the VCS can contribute and how can the Council develop these services along with the VCS. It was recognised that any such discussions needed to focus on actual propositions.

It was queried whether landlord licensing was a citywide initiative. The Council is working within its powers, as a starting point it is currently focusing on parts of the city with the most private rented properties.

It was suggested that it would be better to undertake budget consultation before specific measures were

drawn up. It was also suggested that an equalities impact assessment was undertaken before proposals are drafted, rather than afterwards. It was noted that this was part of an ongoing conversation (the proposals are still draft) and that the timescale to produce this information is very short. The proposals also have to take account the 300 or so commitments given in the Mayor's manifesto. Some of the proposals have looked in detail at the equalities impact, others less so. Due to the time constraints, it was felt that it was important to get the draft proposals out in the public domain in order to promote discussion. This is the starting point for a delivering the mayoral pledges within a deliverable budget.

It was noted that Bristol is a divided city- very wealthy in parts, but deprived in others. Poorer people are hit disproportionately by proposed cuts. What scope is there for example to get big businesses and wealthy landlords to contribute more? It was noted that in terms of Business rates, the Council does not set the rate for business rates, that is decided by central government. Nor does the Council have the power to raise VAT or income tax.

It was noted that one of the reasons that poorer people were hit harder by Council cuts than others was that the Council tended to provide more services to poorer people. A few services, such as bin collection, were universal, but in general wealthier people tended to use fewer Council services.

There was some discussion about Council tax discount. It was noted that Council tax discount for disabled people is income related. It was also noted that poorer people do not always get the educational opportunities they need and need more advice/support. It was noted that there were budget proposals relating to Information Advice and Guidance (IAG) services - bringing all such services together as one approach, doing it more efficiently and helping people get better information online as the first port of call. It was noted that poorer people tended to have less access to the internet, which was why services such as libraries were so important. Nobody benefits if people are excluded from their community.

It was felt that Local Crisis and Prevention Fund was very important, and that that it should not be cut. Similar concerns were raised over 'Recommissioning Homelessness Support Services and services for Adults and Families'. It was noted that the end of a shorthold tenancy common cause of homelessness, and that cuts to homelessness service provision should be resisted.

Concerns were also expressed over cuts to transport, particularly community transport. People losing access to motability vehicles when they are already disadvantaged by public transport, impacts on their personalisation plans for social care. The proposals related to transport did not seem to be integrated at all when seen in light of the personalisation agenda advocated in relation to adult social care.

In terms of parking charges it was noted that the current approach in RPZs should be turned on its head – ie. people who were not parking outside of their own home should be charged instead – this would still generate revenue for the Council. It was also suggested that people should have to pay to come into the city – a congestion charge.

Time was running out so people were thanked for their contributions. It was noted that Neighbourhood Partnerships are also holding consultation events on budget issues so additional feedback can also be submitted through them.

Trickle Down economics does not work. We need to connect people to people, people who have jobs and people to opportunities. How can agencies and organisations in the city work together to ensure everyone benefits from economic development?

General conversation (including the Mayor for part)

There is a generally held idea that as a city becomes wealthier, that wealth benefits all citizens, but in fact it creates a more unequal society

Equality Trust – spirit level – where there is economic inequality it is bad for everyone. Needs to be a fair

wage city with all employers otherwise we will never achieve equality

Economy – traditional sections of wage earners. In fact unpaid caring/domestic work – considerable amount of women who will struggle with poverty in old age

Living wage – Bristol is the 7th worse in terms of output for BME communities and levels of deprivation. The city is doing incredibly well, but too many people are being left behind. Elements- how do you connect opportunities (who you know, experiences etc.); quality of education; job market; poor communities; barriers due to background. What are the challenges for everyone? Economic growth is great, but need to address challenges within it.

Investment – investment in the future. There is a need for more emphasis on roads and buildings.

Education – the investment currently is in schools and needs to be teachers.

Need to consider social infrastructure e.g. Childcare. Poor start starts from very early age and children who have good quality pre-school do a lot better in school than those who don't. It is a forgotten area and is unaffordable for many even with subsidy – not free! Providers were able to make it work by charging for wrap around care/additional hours at a higher cost which subsidised the 'free' provision. All investment and new jobs are going to white men –not women, BME, disabled etc. Mayor – should childcare be on a similar line to transport – part of the infrastructure with the idea of getting every child off to the best start – Marmot idea.

Disability –we have to have similar ways of working across all groups eg issues that apply to BME also apply to disabled people, so need one strategy not different approaches because seen as different. Need to tackle discrimination at source e.g., not being employed due to disability.

St Mungo's have found there are a number of people and businesses who are happy to help their clients through business mentoring, courier services, painting etc. There is a focus on all the things we don't have and in fact we need to think of all the creative solutions there are. Can't rely on council to fund everything and depressing as that is it is the way it is, instead use the big businesses that exist who want to help. What can we get from that source rather than the council. St Mungo's have a very good fundraising team, but they are inundated with offers. There is a need for us (VCS) to work together, but how can we all work together to gain money/resources into the sector.

Work in education – understand the deprivation and destruction of our children. Losing money to train the teachers, giving them something that the government has taken away. Operated on an isolated basis. Short term funding. Inequality with our children, not being given confidence, not giving education of the world around them. What are the areas that can be focussed on to help those that are caught in never ending cycle? Delivering the right teachings and delivering the right economics. In St Pauls and inner city areas – different businesses, but all separate. Need to get together locally and citywide.

Social value – adding this to all contracts BCC awards and possibilities with all companies we have and can set up. How much power does it have e.g. When we get control of business rates – can we charge higher rates that don't have adequate BME representation within the company? Or only work with living wage employers? **Mayor to look into this question.**

Can we do more in a very creative way to do things in a joint way? - childcare infrastructure fund – investor puts in money to develop this. Women's commission are planning to lobby for this. Not missed the boat with Bristol owned companies. Need a vehicle for this to happen – what would this be and how would it work? Could start with temple key investment

When we talk about infrastructure we must talk about older people – caring for older people is a national issue looming on the horizon. Not same infrastructure of women who stay at home to look after children, then are available to look after parents. This has all gone. In Venezuela – paid social care that would enable a whole class of women to work who previously had lived at home.

Need to start thinking about what we want our VCS to look like in 15 years' time – public services etc. to look at what VCS would be. Need to take a Pro-active view on what society would look like. This should have been started about a year ago. The role of the VCS – Businesses are willing to invest, but lack of mechanisms in place to allow this to happen. VCS is currently reliant on public sector. This needs to be something flexible that works with business and moves services forward.

Careful to define what you meant by a volunteers. There are issues with involuntary volunteer eg. carers, or people who chose to volunteer. There are issues with people and business categorizing deserving and undeserving need.

