

Cabinet Agenda



Date: Tuesday, 1 May 2018

Time: 4.00 pm

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

Distribution:

Cabinet Members: Mayor Marvin Rees, Nicola Beech, Craig Cheney, Asher Craig, Kye Dudd, Helen Godwin, Helen Holland, Anna Keen, Paul Smith and Mhairi Threlfall

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Date: Monday, 23 April 2018

Agenda

PART A - Standard items of business:

1. Welcome and Safety Information

Members of the public intending to attend the meeting are asked to please note that, in the interests of health, safety and security, bags may be searched on entry to the building. Everyone attending this meeting is also asked please to behave with due courtesy and to conduct themselves in a reasonable way.

Please note: if the alarm sounds during the meeting, everyone should please exit the building via the way they came in, via the main entrance lobby area, and then the front ramp. Please then assemble on the paved area in front of the building on College Green by the flag poles.

If the front entrance cannot be used, alternative exits are available via staircases 2 and 3 to the left and right of the Conference Hall. These exit to the rear of the building. The lifts are not to be used. Then please make your way to the assembly point at the front of the building. Please do not return to the building until instructed to do so by the fire warden(s).

2. Public Forum

Up to one hour is allowed for this item

Any member of the public or Councillor may participate in Public Forum. Petitions, statements and questions received by the deadlines below will be taken at the start of the agenda item to which they relate to.

Petitions and statements (must be about matters on the agenda):

- Members of the public and members of the council, provided they give notice in writing or by e-mail (and include their name, address, and 'details of the wording of the petition, and, in the case of a statement, a copy of the submission) by no later than 12 noon on the working day before the meeting, may present a petition or submit a statement to the Cabinet.
- One statement per member of the public and one statement per member of council shall be admissible.
- A maximum of one minute shall be allowed to present each petition and statement.
- The deadline for receipt of petitions and statements for the 1st May Cabinet is



12 noon on Monday 30th April. These should be sent, in writing or by e-mail to:
Democratic Services, City Hall, College Green, Bristol, BS1 5TR
e-mail: democratic.services@bristol.gov.uk

Questions (must be about matters on the agenda):

- A question may be asked by a member of the public or a member of Council, provided they give notice in writing or by e-mail (and include their name and address) no later than 3 clear working days before the day of the meeting.
- Questions must identify the member of the Cabinet to whom they are put.
- A maximum of 2 written questions per person can be asked. At the meeting, a maximum of 2 supplementary questions may be asked. A supplementary question must arise directly out of the original question or reply.
- Replies to questions will be given verbally at the meeting. If a reply cannot be given at the meeting (including due to lack of time) or if written confirmation of the verbal reply is requested by the questioner, a written reply will be provided within 10 working days of the meeting.
- The deadline for receipt of questions for the 1st May Cabinet is **5.00 pm on Wednesday 25th April.** These should be sent, in writing or by e-mail to:
Democratic Services, City Hall, College Green, Bristol BS1 5TR.
Democratic Services e-mail: democratic.services@bristol.gov.uk

When submitting a question or statement please indicate whether you are planning to attend the meeting to present your statement or receive a verbal reply to your question

3. Apologies for Absence

4. Declarations of Interest

To note any declarations of interest from the Mayor and Councillors. They are asked to indicate the relevant agenda item, the nature of the interest and in particular whether it is a **disclosable pecuniary interest**.

Any declarations of interest made at the meeting which is not on the register of interests should be notified to the Monitoring Officer for inclusion.



5. Matters referred to the Mayor for reconsideration by a scrutiny commission or by Full Council

(subject to a maximum of three items)

6. Reports from scrutiny commission

(Pages 6 - 7)

7. Chair's Business

To note any announcements from the Chair

PART B - Key Decisions

8. Devolution of the Adult Education Budget – Legislative Process

(Pages 8 - 15)

9. Parks and Green Spaces – future funding model 2018-2020

(Pages 16 - 60)

10. Bristol: Social Action Plan 2018-2020. The Mayor's call to action

(Pages 61 - 72)

11. City Leap Prospectus

(Pages 73 - 82)

12. Harbour Condition Surveys

(Pages 83 - 93)

13. Colston Hall

(Pages 94 - 113)

PART C - Non-Key Decisions

14. Business Plan 2018/19

(Pages 114 - 160)

15. Monitoring Officer Referral of a report by the Local Government Ombudsman

(Pages 161 - 165)





Statement from the Scrutiny Parks Task and Finish Group

For Cabinet – 1st May 2018

Task and Finish Group Members present: Cllr Wellington (Chair for this session), Cllr Bolton, Cllr Negus, Cllr Fodor, Cllr Whittle (sub for Cllr Johnson).

