

Appendix A3: Resourcing Principles Change Log

Current	Revised Principles
Balance Sheet Management	
We will undertake an in depth review of all items on the balance sheet with a view to releasing long-held funds which could be utilised for current priorities.	We will actively manage the balance sheet with a view to releasing long-held funds which could be utilised for current priorities and to maximise investment returns within agreed levels of risk
We will develop protocols for releasing developer funds as planned and for the purpose intended, reducing unnecessary budget growth for increased maintenance and works.	No change
Capital financing, investments and borrowing	
We will not increase the indicative prudential borrowing commitment in the annually approved capital programme unless substituting a current scheme or where the Council can make an evidenced return on investment.	No change
We will be evidence-led; matching projects & delivery to economic reality and benefit realisation.	No change
Any capital investment decision which involves prudential borrowing must include the cost of servicing the debt and anticipated pay-back period as part of a robust business case.	No change
Investment to save / grow decisions will only be supported when the cashable cost reductions (or increased income) exceed the financing costs of any borrowing needed to fund the investment within the agreed pay-back period for the asset type (to be determined).	No change
Building financial resilience and reducing dependency	
Enable sustainable and resilient businesses; we will replace start-up grants with start-up or scale-up loans, or alternatively an equity stake offered with business support.	No change
Level the playing field; provide transparency in subsidies and alignment	No change

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with strategic objectives.	
Review concessions, with a view to replacing peppercorn rents with fees and charges that transparently recognise the value and importance we place on those services.	No change
Community and third sector partners should be partners in development, not just recipients of funding.	Moved to partnership working
Capacity building should not be developed to simply mirror what the Council already does with a transfer of the same budget.	Moved to partnership working
The approach should embrace voluntary effort as well as “not for profit” service delivery.	Moved to partnership working
Capital and revenue Investments require returns and these should be about improved outcomes and reduced pressure on the core public budget.	No change
We will offer pump-priming, pump-priming plus grants, or loans to allow for innovation and development of partnerships that require funding for up to a maximum of three years.	No change
Low interest-paying loans repaid within 2-3 years will be available as a step down mechanism from long term grants.	No change
Bristol City Council funded Partnership contributions should be subject to the same level of rigour in contributing to the budget ‘gap’ as all base budgets.	No change
Capital investment on non-BCC assets: financed via interest-bearing loan, equity stake (subject to risks assessment), charge to be placed on the asset, or other appropriate mechanism for a return on the investment.	No change
Fraud, Cost Avoidance and Recovery	
We will proactively use data intelligence for successful revenue collection; data cleansing, analytics and technology to locating new	No change

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payers as well as contacting defaulters and getting the right bill, to the right person, at the right time.	
Through better gathering of evidence at source, and robust calculation of rates to be consistently applied in our charging, we will minimise the need to negotiate and write off invoices.	No change
We will consider an incentive scheme for information provided at an incident which directly enhances the Council's ability to recover costs, e.g. third party damage to infrastructure.	No change
Develop a debt management strategy to provide clarity on purpose; develop process that enables us to have a single view of the debtor across all systems, which can then be monitored and more effectively tracked to increase recovery	No change
Fees and Charges	
The introduction of charges for services should have a clear link between user consumption and the financing of that service.	No change
As a minimum all locally determined charges will be increased annually in line with general inflation being absorbed by the service, unless it can be demonstrated such an increase will harm service usage levels.	No change
Services operating on a costs recovery basis, will ensure a calculation is available that determines the total cost of providing the service including overheads.	No change
Where charges are set in statute but do not fully recover costs we will undertake detailed review of services and where appropriate provide the evidence to the awarding body.	No change
We will conduct a programme of targeted reviews and benchmarking.	No change