Youth issues – need to support austerity. How can you help different organisations in their process? Go to different business where youth go. For examples organising carnival – asking businesses to support this as Carnival activates loads of business. Support structure to connect businesses and people. For example each business could pay a small fee in investment in carnival for example. Address equality in a people to people way. Doesn't agree with raising taxes, but austerity is a challenge.

Mayor this conversation is about cuts, but we still need to focus on certain things in the city. Trying to identify the issues, what are the actual barriers? E.g. No homeless people on the street, breakfast clubs in primary schools.

Transport/housing – there is a tremendous amount of road work in the city for example loads of issues in St Paul, congestion etc. yet in St Andrews there is nothing. Too many road closures and works happening on the roads. Mayor – there are two key drivers for unemployment – structure of jobs and physical distance/dislocation – ability to get there. Need to start talking about transport as a system – people and opportunity around Bristol. Lack of quality public transport creates issues., so is setting up a focus group to look at transport in the city.

Unemployment - distribution of the jobs are also an issue particularly with women. Disparate pay gap is dependent on where you leave. This applies not just in Bristol, but North somerset as well where the gender pay gap is huge. Also tied in with caring responsibility which is why breakfast clubs and after schools clubs so important. Mayor- there are two pieces of work on gender and race pay.

Abandoned buildings – Issues with the amount of abandoned buildings and access to them. Lots of young people are squatting. Get criminalised because they have no-where to go and play which is a reflection on our society. This includes access to drugs and anti-social behaviour. It feels like people who try to help don't speak to young people in a way they will understand e.g. find a job or I will cut your benefits – confusing and demoralising. Bristol schools – aren't the best at secondary although primary is good. Investment is important. Abandoned buildings – BCC are asking people from the community to go in . St mungo's using guardianships. Asking for more powers for compulsory purchase orders where bought by developers.

Landlords – has a small elite selection of a handful of landlords. Monopoly. If you owned 300 props the % of tax should be higher and inflates the more they own.

Summary of key points:

1. Employers should be fair wages employers and the organisation should be working to the good of all people. This includes access to employment.
2. 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?
3. Businesses/very large Corporations –e.g. Temple quarter/arena. How can we support women/or local people (BME) to get the jobs in these?
4. Abandoned buildings – could be addressed. Already lots of work happening
5. 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

6. 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.
7. 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.
8. 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.
9. Getting communities to develop their own economy. Enterprise and opportunities.
10. SMEs – Matrix as they might need different solutions.
11. Education and early years – 11% of our children go to private schools. Divide started and much more – worse with free schools/academies.
12. Competitive scheme or initiative that benefits the communities to be more socially responsible. Feed their ego and force them to really think about equalities
13. 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.
14. 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
15. Setting up a social enterprise e.g. Replicate Petrol station in Gloucester (or service station) that employs local people, disabled people.
16. MR to work on designing inclusivity and diversity. Sense of community is a word, but can this be created by design.

Business Event, 15th December 2016

Number in attendance: 23 business attendees and BCC staff and cabinet members

Solutions-focussed Discussion

- Stephen Hughes: These events and consultation process are not just about the consultation paper, but about what is the nature of the future relationship between business and the city.
- Discretionary services are very valued – so how can we do these together?

Q: Should councils, and businesses concentrate on what they do best, for example should Bristol being setting up an energy company? There are already some socially conscious energy companies, give the level of risk in setting this up should BCC being doing this?

- Marvin Rees: Councils need to rethink what they do and what their purpose is, boundaries between the sectors are blurring (e.g. businesses growing involvement with education, and business skills in the voluntary sector). In the current climate we need to consider how we can generate income and be more entrepreneurial.

Q: Request for clarity regarding the reduction in public sector grant and the impact on business rates and city income levels.

- Stephen Hughes: There is a lot of rhetoric around business rates that doesn't match reality. Although we collect them, there are top ups and tariffs (redistribution by Government) that means under business rates devolution the figures are the same in terms of what receive locally.
- In 2020 when there is 100% devolution of business rates and a review of needs at the same time, we hope we can keep additional business rates locally (as happens through the Enterprise zone deal).
- In essence there may be some flexibility around the edges but HM Treasury still has the controls.

Q: What incentive is there for LAs to encourage growth? At present (up to 2020) we can keep any additional business rates generated.

- Cllr Holland: There are areas where we can keep a proportion of business rates – the enterprise zones. We need business to support us on this. Government have granted permission to raise Council Tax to cover social care, however the extra income generated only covers a small proportion of the growing social care bill.

Q: Small business owners are expecting business rates to increase. There is agreement we need to work together but this concept needs boundaries. Suggested boundary is a commitment not to increase business rates which can seriously impact small businesses. Is there a formula used to anticipate how many small businesses would go out of business at different increase levels?

- Stephen Hughes: As we do not control the rateable value of business premises or the multiple indicator, LAs cannot actually influence business rate levels. If changes are wanted should use business sector representatives to have conversations with Government – every Government so far has put rates up by the maximum allowable. There is a taper so small businesses pay less, and rate relief.
- Lively debate around hardship payments and write-offs – noting that if the council gives hardship relief, equivalent savings will need to come from elsewhere.

Q: Why are we having this conversation, the business community does not bring its problems to the City Council?

- This is an attempt to deal with the reality of the financial situation, and properly engage with and involve business and the whole city.

Q: We need realism; Government is broke, Local Government is broke, we need to create a democracy that is more effective. Suggests possibilities:

- Single tier LA
- Shared services
- Look at spend
- Get back to basics
- Stop expanding

Response: We do work in partnership with neighbouring LAs and have looked to share some services where possible, it can be difficult getting consensus as we face different issues and the scale of the problem is different in Bristol.

- Floor: This is a great opportunity to work in partnership. It's a shame there are not more businesses here to show willingness to engage. Businesses often do not understand the scale of issues faced by the Council and don't always trust the LA. Hopefully events like this start to change this.

Table discussions

Q: What are your priorities for the city?

- Transport investment is essential – especially in South Bristol. Good, regular, and reasonably priced public transport is needed.
 - o 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 (such as Cribbs Causeway)
- 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 the 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 e.g. people/orgs working on improving/building property to benefit business growth etc. (e.g. Bristol Together)

Q: 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 to employment and business success.
 - o Cycling safety – cycling has a huge 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 eg. 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, how to connect those not actively seeking work to the opportunities available
- We need to think about how we enhance our city offer to make it more attractive (we have a beautiful city, but need to make more of it in face of competition)
 - o Affordable business rates
 - o Attractive, clean environment (civic pride)
 - o Independent shopping zones (local business initiatives)
 - o Diverse – with more to do than just shop
 - o 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 – be creative with pop-ups, combining with developing skills, start-up support etc.

Q: 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 businesses advertise the attractiveness of Bristol as a place to live – it is fair to ask for their support in maintaining this through eg. investment in culture.
- 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. Their employees are attracted to the area in part because of Bristol's vibrancy.
- 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, provide role models.
- Give business the opportunity to do what they do best:
 - o Entrepreneurial approach
 - o Make best use of knowledge and expertise within city. E.g. charitable business HR groups work with on recruitment etc.
 - o 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)

Q: How should the city work to support inclusive growth?