This statement has been endorsed post meeting via email by the four Lead Members of OSMB.

Ref Cabinet agenda item: Parks and Green Spaces – future funding model 2018-2020' Cabinet proposal

The Parks Scrutiny Task and Finish Group have considered and debated the 'Parks and Green Spaces – future funding model 2018-2020' Cabinet proposal. The group members fully appreciate the current financial position of the council and the need to make changes. The group have therefore agreed on the following comments to be made to the Councils Executive:

- The introduction of advertising in parks and green spaces: the public consultation showed there to be strong opposition to this and the majority of the group members present to write this statement are also very opposed to this. The group hope that the level of opposition to this will be accepted and reflected in the response from the Cabinet. If the Executive decides to reject the consultation response / views of the public, the group request that this course of action is pursued as a last resort i.e. if the other income proposals do not achieve the overall target. And at the very least if it is pursued, it is done minimally, and kept very low key.
- Measures to make clubs such as bowling and football clubs cost neutral: the majority of the group generally accept this. However there are some reservations about this and concerns that a number of clubs, particularly football clubs, may well struggle to accomplish this. The group would like some assurances that this will not result in small sports clubs across the city closing. It was suggested that BCC should now reach out to higher-level funding from others, such as the Football Association.
 - The group suggest there is further scrutiny to be carried out on a future model for how and which 'grass-roots' sports clubs BCC supports, and the follow on from City of Sport.
- Introduction of new, competitive fees and charges for any business operating from a park or green space: the group have mixed views on this and there were some concerns expressed about the ethos and practicalities of enforcing this. However the principle that those using the parks as workplaces do pay towards them was accepted by most Members of the group.

- Although it's not specifically addressed in this report the group suggest there are tensions arising from increased charges for community groups to hold events in parks. They ask that this is kept an eye on and that it does not result in stifling the likelihood of future parks groups and volunteers, who are needed now more than ever.
- Members and VCS groups across the city will continue to carefully monitor progress on the proposed changes. Members wish to reaffirm the importance of continued scrutiny activity on these changes, assessing the possible risks and challenges that may come about from them.
- The group were informed there would be further consultations taking place on a number of the finer details. They request that they are made fully aware of these and that all local stakeholders and groups are able to engage in them because this will be the point at which most changes will be understood more widely. The process and work already done needs to transparent to ensure the plans are fully understood by those who have not been engaged to date.
- Given the current and difficult financial circumstances, the group consider this to be a very good and comprehensive piece of work by those involved.
- Finally, the group would like to see a refreshed, clearer and bolder vision for the future of Bristol Parks; a strategic vision that is not so focussed on cost cutting but reflects the immense and broader benefits parks and green spaces provide and how they will be positively protected for future generations.



Decision Pathway Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 May 2018

TITLE	Devolution of the West of England Adult Education Functions Order 2018 - Legislative Process		
Ward(s)	City wide		
Author: Jane Taylor	Job title: Head of Service (Employment, Skills and Learning)		
Cabinet lead: Cllr Anna Keen	Executive Director lead: Jacqui Jenson		
Proposal origin: <i>Other</i>			
Decision maker: Cabinet Member Decision forum: <i>Cabinet</i>			
Timescales: The West of England Combined Authority (WECA) require a decision from Bristol City Council and other constituent local authorities in relation to the transfer of adult skills statutory duties by no later than 1 st June 2018.			
Purpose of Report: To give consent to the West of England Combined Authority (Adult Education Functions) Order 2018 by the Department for Education passing statutory duties regarding the provision of adult education currently held by the Secretary of State for Education to the West of England Combined Authority.			
Evidence Base: Bristol City Council, South Gloucestershire Council and B&NES signed up to the devolution of funding to address the provision of adult skills (currently known as the Adult Education Budget (AEB)) as part of the first West of England Combined Authority (WECA) devolution deal in 2016. The agreed deal set out that: “HMG will fully devolve to WECA all Adult Education Budget by 2018/19. In addition, grant to WECA co-commissioning rights to all non-devolved post-16 skills funding including that controlled by the EFA. Decisions on the devolved and co-commissioned programmes will be led by Local Outcome Agreements developed in conjunction with local employers and focusing on key sectors identified in the West of England Strategic Economic Plan.” AEB is the only Government funding stream for adult learning and skills which includes both accredited and informal learning. Current AEB activity to Bristol residents is predominately delivered through the City of Bristol College; Bristol City Council Community Learning Team (as part of Community Learning West Consortium), the WEA and other local FE Colleges. The attached background information outlines more information about the proposed devolution of AEB funding to WECA.			
Recommendations: That Cabinet: <ol style="list-style-type: none"> 1. Give consent to the devolution of the West of England Combined Authority (Adult Education Functions) Statutory Duties Order 2018. 2. Delegate to the Director Finance in consultation with the Deputy Mayor and Cabinet Member for Finance, Governance & Performance and the Mayor, authority to make decisions in relation to the order and its implementation and provide to the Secretary of State written confirmation of the Councils consent to the West of England Combined Authority (Adult Education Functions) Order 2018. 			
Corporate Strategy alignment: AEB funding currently provides resources that directly support the delivery of the Corporate Strategy themes and commitments: Fair and Inclusive – by improving educational outcomes and reducing educational inequality experienced by adults who have few or no formal qualifications. Well Connected – by reducing social and economic isolation and helping connect people to people, people to jobs and people to opportunity through high quality, community based and responsive community learning programmes.			