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Council tax increases will be reviewed annually and only levied where necessary and justifiable.	No change
Third Party Expenditure	
We will organise procurement activity and resources to focus on specific areas of spend (category management approach) and seek to drive greater value in our procurement.	No change
We will focus on supporting local businesses to improve processes and collaboration to enable them to compete for opportunities within the Council's supply chain.	No change
We will consider social value and sustainability in our procurement activity.	No change
We will encourage value chain development, whereby collaborating partners can be recognised and reimbursed for their contribution to delivery of outcomes utilising 'payments-by-results' methodology.	No change
We will utilise outcomes-based commissioning (avoiding perverse incentives) and incentivise with shared benefits and liabilities.	No change
Market failure: We will intervene earlier where there is a clear rationale to do so, using insight to manage specification and demand.	No change
Consider a range of opportunities to deliver a return on Strategic and Shareholder Investments, to include creation of value through a wider strategic and outcomes based commissioning.	No change
Traded Services	
We will equip staff in selected service areas with the right commercial skills to operate more competitively and generate new income for the council which will support services for tax payers.	Moved to entrepreneurial approach
Where viable and appropriate opportunities exist we will create the capacity that will enable a financial return to be delivered.	Moved to entrepreneurial approach
We will consider services more appropriate for trading with an agreed	Moved to entrepreneurial approach

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return to the general fund.	
Entrepreneurial Approach	
We will be more 'Entrepreneurial' in our approach to delivery and commissioning.	No change
We will actively engaging in market development and market shaping where no such market currently exists and using insight to manage specification and demand.	No change
We will invest and use our financial strengths and trusted brand to deliver a financial return.	No change
We will attract alternative investment models to support service delivery, e.g. through social investment.	No change
We will reassess our expectations of our sector and think big and bold in what we can achieve.	No change
We will ensure all viable options that create a sustainable asset should be considered in service redesign.	No change
Workforce & Productivity	
Develop the right organisational design that enables delivery of Mayoral priorities, including structure, pay and grading framework, and capacity.	No change
We will invest in the culture, training and development that will deliver a diverse and inclusive workforce for the future.	No change
The Pay bill should not exceed the annually determined budget percentage.	No change
We will consider where automation or digital delivery mechanisms are more appropriate.	No change
Services should fund their own service pressures wherever possible e.g. inflationary uplifts, general inflation (unless there is a contractual agreement that cannot be re-negotiated).	No change

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Maximising Asset Utilisation	
We will invest in the development of an inventory and valuation system, with clear accounting standards.	No change
Where it is fit for purpose, we will seek to optimise the infrastructure that we have already invested in.	No change
The repurposing of the existing infrastructure to allow the Council to deploy for multi-use, e.g. advertising, digital connectivity, with rental income from service providers and from a revenue share on the income they receive.	No change
We will review restrictive regulation and dysfunctional incentives that encourage waste and low-value use.	No change
Treasury Management: We will retain a working balance (agreed annually) and invest residual funds to generate increase return on investment.	Moved under Balance Sheet Management
We will ensure all of our assets demonstrate value generation, e.g. no idle assets.	No change
We will target a minimum Net Return / Yield on Commercial Property Investment of 5.00%, or less than 5.00% but with regeneration opportunities.	We will target a minimum Net Return / Yield on Commercial Property Investment of 5.00%, or less than 5.00% but with regeneration or social value opportunities
We will save costs and reduce carbon through smarter use of energy.	No change
We will seek to leverage optimum funds from our estate including opportunities for pension fund investment where this provides best value.	No change
Smart Technology	
We will optimise the infrastructure that we have available in exploring the 'Internet of things (IoT) with the objective of reducing our current	No change

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costs base.	
We will implement a twin track approach; prototyping appropriate concepts with strategy development.	No change
We will leverage other public and private sector investment for new market developments that transform and future proof services at a reduce costs.	No change
We will proactively seek a mixed portfolio of quick wins and early adopters to create a revolving fund to support a sustainable programme of longer term developments.	No change
Partnership Working and Earlier Intervention	
We will invest in capacity building in the community, local and regional partners to support delivery of strategic priorities and reduce costs to the general fund.	No change
We will work with key stakeholders to use pooled arrangements to increase available cash-flow and / or create revolving funds to deliver long term savings which can be redistributed to re-invest.	No change