- Improvements in communication – community groups need to be aware of the opportunities out there
- Nurture the mixture of business types and sizes (which also increases resilience)
- Promote positive attitudes and advertise the opportunities available in the city – e.g. one business representative mentioned having met young people from Lawrence Weston who have never been to Bristol City Centre
- 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

Summing up

Key issues:

- Transport
- Business Rates
- Housing – affordability of rents and house prices
- Communication – getting a clear message that there are opportunities to more actively network, plus opportunities to consult on specific issues.

Suggestion: BCC could present at one of the Business West breakfasts to continue more focussed discussions on these topics.

Additional feedback from suggestion box:

- Get businesses to provide work experience (pro-rata to their size of employees) – would reduce benefit costs in the long term.
- Look at the services you are paying for when you are funding programmes that are delivering the same (agency fee costs)
- All food for meetings to be banned (catering) when under 5 hours
- Turn the heating down in the Council chamber – save energy

Easton & Lawrence Hill Neighbourhood Forum, 12 December 2016

Location: City Academy, Easton and Lawrence Hill	Date: 12 th December, 6:30-8:30pm
Number of attendees: 22	
<p>Corporate Strategy Consultation meeting Neighbourhood Forums are organised by Up Our Street</p> <p>Setting the scene Ruth Pickersgill, Councillor for Easton Ward introduced the background to the corporate strategy</p>	

consultation. Asher Craig (Cabinet member for Neighbourhoods) and Janet Ditte (Bristol City Council Finance Officer) went through the financial situation faced by BCC and the options being considered and pursued by the council.

Discussions at tables

The meeting divided into different subject areas to discuss the council's proposals in more depth. Notes and ideas recorded:

Transport

- Do BCC have any ability to run profitable bus services so that money can be used to subsidise other routes, as mentioned by the Mayor in his election pledges.
- It was raised that more information about which bus routes are subsidised and which might be at risk would be useful.
- Bus pass holders may be willing to pay a small fee (for example 50p) for journeys, reducing the burden of subsidising bus travel for older people.
- Do all people 60+ require a bus pass? Many are still working and quite well off.
- There was a discussion about outsourcing of key services due to lack of skills within BCC. For example quantity surveyors and highways engineers – more people with these skills could be contracted out to create income for the Council, as in the private sector. Using more in house staff would reduce costs of contracting out services.
- Freight consolidation. An idea was suggested to look at incentives for city centre businesses to receive deliveries at night. This happens at Avonmeads to great effect, reduces vehicle movements during busy hours
- Lollipop people – an observation was made that not many people let children travel alone to school so may be less needed. Zebra crossings cost more to start with but less ongoing costs.

Strategy and Governance

- Concerned about the future of NP's, we need to work with the process to improve it.
- Can't deliver the agreed strategy on half the money.
- Cutting preventative care is short sighted.
- ICT can play a role, people able to more online won't need 1:1 support.
- Community hubs – basic info/ citizen points.
- Volunteers for parks, play areas and trails. Commercialisation of the parks.
- Coordinated day of action across all core cities to raise profile of impact of cuts on communities – all women went on strike in Sweden for a day. 2
- Universities to pay / contribute to the city for the student accommodation, universities have a lot of money but students pay no council tax.
- Consultations need to have accessible language, no jargon and technical terms. More background needed before options are proposed. Not understood what the broader impacts of the proposals are.

Our Home

Housing situation in Bristol put into perspective.

- 26,500 council homes
- 500 council homes are empty
- 9,500 families are on the waiting list
- 30% private stock
- 74 rough sleepers
- 520 families in emergency accommodation

Proposals:

- More assertive CPO strategy.
- Expedite process to move people out of emergency housing, a local case involved BCC paying £100 per

day to an emergency landlord.

- Leverage against student accommodation developments.
- More affordable housing.
- Rent capping for social equality.
- In-housing enforcement.
- Establish compulsory training courses for landlords which they pay to attend.
- Ethical lettings agency.
- Mansion tax.
- More stringent checks on single occupancy properties, and greater awareness about illegal subletting.

Black South West Network Event, 4th January 2017

Location: City Hall	Date: 4th January 2017, 10.15 am - 12.30 pm
Number of attendees: 26, plus facilitators (6)	
<p>Notes:</p> <p style="text-align: center;">Black South West Network BAME Consultation event Bristol City Council Corporate Strategy – A BAME/ Race Equality perspective</p> <p>Following the launch of Bristol City Council’s draft Corporate Strategy consultation seeking people’s views on a draft five-year plan for the city, Black South West Network working with Cllr Asher Craig & Bristol City Council (BCC) Policy Team, decided to host a Race Equality focused consultation meeting to explore challenges and opportunities for the BAME community that can be fed into the strategy.</p> <p>There were three areas of focus for the workshop:</p> <p style="margin-left: 20px;">1. Bold Ideas, ‘Big decisions, tough choices’</p> <p>Participants were invited to express their position on how BCC can run services differently in the city in the face of the large savings they need to make, which included looking at the cuts proposed in the ‘Big decisions, tough choices’ proposal, and evaluation what impact could be faced by the BME communities, and which of the proposals were positively impacting chances of the BME communities.</p> <p>Notes and findings – see Appendix A.</p> <p style="margin-left: 20px;">2. Spending Cuts, First Workshop Session</p> <p>Considering the amount of participants, the workshop was designed for 4 groups of 8 to 12 individuals to work with a facilitator on one of the areas of the spending cuts. The areas summarized for this workshop</p>	

were as follows:

1. Families in Crisis and Housing
2. Voice and Participation
3. Young People and the Arts
4. Transport and Access

In order to effectively discuss each of these areas and the proposals attached to them, the group were asked 3 questions:

Question 1 - What do you think will be the key impacts upon the BAME community of these proposals?

Question 2 – Do you have any suggested changes to these proposals?

Question 3 – Would you change any of the allocated capital spending to reduce the spending cuts discussed, if so which ones, by how much, and why?

Notes and Findings:

Families in Crisis and Housing – Group 1, Facilitated by Matt

Families and individuals experiencing crisis and in need of IAG support (CF8) - the BAME community is currently over-represented in this group in relation to the population of Bristol. Therefore, and change to IAG services will disproportionately impact on BAME communities. The proposal is to create a single, city-wide approach to IAG services, reducing the allocation by £800k.

This approach tends to create a universal service designed to meet universal needs, rather than a service that will meet the specific needs of certain communities, such as the BAME community. The proposal also includes the roll-out of an online service, which is also problematic for the BAME community, given limited access to the internet, English language skills for some. A universal service will exacerbate an existing problem in support services and IAG, which is a lack of diversity within the delivery staff – with the exception of a few service providers e.g., Nilaari, Somali Resource Centre, Black Carers Association, the majority of services are provided by White British led organisations, and staff.