City Benefits: There are a number of potential advantages for Bristol residents and learners to devolving control of AEB from central government including: i) improved alignment of adult learning outcomes with wider Bristol City Council and WECA priorities, and also meeting the needs of local public and private sector employers; ii) the introduction of new flexible funding rules based on agreed local outcomes and enabling improved responsiveness, such as multiple year funding agreements; iii) potential enhanced value for money locally via rationalisation, reduced duplication and greater transparency leading to improved economies of scale in the provider base and a more rigorous measurement of local outcomes.

Consultation Details: Internally advice has been sought from Bristol City Council Section 151 Officer, Monitoring Officer and other strategic senior leaders. Officers from Bristol City Council are working alongside officers from South Gloucestershire Council, B&ANES, WECA and the Department for Education. The City of Bristol College and other FE Colleges and training providers in the West of England are also involved in regular discussion and consultation.

Revenue Cost	£ n/a	Source of Revenue Funding	
Capital Cost	£ n/a	Source of Capital Funding	
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: Currently, £1.8 million Adult Education funding is channelled to Bristol from the Education and Skills Funding Agency. Subject to the appropriate consents, the proposal for the Secretary of State is for the funding to be channelled through the West of England Combined Authority (WECA). It is expected that WECA would continue to commission in the same way during any transitional period in order not to destabilise provision. If this were to happen, this would allow the service to plan any changes in provision and its impact on the core and sessional staff employed to provide Adult Education in the city. There are risks, but the requested transitional arrangements will allow planning for any change. At this stage, plans are not sufficiently developed to be able to say what impact this would have on existing provision and funding available to the Council.

Finance Business Partner: David Tully, Interim Finance Business Partner, April 13th 2018

2. Legal Advice: The West of England Combined Authority (Adult Education Functions) Order 2018 will be specified in regulations made under the Education Act 1996. At this time all that is being sought from the Council is consent to the making of the Order transferring specified duties and funding to the Combined Authority, as anticipated in the Devolution Agreement (Paras 13-17). Decisions by the Combined Authority regarding the exercise of those duties and allocation of funding will be subject to its normal decision making requirements. There are no direct equalities implications arising in relation to this report. These will be set out in the relevant investment decisions ahead of the budget setting process for 2019/20.

Legal Team Leader: Eric Andrews, Team Leader, Legal Services, April 13th 2018

3. Implications on ICT: There are no direct IT implications identified in this initiative. However, any intentions to share data or allow access to BCC systems will need to be complaint with BCC policies and appropriate legislation, particularly GDPR. Early engagement with the IT service will help ensure suitable and timely implementation of any such activities, should they be necessary.

ICT Team Leader: Ian Gale, Service Manager: ICT Service Delivery and Integration, March 13th 2018

4. HR Advice: Currently there are no HR implications within this proposal, however once we have the devolved budgets in place then we will look at the HR implications as part of the overall project.

HR Partner: Lorna Laing, HR Business Partner March 13th 2018

EDM Sign-off	Jacqui Jensen	14 th March 2018
Cabinet Member sign-off	Cllr Anna Keen	12 th March 2018
CLB Sign-off	Jacqui Jensen	20 th March 2018
For Key Decisions - Mayor's Office sign-off	Mayor's office	29 th March 2018

Appendix A – Further essential background / detail on the proposal A(i) Adult Education Budget Devolution - Essential Background Information	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background papers	N/A
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO

Adult Education Budget Devolution - Essential Background Information

May 2018

Background

1. The WECA has been advised that the Government intends to bring forward the necessary Order to pass Adult Education duties to WECA to be laid before Parliament before the summer recess and coming into force from start of the academic year 2019/20. Funding is likely to arrive as a section 31 grant on a financial year basis. The indicative funding budget is £17.6m and has recently been recalculated as part of the usual planning process; the indicative budget is in-line with expectations.
2. The duties to be devolved are as anticipated and have been unchanged since WECA and constituent local authority officers began working with civil servants on the devolution of adult skills funding in 2015/16. The duties all come from the Apprenticeship, Skills, Children and Adult Learning Act (ASCAL) and are summarised below:

Section 86: Education and training for persons aged 19 or over (*excluding those subject to adult detention*)

Securing the provision of suitable facilities (*by which is meant 'courses of learning', not premises*) for education and training of those aged over 19. Suitable facilities are determined in relation to the scale of available resources and should be of a suitable quantity and quality such that they can reasonably be expected to be provided

Section 87: Learning Aims for persons aged 19 or over, provision of facilities.

The securing of suitable provision to enable those without a first full level 1 or 2 qualification in English and/or maths to gain those qualifications

Section 88: Learning aims for persons aged 19 or over: payment of tuition fees.

The duty to provide the courses required under Section 87 free to learners to those aged between 19 and 23 years

Section 90: Encouragement of education and training for persons aged 19 or over (excluding those subject to adult detention).

Encourage participation of those to whom a duty is owed in training and education. Encourage employers to participate in the education and training of the same

Section 100: Provision of financial resources

Gives the ability to make funding available to providers of adult education

Section 101: Financial resources: conditions

Enables the setting of specified conditions of the funding made available under section 100

Section 115: Persons with special educational needs.

In meeting the duties, have regard to persons with special educational needs

Section 122: Sharing of information for education and training purposes.

Defined people can share information with each other in pursuit of enabling or facilitating a particular function to be delivered.

3. There are no new 'powers' being devolved, only duties. Grants therefore are anticipated to be made using the general power of competence. Procurement of some activities by WECA may also be required, depending on the income structure of the provider.
4. The existing Combined Authority Order already gives WECA some skills related functions (in the Economic Development and Regeneration schedule). These are unrelated to adult education functions and are summarised in Annex 1 below.
5. The Cabinet report seeks approval to the proposed Order only and it is highlighted that agreement to the Order does not commit WECA to any budgetary allocations nor approaches to the allocation process, excepting those established by the Readiness Conditions that each Combined Authority must meet and agree to prior to the devolution of funding. The Readiness Conditions prevent WECA from taking future funding decisions that would lead to financial destabilisation of the current provider base.
6. WECA will be asked to agree detailed allocations of the devolved funding during the budget setting process for the 2019/20 financial year. Prior to this process WECA officers will continue to work closely with the constituent Local Authorities and provider base to develop its plans for the implementation of funding for adult education.
7. The Skills Advisory Board have discussed a number of issues that will need to be considered about the proposed approach by Government to transfer the AEB Budget without associated running costs, essentially meaning the budget will be 'top sliced' to fund administration of AEB. These financial concerns, along with all the other detailed allocations of the devolved funding, will be developed with officers and the Skills Advisory Board during the budget setting process for the 2019/20 financial year.
8. The DFE has set a number of onerous readiness conditions which must be met before the transfer of AEB and the Advisory Board has concerns about WECA's ability to meet these. If the conditions are met, then the strategy for delivery needs to be agreed and the impact on existing providers must be carefully considered before any significant changes are agreed.
9. For the first year of devolution, the Skills Advisory Board favours 'no change' to current funding rules and allocations, allowing time for a planned review and transition that is supported through the introduction of scrutiny arrangements.

Alternative Options Considered

10. The original devolution deal agreed with the West of England Combined Authority included the devolution of AEB.

Financial Implications

11. Financial implications and their mitigation are set out in section 9. In discussion with S151 Officers across the Combined Authority some concerns were raised that by the devolution of related funding, WECA would become financially liable for the costs of the insolvency and subsequent special administration regime of any Further Education College provider. It has now been established that WECA will not be expected to pay for the immediate costs of the Special Administration Regime itself, nor to provide any form of exceptional financial support to a college. WECA will be responsible for the continuation of funding for the relevant learners resident in their area who are affected by the insolvency, while a solution to protect those students is identified and delivered.