The result of an inappropriate service will be that fewer individuals and families from the BAME community will access the service, there by not receiving relevant information, advice and guidance. This lack of information on the support they could receive, whether this be in the form of financial support, benefits advice, poverty alleviation advice, or sign-posting to other services, will lead to the worsening of their crisis situation.

This could lead to an increase in other negative outcomes, such as homelessness, mental health issues, drug dependency, criminality, and ill health, which is not only detrimental to the individual, their family, and the BAME community, but also to specialist service providers who will experience an increased demand for their service as the crises develop.

Reducing the Local Crisis and Prevention Fund (RS10) – it is not clear the extent to which the BAME community utilise this service, which means it is difficult to assess direct impact of this cut. However, 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. Furthermore, if individuals and families are not accessing the universal IAG service, they may not be aware that they could apply for this funding, if there is any available, which compounds the problem further for the BAME community. It is likely that this cut will lead to an increase in the numbers of BAME individuals and families experiencing crisis, homelessness, and the attendant issues associated with experiencing crisis without

support – mental health issues, drug dependency, criminality, etc.

Recommissioning homelessness support for adults and families (CF2) - the proposal indicates cuts to better align supply with demand, however, it was felt that supply does not currently meet demand, and that the other cuts discussed will actually increase homelessness and consequently, demand. Given this, that 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) – It is unclear how BCC plan to deliver earlier intervention for families experiencing crisis and thereby reduce the need for temporary accommodation, particularly given the problems associated with the other proposals discussed here. If the use of temporary accommodation is reduced whilst situations of crisis are increasing for BAME individuals and families, there will be a further increase in the numbers of BAME individuals and families experiencing homelessness.

Further Comments

Major concerns were expressed regarding the inter-related nature of the issues that individuals and families experiencing crisis have:

The stress caused by prolonged crisis can cause mental health issues, if undiagnosed, individuals won't get the necessary support under the Mental Health Act. Drug dependency can result for people experiencing crisis and mental health issues, which often leads to criminality and custodial sentences.

Whilst in prison, people either continue to use drugs, or begin to due to high levels of stress and the ease of availability. There is little support for people leaving prison with drug additions, and no 'half-way house' type accommodation available. This means that ex-offenders tend to be housed in hostels where many of the other residents are drug users. This often leads to ex-offenders continuing to use, or relapsing into use, and subsequently leading them back into criminality.

Young homeless people, and young people leaving care at 18 with nowhere to live are also often housed in hostels where drug and alcohol use is prevalent. This creates a significantly increased risk of these young people using, particularly if experiencing stress and crisis about the homelessness.

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.

BCC Capital Programme

The workshop looked at the proposed areas of expenditure with a view to recommending changes that could be redirected so as to support the issues identified from the proposed spending cuts. The savings identified below should be used to build suitable accommodation units for those classified as homeless, those living in temporary accommodation, ex-offenders, and young care leavers, with a proportion of the funding used to provide support services to the tenants. These units should NOT be hostel type accommodation but smaller units integrated into settled communities across Bristol to support people's sustainable development and break the cycles of crisis mentioned above.

Questions were raised about the Affordable Housing Enabling Budget and the Affordable Housing Enabling Budget (Get Bristol Building) regarding whether any of this housing programme would include not just 'affordable housing' but also accommodation units for those classified as homeless, those living in temporary accommodation, ex-offenders, and young care leavers?

It is understood that there is an alternative proposal for the East Bristol Pool that will cost £1 million, rather than £4.5 million. (£3.5 million saved)

Questions were asked about the level of investment into the Energy Company and whether the £7.6 million could be reduced. More info is required to suggest an amount, but even a reduction of £1 million will help. (£1 million saved)

The environmental improvements and Legible City project expenditure was deemed an unnecessary luxury and should be cut. (£1.3 million saved)

Questions were asked about the £700 k investment in the Bottleyard Studios and whether this was essential? Could this money be reallocated to this proposal?

The Smart ticketing project was thought to be good but not a priority and that the funding should be cut by 50% (£2.25 million saved)

Questions were asked about the Energy Programme Workstream 2 and whether £14 million for this was absolutely necessary? The group asked for more information with which to take a view on this.

The group felt that Bristol City Council's continued investment in Colston Hall should cease entirely and the £8.4 million contribution to its refurbishment halted. (£8.4 million saved)

Total savings £16.45 million (minimum) to go towards the provision of supported accommodation for target groups. This accommodation and associated services should be designed such that BAME communities can benefit from them proportionally to their representation within the target groups, which is disproportionate to the communities percentage of the population of Bristol.

Voice and Participation – Group 2, Facilitated by Sado & Vernon

This group discussed proposals **CF7** (Reshape our approach to civic engagement and local empowerment and reform Neighbourhood Partnerships) , **RS3** (Removal of devolved NP Capitol allocation), and **RS9** (Reduce the number of council run libraries)

Neighbourhood Partnerships

The voice and participation group focused mainly on reshaping our approach to civic engagement and local empowerment and reform neighbourhood partnerships (Ref: CF7)

Cllr Craig was able to give some valuable context to this particular issue by highlighting the intention to review and reform Neighbourhood Partnerships and support BAME communities being better able to influence and engage in local community priorities and outcomes.

Much discussion from the group provided the following 3 broad areas of agreement on why new approaches should be taken:

- **Neighbourhood Partnerships are not inclusive:** most of the decision-making processes within partnerships tended to be dominated by a few individuals-mainly middle-aged/older white males. As a result, priorities for many local areas do not adequately represent the needs of the broader constituency of people in localities.
- **Neighbourhood Partnerships underutilise social capital:** neighbourhood partnerships need to take stock of the social capital already present in each locality and the new emerging structures need to better harness the knowledge skills and expertise of a broad range of a broader representation of local interests. It was felt there is significant underutilised potential 1) for better civic engagement of young entrepreneurial minded individuals with energy and ideas to be help drive the agendas forward and , 2) better ways of tapping into the competencies already present in communities but not currently being engaged.

- **Neighbourhood partnerships are not sustainable:** the majority of spend in this area is allocated to “administrative” functions via the Council where limited spend is actually committed to delivering (ratio of around 80% admin to 20% delivery). With the pressure on the council to find £92 million in cuts over the next five years the shift from being a deliverer to an enabler needs to be reflected in the “future” structures” as there will be less council monies available for this area of activity going forward.

Question two

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 such as BSWN/ Nilaari etc

An event to be delivered at City Hall on 4th February 2017 was highlighted as a good place to consider good practice around the country for other local authority areas and the models they are employing as alternatives to Bristol’s current neighbourhood partnership structures. BME community needs to advocate for a new community led model that’s relevant & current to offer an effective model of engagement to get diverse voices in decision making processes

Question three

Brief discussions around capital spend highlighted the difficulty for the group in determining which areas of spend were “actually” already committed to the point where agreements, partnerships, and current arrangements make it difficult to make any significant changes (especially to those larger areas of capital spend commitment such as the arena complex, the Colston Hall, and the “aggregate” spend commitment to several energy saving initiatives listed”

Pragmatically, the group felt it would be more valuable to have a better understanding of the potential for this capital spend to generate a return on investment which could then be reinvested to address needs in Bristol.