Risks, Mitigations & Opportunities

12. Work is underway to mitigate the following known risks from devolution of funding:
 - i) At present the funding being devolved does not include a specific allocation to cover administration costs. Traditionally there has typically been a 2-3% underspend of AEB on a national basis which could be used to cover the costs of funding of the administration costs of devolved AEB. At the local level this would equate to £352k-528k of the 17.6m indicative budget and is estimated to be enough to cover predicated administration costs.
 - ii) WECA officers are working closely with the Department for Education (DfE) to ensure that the readiness conditions are met. The DfE have provided a development grant (£280,000 in April 2018) to WECA to ensure the Combined Authority has the resource to meet the readiness conditions and prepare for the new duties.
 - iii) A Strategic Skills Plan for the use of AEB funding is being developed as part of the readiness conditions for devolution, timescales require this is developed ahead of a Regional Skills and Employability plan. As such the Strategic Skills Plan will need to account for a transition period and be realigned into the future.
 - iv) Providers who work across non-devolved areas will experience an increase in administration as they manage two different funding systems i.e. Education and Skills Funding Agency processes for non-devolved areas and WECA new processes. WECA officers are already working with the largest providers to ensure they establish clear and manageable arrangements.

Reasons for Decision

13. The devolution of AEB formed part of the individual deals to the 'transfer of powers and funding from central government to local government and each existing combined authority areas (Cambridgeshire and Peterborough, Greater Manchester, Liverpool City Region, North East, Sheffield City Region, Tees Valley, West Midlands, West Yorkshire, the West of England and London) subject to each area meeting strict readiness conditions.
14. Devolution of the funding allows for each combined authority to create individual solutions to local skills needs in a responsive, strategic and timely manner, in a way that central government management of these funds has not always been able to do.

Annex 1 – Summary of skills related functions included in the original WECA Order (already with WECA held concurrently with the constituent LAs)

“The duties under sections 15ZA, 15ZB, 15ZC, 17 and 18A(1)(b) of the Education Act 1996 and the power under sections 514A and 560A of that Act (duties and powers related to the provision of education and training for persons over compulsory school age).”

Some of these duties have been added to the Education Act by ASCAL as noted below.

Section 15ZA (ASCAL) – Duty in respect of education and training for persons over compulsory school age: England. (Persons over school age but under 19)

Section 15ZB (ASCAL) – Co-operation in performance of section 15ZA duty.

Section 15ZC (ASCAL) – Encouragement of education and training for persons over compulsory school age: England. (But under 19).

Section 17 (Education Act 1996) – Powers in respect of nursery education.

Section 18A (1)(b) (Education Act 1996) – Powers to arrange provision of education at non-maintained schools.

Section 514A (Education Act 1996) – Provision of board and lodging otherwise than at school.

Section 560A (Education Act 1996) – Work experience in last year of compulsory schooling.



Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 May 2018

TITLE	Parks and Green Spaces – future funding model 2018-2020		
Ward(s)	All		
Author: Gemma Dando	Job title: Acting Director of Commercialisation		
Cabinet lead: Councillor Asher Craig	Executive Director lead: Alison Comley		
Proposal origin: <i>Other</i>			
Decision maker: Cabinet Member			
Decision forum: <i>Cabinet</i>			
Summary of issue / proposal:			
<p>By April 1st 2019 the parks and green spaces revenue budget will be reduced to £1.6m, a £2.868m reduction since April 2017 and a £4.35m reduction since April 2014. In order to continue to provide and maintain the current estate of green spaces in Bristol and many of their facilities including play and sports, an innovative solution is needed to this budget reduction.</p> <p>During 2017 a plan was developed to maximise income from parks, green spaces and related services such as cemeteries and crematoria, the horticultural nursery, and woodfuel in order to minimise the need for service reductions. In 2017/18, the £963k saving was delivered through a combination of increasing the income from existing businesses within parks and green spaces, and reducing the repairs and investment revenue budget. The budget reduction plan for 2018 – 2020 includes a further £1.415m in income proposals and £490k service reduction proposals.</p> <p>Between 6th November 2017 and 29th January 2018 a citywide engagement and consultation exercise took place on the proposals for generating income and making efficiencies in order to continue to maintain the city's parks and green spaces with a reduced budget. The consultation and engagement exercise asked citizens whether they supported a variety of income generation and service reduction options for parks. There were opportunities for detailed feedback about the proposals throughout the document. Drop in sessions took place in neighbourhoods and the survey was actively promoted by the parks forum and via social media and other media channels.</p> <p>2659 people responded to the consultation and engagement. Detailed responses were also received from partner organisations and community groups, including the Bristol Parks Forum and Avon Wildlife Trust. One petition of 3307 signatures was received which opposed the proposal to introduce advertising into parks. The consultation broadly supported the income generation plan put forward by the council, and supported some of the service reduction proposals.</p> <p>Taking in to consideration the outcome of the consultation and engagement process, this report recommends that the income generation and service reduction plan proceeds according plan in the following areas:</p> <ul style="list-style-type: none"> • Continue to improve and increase income from existing businesses in parks and green spaces portfolio • Increase income from cafes and concessions (e.g. ice cream vans) and provide more of these in our parks • Introduce new, competitive fees and charges for any business operating from a park or green space. This includes fitness instructors, dog walkers, balloon flights, and any other business using public open space. • Introduce new fee-paying activities into parks and allow private businesses to operate pay-to-use facilities from parks 			