In addition, some felt that the committed capital spend areas should be assessed on their ability to attract other alternative funding sources to underwrite the investment. However, it was also highlighted within the group that once investments go into the hands of the private sector it may be difficult to have control over significant revenue generated (which may mean accrued profits may not significantly benefit the residents of Bristol).

Young People and the Arts – Group 3, Facilitated by Cherene

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.

Additionally, this reads like the development of universal service model, which, as previously mentioned re IAG, invariably leads to inappropriate services for BME communities. This will lead to a further compounding effect of the cuts.

- this should not impact on disadvantaged communities

- what type of buildings e.g multipurpose use and its impact
- new buildings need to be built with a multipurpose in mind
- how can underused hubs be used better/differently
- utilising staffing of different services
- baselining and monitoring of services under threat

Impact of cost savings on wider services:

- a collective overview should be done on all services together to calculate true impact
- prioritising where there's a gap in services
- passing on services there others providing already e.g health visitors
- once cuts are made we'll need to know exactly where the gaps are

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. With youth unemployment, low educational attainment, victimisation and criminalisation of BME young people, and their representation in the criminal justice system already at worryingly high rates, and there already being very few support services for BME young people available, a £900k cut will disproportionately impact upon them.

How do we balance the cuts against a growing youth population?

- which aspects can be monetised e.g rife mag?
- which communities are being underserved by these organisations?
- what role do universities have to play in supporting?
- becoming more enterprising/resilient

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... The answers to these will condition the impact of the cuts, as far as the BME communities are concerned.

There is a wider issue about access to the cultural capital of Bristol and how reduced funding may impact negatively on that, but this questions is far wider than simply funding for places like Colston Hall and relates to other issues such as transport and poverty, but also cultural relevancy and sensitivity – the very name of Colston Hall being a point at hand for much of the BME community of Bristol.

- yes it's a credible institution but money should/could be redistributed to smaller organisations
- they can take the hit and should be an enabler
- any funding given should have stringent inclusion conditions

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. Critical to understanding this impact will be

information regarding who will lose funding, and who wont...

- invest spend on culture compared to other cities
- impact on city's reputation
- impact on activity
- Business playing a bigger part
- reduce the size of the cut - mitigation - or phase it out
- bigger cuts for the bigger organisations
- create and use to stamp on cross industry and historic approach to delivering e.g harbourside and St.Paul's carnival working together
- bedroom tax aligned to cultural sector
- chasing money for events from other places

CF17 (Economy - Reduce Funding to Destination Bristol)

- indirectly support carnival and Ujima
- expectation of return from spend
- they need a stronger link in the BME community and should use more BME talent

Transport and Access – Group 4, Facilitated by Deborah

This group focused their discussion on the following proposed revenue savings:

- RS2 - Supported bus service reduction
- RS4 - Remove companion concessionary rates
- RS5 – Withdrawal of School crossing patrols

In relation to the questions:

- Q1 - What do you think will be the key impacts upon the BAME community of these proposals?
- Q2 – Do you have any suggested changes to these proposals?

Points raised as follows;

- 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.
- These proposals go wider than transport, they impact on wellbeing too.
- There is a risk too that these proposed cuts will impact more significantly on members of the BME community (higher bus usage? – but check Bristol data), especially those living in outlying areas, particularly where predominantly white communities (Southmead, Lawrence Weston, Avonmouth, Whitchurch, Hengrove etc).
- These proposals will have a major impact, but don't offer much in the way significant savings (therefore impact more than they offer back)
- There is also the need to look at the cumulative impact particularly between RS2 and RS4.
- Interest to know what First bus have said on these proposals, especially Carer's transport. Carer's are often offered free access to services/events, this should extend (or remain) for travel
 - Council needs a more muscular approach to this issue, needs to put responsibility to travel/bus companies. They need to offer more support through corporate social responsibility and support subsidies themselves by offsetting against profits elsewhere (balance).
 - Impacts on other smaller travel companies too.

In terms of other ideas to support transport and access in the City:

- Continue to look across different providers to work together for better use of transport, so all relevant fleet vehicles can be optimised – more efficient and effective, making savings.
- Further explore lift projects, shared walking routes, cycling and city cycle hubs in neighbourhoods etc:
 - Is there something culturally we could address here? Think about how we encourage, promote, build confidence/tackle feelings of safety, to use public transport/cycling, walking, car share etc.
 - Work more with different workplaces and communities to promote further.
 - Interest in new options such as the 'Slide' service.
- Promote train routes/promote community shuttle hub points/alternative routes A-B.
- Encourage greater bus use through encouraging faster routes to City centre as well as balancing with slower services that go through different neighbourhoods (Henbury etc).
- Cost of public transport often still too high.
- On **school crossing patrols**:
 - Suggest looking to schools to manage themselves, utilising parents, teachers, local communities to help cover patrols on a volunteer basis, also look to local business support to help.
 - Do more to tackle traffic management around schools to reduce risks
 - Approach David Prowse, the original and Bristol based Green cross code man to help promote road safety in the City. Even get everyone to dress up in Star Wars outfits.

On **Question 3 on Capital spend** the group looked at the following:

- Smart ticketing
- Rail stations improvement programme

Responses were:

- On **smart ticketing**
 - Why are the Council paying for this? The travel providers should be paying.
 - Given technology already moving fast on this issue can we not explore use of apps on mobile phones or using debit cards as London already does instead?
 - Need to compare value and how done more elsewhere, taking account of points above.
 - Query whether bus companies pay Council to run services in the City?
- On **rail station improvement**
 - Consider £1.6m wouldn't offer much benefit, compared to value capital/other spend can add to other services through supporting vulnerable groups (e.g carer's rates on buses).

3. The Future, Second Workshop Session

In order to gauge how we might work together in the next 5 years to address the persistent economic, health, and educational inequalities experienced by people from BAME communities to ensure that everyone benefits from Bristol's success, the attendees were asked this question as the second part of the workshop:

How should the BAME community/sector respond to the new environment, given the proposed funding cuts, and Bristol City Council's new way of working – as an 'enabler', rather than as a service provider?

Notes and Findings:

Group 1, Facilitated by Matt

Undertake a mapping exercise of the community/sector to identify available skills of individuals working in the sector, irrespective of who they work for – example of the different skills around the table was given – and to identify the BAME led VCS and private sector organisations in Bristol.

Use this map to identify the gaps in service provision delivered by BAME led organisations.

Use this map to identify potential collaborations for both delivering services and creating consortia to increase the likelihood of BAME led organisations being commissioned/taking advantage of market opportunities.

Undertake work to understand why there is a historical and current lack of collaboration between BAME led organisations both in terms of service delivery and the exchange of knowledge and good practice. (NB: It is important that BCC support these pieces of work)
Hold more workshops with the BAME community

Group 2, Facilitated by Sado & Vernon

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: For BAME communities to be more involved in finding and delivering solutions in difficult funding environment, there needs to be clarity in areas of common purpose which reflect sufficient “benefits” for local people to volunteer their time, talent and effort to sustain positive responses to challenges such as the current funding environment and well in the medium to long-term.

Greater networking and community engagement: a big opportunity for the BAME agenda to be embedded in developing proposals and delivering activities would be provided by increasing levels of engagement and participation of various sections of the be a BAME communities of Bristol.

Timescales for real change: it was recognised that is old habits of poor engagement by BAME communities needed to be overcome and that this would not happen as a short term knee-jerk reaction to propose cuts from the council, but rather the process which was about medium to long-term change.

Change more than just community development: using models of community development to achieve greater engagements and networking is nothing new, however it was felt the BAME communities should respond to the changing environment by leveraging a greater emphasis on entrepreneurial skills associated with asset management and ownership, social enterprise and community capacity building.

Community asset stock take: a schedule of all community assets should be undertaken to understand the “worth” of the capital currently locked up assets which should be transferred into community ownership with the correct capacity building support to enable proper management of these resources.

Group 3, Facilitated by Cherene

- Need for a list of BME community assets - we have no idea what and where they are (especially inner city)
- Better collaboration, individual and organisational - community networks, empowering, sharing of information, mentoring
- Reiteration of the same message - partnership, collaboration, long term commitment
- Need a different way of think and condition people to have ambitions to make change, and develop communities and people to generate income
- Less containment and restrained - freedom to voice and influence

Group 4, Facilitated by Deborah

- 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: they have the time, energy and interest in the city (including BAME student groups). However, need to find a better way to enable this. (example given of Bath Student company – look at this as a poss example)
 - Work more closely with Universities more generally/strategically to support integration and network building.
 - Utilise faith networks, Fresher fairs, work with Council to support promotion/messaging.
- Do things across the year, not just focused on one month such as Black History month.
- Generally broaden and develop City networks
- Utilise cultural societies more.

Black South West Network Event Appendix A - Corporate Strategy

Bold Ideas

Persistent economic, health, and educational inequalities

Bristol is a city of contrasts and there are persistent economic, health, and educational inequalities between different parts of the city. We want to ensure that everyone benefits from Bristol's success.

Please place a tick in the relevant box

Questions	Yes	No	Don't know
<p>Do you agree with the following ideas for dealing with this challenge?</p> <p>The council will lead the way in building a fairer city by:</p>			
<ul style="list-style-type: none"> 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. 	Y (18)		
<ul style="list-style-type: none"> Increase fairness in our employment practices and contracts. 	Y (15)		
<ul style="list-style-type: none"> 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. 	Y (15)		
<ul style="list-style-type: none"> Encourage private landlords to endorse and adopt 	Y (15)		

the ACORN Ethical Letting Charter.			
Through the auspices of the City Office we will:			
<ul style="list-style-type: none"> Establish a partnership with business that will encourage all Bristol businesses to pay their employees the Living Wage 	Y (15)		
<ul style="list-style-type: none"> We will encourage organisations in the city not to use zero hours contracts 	Y (15)		
<p>Do you have any comments or suggestions on dealing with the challenge of persistent economic, health and educational inequalities?</p> <ul style="list-style-type: none"> Apprenticeships need to be a core offer within further education for young people to work with small, medium and large organisations across the city. 			

Corporate Strategy Bold Ideas

Housing and increased homelessness

We have a chronic shortage of housing and increased homelessness. In addition to addressing an urgent need for more homes in the city, new housing contributes to economic growth, and can help increase the amount of council tax available to cover key services.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
<ul style="list-style-type: none"> 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. 	Y (9)		Y (5)
<ul style="list-style-type: none"> We'll focus on preventing street homelessness in a new way – by involving multiple agencies and groups in a joint approach. 	Y (14)		
<ul style="list-style-type: none"> 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. 	Y (6)	Y (2)	Y (4)
<p>Do you have any comments or suggestions on dealing with the challenge of housing and homelessness?</p> <ul style="list-style-type: none"> Who are stakeholders of this housing company? <ul style="list-style-type: none"> BME rep? Details? Concern for balance between green spaces and homes 			

Corporate Strategy Bold Ideas

Congestion

Congestion is one of the single biggest issues in terms of transport and health.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
<ul style="list-style-type: none"> 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. 	Y (18)	Y (1)	
What options do you think the task group should consider?			
<ul style="list-style-type: none"> Need another review/needs assessment (2 responses) Building houses = congestion increase 			

Corporate Strategy Bold Ideas

Rising demand for services

A rising demand for services is one of the main things creating a huge financial challenge over the next five years.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this			

challenge?			
<ul style="list-style-type: none"> 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 	Y (12)		Y (5)
<p>Do you have any comments or suggestions on dealing with the challenge of a rising demand for services?</p> <ul style="list-style-type: none"> How will the money be distributed? Concern about gap between rich and poor and disadvantage to poor households 			

Corporate Strategy Bold Ideas

Our growing population

Our growing population is putting pressure on all sorts of things – from school places to health and social care costs.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
<ul style="list-style-type: none"> We are prioritising the basic infrastructure that we most need, like schools. This may require us to reprioritise our other building or infrastructure projects. 	Y (17)		Y (3)
<p>Do you have any comments or suggestions on dealing with the challenge of our growing population?</p>			

- Vague – need more info (3 responses)

Corporate Strategy Bold Ideas
Council and community buildings

People have high expectations and often care greatly about associating a specific service with a specific building, such as 'My Library'. We can't afford gold-level services or to keep all our assets.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
<ul style="list-style-type: none"> • 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 	Y (16)		Y (1)
Do you have any comments or suggestions on the use of council or community buildings?			

- Council already has several places in use – what would change?
- Concern about disabled, elderly isolation (libraries) and accessibility in general.

Corporate Strategy Bold Ideas

Economic growth has plateaued

Our region is one of the most economically productive but economic growth has plateaued. We need more powers and more ability to do economic development which benefits everyone.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
<ul style="list-style-type: none"> • 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. 	Y (15)		
Do you have any comments or suggestions on dealing with the challenge of Bristol's economic growth having plateaued?			
<ul style="list-style-type: none"> • More BME Representation • Involve students • Gloucester road – more visibility, subsidised rental? 			

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Corporate Strategy Bold Ideas

Sharing more responsibility and functions with local people

We are redefining what a local council looks like and what can be expected from it. This will mean being leaner, more focused and sharing more responsibility and functions with local people, either as volunteers or more informally through doing more for others in their local neighbourhood, community groups and others.