- Increase money from events in the parks of the city.
- The operation of chargeable sports facilities and other facilities in public parks only when they generate no cost to the Council.
- Reduce the level of grounds maintenance on parks or parts of parks across the city where it is appropriate to do so.
- To no longer provide hanging baskets in some parks and in parts of the city centre and Clifton and to replace formal bedding displays with more floral meadow displays across the city.
- Look for opportunities for community groups and organisations and businesses to manage, maintain or enhance local green spaces
- Increase the number of pay and display parking spaces in parks, and increase the parking charges on sites that already have pay and display parking

This report recommends that proposals about advertising and replacement of play equipment are developed in more detail, and further engagement with any local areas that are relevant to the proposals will take place.

This report recommends that proposals about reduction in opening times and days of Hengrove Play Park, and other parks and facilities are not taken forward in 2018-19 and are revisited according to budget requirements in 2019-20.

This report seeks to gain approval for the income generation plan that was consulted on, and to request that procurement decisions related to this income generation, including decisions for up to £1.3m in capital investment and up to the EU threshold for commercial and concession procurement and contracts are delegated to the Executive Director of Communities in consultation with the Cabinet Member with responsibility for parks and green spaces to allow the speed of delivery required to meet the income targets. This includes decisions about grants received, capital spend on income generation initiatives and any other parks investment; for example the award of the contract to carry out works funded by a Countryside Stewardship grant and the Stoke Park Dowry in Stoke Park.

Evidence Base:

- National and international health and environmental evidence shows that green infrastructure, including parks and green spaces, is a vital contributor to citizen health, clean air, flood management and population wellbeing.
- However, the amount of funding available to run public services is decreasing which puts non-statutory services such as parks and green spaces at risk.
- Finding alternative ways to subsidise parks and green spaces, including commercial initiatives, enable parks and green spaces provision to be more sustainable for the future.

Recommendations:

1. To approve the proposals set out in this report for meeting the budget reduction in parks and green spaces
2. To delegate to the Executive Director of Communities, authority to enter in to commercial and concession procurement and contracts in consultation with the Cabinet Member with responsibility for parks and green spaces up to the EU procurement threshold.
3. To delegate authority to the Executive Director of Communities to make investment decisions in parks for values up to £1.3m in consultation with the Cabinet Member with responsibility for parks and green spaces – specifically for capital investment, grant money, match funding and other non-revenue fund money. Within this delegation will include award of the contract for Stoke Park Estate capital investment.

Corporate Strategy alignment:

- Working towards an independent, sustainable funding model for parks which relies less on public funding helps to meet the objective of keeping Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces as it helps to financially future-proof the existence and maintenance of parks and green spaces.
- The proposals within the future funding model for parks and green spaces also prioritise community development and enable people to support their community.

City Benefits:

- Sustainably funded Parks and Green Spaces have clear benefits for the city as they provide free spaces for every citizen to play, relax, exercise and take part in community activities. A full health inequalities impact

assessment has been carried out on the parks budget reduction, which highlights the need to retain and maintain existing parks and open spaces as they provide a wide array of health benefits.

- Parks and green spaces contribute to sustainability outcomes including carbon reduction and clean air outcomes. Finding a sustainable funding model allows these outcomes to continue.
- When developing the future financial model for parks, care will be taken to ensure that income generation activities do not have a negative impact on equalities groups such as older people or young people (who could be excluded or marginalised from some activities). Equalities impact of each of the proposals will be regularly assessed. The proposals also offer an opportunity to increase the breadth of the cultural and recreational offer in parks to better cater for all equalities groups.

Consultation and engagement Details: (attached in Appendix B)

- 12 week citywide consultation, drop-ins, engagement, social media, partnerships as described above and in consultation report.
- Engagement with parks and green spaces scrutiny task and finish group.
- Ongoing engagement and communication with Bristol Parks Forum, Avon Wildlife Trust, VCS and community partners throughout the consultation and beyond to share details of proposals and to ensure that feedback is incorporated so that any negative impacts on citizens, nature and wildlife are minimised.

Revenue Cost	£n/a	Source of Revenue Funding	
Capital Cost	Up to £1.3m	Source of Capital Funding	Parks capital budget identified within capital programme
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input checked="" type="checkbox"/>	Income generation proposal <input checked="" type="checkbox"/>

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

1. Finance Advice:

The Parks and Green Spaces service has delivered £1.0m savings in 17/18 and is committed to delivering incremental savings of +£0.6m in 18/19 and +£1.3m in 19/20.

Having taken in to account feedback from a recent (Nov '17-Jan '18) city-wide consultation, this paper proposes a suite of initiatives, predominantly income generation but also a combination of service efficiencies and service reductions, in order to deliver these savings.

Note that the service may seek to access capital budget and grant funds for initial investment where recurrent reductions in maintenance are planned. These will be proposed on a case by case basis.

Note also that the financial impact of income generation has been based on market information and professional advice has been sought however it still represents 'estimates' at this time. Progress against these estimates throughout 18/19 must be closely monitored and responded to in order to ensure that budget delivery is secured.

Finance Business Partner: Jemma Prince – Finance Business Partner – 12/3/18

2. Legal Advice:

The decision maker needs to take in to consideration the outcome of consultation and engagement when making a decision on the recommendations, and must also comply with the Public Sector Equality duty to consider the need to promote equality for persons with "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and have due regard to the need to:

- eliminate discrimination, harassment, and victimisation
- advance equality of opportunity
- foster good relations between persons who share a relevant protected characteristic and those who do not share it.

In order to do this the decision maker will need to have sufficient information about the effects of the proposed changes on the aims of the Equality Duty. The Equalities impact assessment is designed to assist with compliance with this duty and so the decision maker must take this in to consideration.

Legal Services will need to be instructed on the detailed procurement and concession proposals to advise on the correct EU threshold applicable in each case and the relevant statutory and internal governance and procurement

procedures to be complied with.

Legal Team Leader: Nancy Rollason Head of Service 10th April 2018

3. Implications on ICT: None

ICT Team Leader: Ian Gale

4. HR Advice: The report recommends a number of income generation and service reduction initiatives to achieve the savings. It is likely that changes to the service provision could impact workforce numbers and roles, but the detail is not currently known. A managing change process in line with council HR policy would be implemented should there be any changes that impact staff.

HR Partner: Celia Williams, HR Business Partner, 26/3/18

EDM Sign-off	Pam Wharfe	14/3/18
Cabinet Member sign-off	Councillor Asher Craig	15/3/18
CLB Sign-off	Jacqui Jenson	20/3/18
For Key Decisions - Mayor's Office sign-off	Mayor's Office	29/03/18

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	YES
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background papers	NO
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO

Parks and Green Spaces – future funding model

Background

1. Overall, the cost of the council providing essential services and changes in our income will leave us with a gap in our finances of £108m over the next five years. This is because prices keep going up, as does the demand for services such as social care and education, because we have a growing population. The council has to make savings across many of its services.
2. We believe Bristol's parks and green spaces are a vital part of the city's facilities. Parks are good for the physical and emotional wellbeing of citizens, as well as helping to make Bristol an attractive tourist destination.
3. Providing and maintaining parks and green spaces is not a statutory function of the council (i.e. the council does not have to do it). Most councils choose to spend money on public open green space because of its importance to citizens. Maintaining and investing in parks and green spaces is getting more and more difficult as council budgets become smaller. However, there is a real opportunity for a thriving city such as Bristol to come up with innovative approaches to sustain city green space for the future.
4. By April 1st 2019 the parks and green spaces revenue budget will be reduced to £1.6m, a £2.868m reduction since April 2017 and a £4.35m reduction since April 2014. In order to continue to provide and maintain the current estate of green spaces in Bristol and many of their facilities including play and sports, an innovative solution is needed to this budget reduction.
5. This means services will need to be run in a very different way; we will need to work more with communities, make more money, create more partnerships, make services as efficient as possible and reduce some of the things we do now. As we move forward we want to be positive and ambitious for our parks whilst being clear that we have to work differently to maintain a much valued level of service citywide.
6. In order to make the savings, we have taken the approach of trying to earn as much money as possible so we can keep service reductions to a minimum.
7. **Our vision for parks and green spaces is:** Working together for a Bristol with good quality, attractive and enjoyable parks and green spaces in every part of the city / neighbourhood.
8. **We will do this by:**
 - Keeping free access for all to the city's parks.
 - Making money from our parks that we will use directly to support their maintenance and improvement [and seeking to make them more financially secure for future generations].
 - Welcoming community management of local spaces, supporting volunteering and neighbourhood decision-making.

- Recognising that our parks are vital for our health and wellbeing and ensuring they are attractive and accessible for all our citizens.
- Being clear about our strategy for parks, our minimum standards, our investment plans and how we intend to deliver them.
- Being clear that having good, safe, clean and well-maintained parks is a collective responsibility.
- Ensuring that the planning process protects green space from development where green space is needed and where it helps protect the city from high temperatures and local flooding during heavy rainfall .