Questions	Yes	No	Don't know
Do you agree with the following ideas for dealing with this challenge?			
<ul style="list-style-type: none"> 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. 	Y (11)		
<ul style="list-style-type: none"> 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. 	Y (9)		
Do you have any comments or suggestions on dealing with the challenge of sharing more responsibility and functions with local people? <ul style="list-style-type: none"> Community champions? How will impact of increased participation be measured? 			

- Similar to Big Society concept – was unsuccessful – how is this different?

Corporate Strategy Bold Ideas

Your views on Council Tax

We anticipate a Council Tax increase of 1.95% per year. We are also planning to continue applying a 2% Adult Social Care Levy. Together this adds up to around £1.10 per week to the average B and D bill.

Questions	Yes	No	Don't know
What is your view on this increase in Council Tax?			
<ul style="list-style-type: none"> The increase should be higher. <ul style="list-style-type: none"> <i>Consequence:</i> each 1% raises £2 million per year but any increase of 2% or more requires us holding a public referendum and the public accepting the increase. A referendum would cost around £0.6 million to run. 	Y (3)		
<ul style="list-style-type: none"> This increase is about right. <ul style="list-style-type: none"> <i>Consequence:</i> the council can deliver the level of service proposed. 	Y (9)		
<ul style="list-style-type: none"> The increase should be lower. <ul style="list-style-type: none"> <i>Consequence:</i> the budget gap would increase, resulting in a need for more savings. 			
<ul style="list-style-type: none"> 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? 	Y (6)		
Additional comments <ul style="list-style-type: none"> Transparent money spent locally Yes, especially for deprived areas less tax. 			

Your views on our Business Plans

Our Future – Education and Skills

Consider our objectives and actions for all these plans and let us know what you think. You can choose the plans that interest you the most to comment on and pick two from the list (your priority one and priority two).

What we want for Bristol

We have an ambitious vision for Bristol as a Learning City where:

- **All individuals and communities are proud to learn throughout their lives**
- **Every organisation has a committed, skilled and diverse workforce and**
- **The city's success is shared by all.**

To make this real we'll need:

- **Greater awareness about the value of learning**
- **Increased participation in learning for all ages**
- **Improved achievement and life chances for everyone.**

Questions	Priority one	Priority two
In your view, which of these are most important for the city? Tick two from the list		
<ul style="list-style-type: none"> • Use our leadership and influence with key partners to improve educational outcomes for children, young people and adults, championing the cause of those who don't currently enjoy such good outcomes. This includes disadvantaged learners, ethnic minority groups, children in care and those with Special Educational Needs or Disabilities. 	13 responses (most responses priority one)	1 response
<ul style="list-style-type: none"> • Through our Learning City Partnership, work together on new 	1	0

ways to collectively lead on Education & Skills.		
<ul style="list-style-type: none"> Improve policies and practice across the sector for Inclusion, Equalities and Safeguarding, making Bristol fully compliant with the Children's & Family Act for students with Special Educational Needs and Disabilities. 	0	3
<ul style="list-style-type: none"> Deliver good quality work experience and apprenticeships for every young person. 	1	4
<ul style="list-style-type: none"> Generate decent jobs, skills and apprenticeships, ensuring opportunities for enterprises to thrive in all parts of the city. Promote targeted skills training and create a Bristol Apprenticeship kite mark which guarantees quality apprenticeships that can be trusted. 	3	5 (most responses priority two)
<ul style="list-style-type: none"> Create a sustainable model for 'trading with schools'. This will sustain high quality services and support education in partnership with our schools. 	0	1
<ul style="list-style-type: none"> Focus council funded services for education and skills on core statutory duties to provide a strong local authority role aligned to new national expectations. 	0	0
<ul style="list-style-type: none"> Make sure we have enough high-quality places to provide education and skills training by putting in place our Integrated Education & Capital Strategy. Provide a real choice for 16 year olds when it comes to their education, training and employment opportunities. 	1	2
<ul style="list-style-type: none"> Work with schools to maximise the funding available to support the most disadvantaged families and to increase access to breakfast or out of school clubs (i.e. the Pupil Premium). 	0	4
<ul style="list-style-type: none"> Secure a sustainable business model for Trading with Schools. 	0	0

If you have any comments on this plan or your own ideas for this area, please place here:

Our Health and Wellbeing

What we want for Bristol:

We will work with the Health and Wellbeing Board to make it a leader of population health to ensure that:

- Bristol is a city where health and wellbeing are improving and health inequalities are reducing, through focussing on prevention and early intervention and the causes of ill health.
- Good health and wellbeing shape all aspects of life in the city, and that it is as important to look after mental health as it is to ensure physical wellbeing.
- Bristol is a caring city where getting older is a positive prospect and where barriers to a healthy and satisfying life are broken down.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
<ul style="list-style-type: none"> • Tackling health inequalities with a refreshed Health and Wellbeing Strategy, Public Health Vision and Priorities, Joint Strategic Needs Assessment and Director of Public Health Annual Report 2016. 	9 responses (most responses priority one)	4 responses
<ul style="list-style-type: none"> • Improving mental health and wellbeing. 	3	11 (most responses priority two)
<ul style="list-style-type: none"> • Tackling alcohol misuse through a refreshed Health and Wellbeing Strategy. 	1	1
<ul style="list-style-type: none"> • Tackling unhealthy weight through promoting healthy eating and increasing levels of physical activity. 	4	1
<ul style="list-style-type: none"> • Reducing harm from tobacco. 	2	0
If you have any comments on this plan or your own ideas for this area, please place here:		
<ul style="list-style-type: none"> • Utilise more BAME organisations for outreach 		

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Homes

What we want for Bristol:

We believe that decent affordable homes are the foundation of a successful city. To do this:

- People must be able to afford to live here and live well.
- Housing should provide a springboard to achieving a high quality of life.
- We create the opportunity for all to thrive in mixed communities of their choice.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
• Deliver More Homes – we'll be building 2,000 homes by 2020 – 800 of which are affordable.	6 responses	6 responses (most responses priority two)
• Make the Best Use of Stock and Improve Standards.	4	5
• Early Intervention and Prevent Homelessness	13 (most responses priority one)	4
If you have any comments on this plan or your own ideas for this area, please place here:		
<ul style="list-style-type: none"> • What does early intervention really mean? • What do affordable homes in Bristol look like? 		

Our Transport

What we want for Bristol:

Delivering an integrated, accessible and sustainable public transport system is essential to our city's future. We will address the importance of getting Bristol moving, from protecting pedestrians to planning integrated travel to join up our city. We want an affordable, low carbon, accessible, clean, efficient and reliable transport network to achieve a more competitive economy and better connected, more active and healthy communities.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
<ul style="list-style-type: none"> To be working as part of an integrated transport authority to coordinate public transport services across the area and develop major transport investment projects. 	1	4
<ul style="list-style-type: none"> To have delivered on our promise to review residents' parking schemes and 20mph speed limits with local councillors and be able to respond to community priorities for highway improvements. 	0	2
<ul style="list-style-type: none"> To see MetroBus services fully operational as part of the wider public transport network, the first phase of MetroWest open to passengers and the second phase well on course to delivery with clear plans to extend and improve local rail services across the city region. 	0	1
<ul style="list-style-type: none"> To have a fully integrated ticketing and journey planning system in place across all public transport, which improves bus journey times and reliability and enhances cross-city connectivity. 	10 (most responses priority one)	1
<ul style="list-style-type: none"> To secure the best available technology and innovation for 	0	2

Bristol so that all buses and, over time, other vehicles, are not polluting the city or adding to global warming.		
<ul style="list-style-type: none"> To produce a comprehensive Bristol Transport Plan with a particular focus on the steps required to deliver against the key objective of tackling congestion 	2	7 (most responses priority two)
If you have any comments on this plan or your own ideas for this area, please place here:		

Neighbourhoods

What we want for Bristol

Our neighbourhoods will be great places for people of all ages to live, work, learn and play. We will work with Bristol citizens and city partners to create connected neighbourhoods that are clean, green, healthy, safe and inclusive. Places where citizens are active and engaged in any decisions made about their communities.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
<ul style="list-style-type: none"> To re-shape the voice and influence of communities in civic engagement and self-directed action by reforming Neighbourhood Partnerships to ensure that meaningful local decision-making is supported. 	5	2

<ul style="list-style-type: none"> • Have a zero-tolerance approach to gender-based violence, abuse, harassment and exploitation 	7 (most responses priority one)	1
<ul style="list-style-type: none"> • To support the Mayoral Clean Streets Campaign working with Bristol Waste Company, community organisations and schools to promote behaviour change. 	2	3
<ul style="list-style-type: none"> • Develop new models of community asset management and leadership of key neighbourhood assets, including libraries, customer service points, community buildings, parks and green spaces. 	0	5 (shared highest priority two)
<ul style="list-style-type: none"> • Open a new Recycling centre on Hartcliffe Way. 	0	0
<ul style="list-style-type: none"> • Increase recycling, setting a target of 55% for all waste by 2020 and increasing provision of recycling facilities across the whole city. 	4	5 (shared highest priority two)
If you have any comments on this plan or your own ideas for this area, please place here:		

People

What we want for Bristol:

Together we will work across the life course with the citizens of Bristol and our partners to make the best use of resources to deliver the greatest impact by:

- Getting involved early to reduce risks later – early intervention reduces the impact of problems later on.
- Promoting independence – supporting people to live as independently as possible in their community.

- Safeguarding the most vulnerable – fulfilling the statutory responsibility of the city to protect vulnerable children and safeguard adults.
- Leading and championing learning and skills – keeping Bristol working and learning.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
• Safeguarding those who need it most.	5	1
• Early Intervention: using the extensive knowledge, data and intelligence across the city to predict and prevent. Finding local solutions and acting quickly to stop problems from becoming worse.	1	0
• Changing behaviours of workforce and changing the expectations of citizens, in order to embed our approach: the three-tier model.	0	1
• Becoming all age friendly: whether WHO Age Friendly, Dementia Friendly, or Unicef Child Friendly, Bristol will be a city that is welcoming (City of Sanctuary) and a great place for people of all ages to live.	3	1
• Being ambitious for the future: champion for children, offering the best start in life, Learning City, growing the future generation of city leaders, demanding the best for the children in our care.	4	2
• Working in partnership, driving innovation and creativity; exploiting digital technology.	2	1
• Addressing inequality: doing all we can to make sure families do not live in poverty in a city of wealth and opportunity;	7 (most responses priority one)	2

ensuring nobody is left behind because of the circumstances of their birth.		
<ul style="list-style-type: none"> Creating resilience: supporting individuals to help themselves to find solutions to difficulties and adversities, helping families stay together and building resilient communities that harness local expertise, resources and passion to create great places to live. 	3	4 (most responses priority two)
<ul style="list-style-type: none"> Making cost savings whilst holding our ambition to improving outcomes and keeping “people” at the heart of what we do. 	0	1
<ul style="list-style-type: none"> Ensuring we have different conversations with stakeholders, families, service users, based on our three-tiered approach. 	0	0
If you have any comments on this plan or your own ideas for this area, please place here:		

Place

What we want for Bristol:

Bristol needs to maintain and grow its strong economy but it has to be the right kind of economy where everyone benefits from its success.

To achieve this we need to fund, build, modernise and maintain the city; including the physical, environmental and cultural infrastructure necessary to support good growth. The extensive range of arts and cultural activity in the city not only contributes to the health, wellbeing and enjoyment of Bristol’s citizens it also makes a significant contribution to the economy.

We are committed to supporting and enabling that diversity of activity as well as ensuring it reaches every section of the community across the whole city.

We want an innovative, cohesive, vibrant and sustainable Bristol where the city works for us all, today and over the longer term. We want to keep, improve and add to the special physical character of Bristol as a quality place, as it not only makes Bristol a great city to live in, but also because it makes Bristol attractive for investment in the industries and economy of the future.

We want Bristol to have the communities, culture, institutions, businesses, and systems necessary for it to be resilient when faced with economic adversity and change. We want people to be able to build better lives in better places.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
Bristol is carbon neutral by 2050.	4	1
We will be a leading cultural city, making culture and sport accessible to all.	9 (most responses to priority one)	1
The Arena is completed and is accessible to all communities.	5	2
There is greater accountability and openness in the Local Enterprise Partnership and it targets resources at areas of deprivation.	1	7 (most responses to priority two)
Ensure longer term planning for economic development, including planning for apprenticeships.	2	1
Work with businesses, neighbouring Local Authorities and our public sector partners to strengthen Bristol's devolution bid.	1	1
If you have any comments on this plan or your own ideas for this area, please place here:		
<ul style="list-style-type: none"> • Include VCS Partners explicitly 		

Governance

What we want for Bristol

Bristol needs a well-run council which:

- Is transparent and approachable.
- Has a firm handle on its finances.
- Has efficient and well-run IT to support our services.
- Has people policies that are both fair and affordable.
- Performs well, knows where the gaps are and makes sound and lawful decisions.

Questions	Priority one	Priority two
In your view, which of these objectives are most important for the city? Tick two from the list		
We will increase fairness in our employment practices and contracts.	10 (most responses priority one)	4
We will work 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.	5	6 (most responses priority two)
Ensure that the voice of our workforce and Trades Unions is heard when shaping Council services.	2	2
Improve the council's governance and efficiency – getting the basics right, building on firm foundations.	5	3
If you have any comments on this plan or your own ideas for this area, please place here: <ul style="list-style-type: none"> • Work more closely with Race equality manifesto group to ensure this is qualified. 		