Developing the future funding model

9. During 2017 a plan was developed to maximise income from parks, green spaces and related services such as cemeteries and crematoria, in order to minimise the need for service reductions. In 2017/18, the £963k saving was delivered through a combination of increasing the income from existing businesses within parks and green spaces, and reducing the repairs and investment revenue budget. The budget reduction plan for 2018 – 2020 includes a further £1.415m in income proposals and £490k service reduction proposals.

10. The original proposals are detailed in table 1 below:

Proposal	Estimated income / saving	Additional detail
Continue to improve and increase income from existing businesses in parks and green spaces portfolio	£375k	Examples include cemeteries and crematoria, horticultural nursery, woodfuel.
Increase income from cafes and concessions (e.g ice cream vans) and provide more of these in our parks.	£120k + per year income	Our aim is not to simply 'charge more', but to provide attractive and competitive food outlets that provide a profit we can use to support free-to-use parks services.
Introduce appropriate advertising in parks and green spaces.	£50k + per year income	Advertising content would not include: <ul style="list-style-type: none"> • Tobacco, alcohol or e-cigarette advertising • Religious advertising • Pay-day loan advertising • Any content that can be deemed to offer escort or sexual services • Party political content • Content that contravenes the Council's equalities policies.
Introduce new, competitive fees and	£55k + per year income	Types of business included <ul style="list-style-type: none"> • Professional dog walkers;

charges for any business operating from a park or green space.		<ul style="list-style-type: none"> • Hot Air Balloon operators; • Fitness trainers. <p>NOT included:</p> <ul style="list-style-type: none"> • Park run
Introduce new fee-paying activities into parks and allow private businesses to operate pay-to-use facilities from parks	£315k + per year income	<p>We will seek to introduce activities such as:</p> <ul style="list-style-type: none"> • Inflatables such as bouncy castles • Adventure golf • Aerial adventure trails • Car boot sales • Camping and caravanning. • Zorbing • Commercial Climbing • Commercial Ballooning • Allotments
Increase money from events in the parks of the city.	£300k + per year income	<p>We would look to:</p> <ul style="list-style-type: none"> • host more, larger fee-paying events that raise significant income • host a greater variety and number of events overall; • host events on more sites.
The operation of chargeable sports facilities and other facilities in public parks only when they generate no cost to the Council.	£50k per year saving	<p>. We would do this by:</p> <ul style="list-style-type: none"> • Reviewing fees and charges so that they are more in line with the type and quality of facilities being requested and the cost of provision; • Working closely with sports clubs and leagues so they can use facilities and make pitches ready without Council help; • Review and reduce the number of changing rooms and pavilions in the city to lower maintenance costs; • Pursue longer-term 'self-management' arrangements where facilities are run or maintained by a club or other organisation.
Reduce the number of days Hengrove Play Park is open to five days a week – Wednesday to Sunday	£15k saving	Currently, over the summer months, the play area is open six days a week.

– all year round.		
Reduce the level of grounds maintenance on parks or parts of parks across the city where it is appropriate to do so.	£300k saving	Proposals considered are: <ul style="list-style-type: none"> • Reducing grass cutting and strimming on some sites: • Reducing leaf collection except on sites where they are likely to blow on to roads and footpaths and cause a hazard. • Change sites or parts of sites to a different function or management regime that lowers costs e.g. grassed area to woodland. • Remove shrubs and reduce our maintenance of them where this will not cause a nuisance • Consider reducing the number of sites that we cut for hay and introduce a different management regime
To no longer provide hanging baskets in some parks and in parts of the city centre and Clifton and to replace formal bedding displays with more floral meadow displays across the city.	£20k saving	
Flexible opening times for parks facilities (e.g. toilets) in order to reduce out-of-hours staffing costs	£15k saving	Out of hours” would be any time before 7.30am and any time after 3.00pm, seven days a week. Facilities affected would include: <ul style="list-style-type: none"> • Toilet facilities in Victoria Park, Canford Park, Blaise Estate, Oldbury Court Estate and Snuff Mills, St Andrews Park, Brandon Hill Park, Redcatch Park. • Cabot Tower in Brandon Hill Park, • St Andrews Park paddling pool.
Remove play areas and play equipment when they are no longer safely usable and do not replace if the Council’s minimum	£40k saving	

provision standards demonstrate that there is suitable provision nearby.		
Look for opportunities for community groups and organisations and businesses to manage, maintain or enhance local green spaces	£50k saving	We may not accept management by other organisations if a park or green space is able to generate income that could be used to support the parks service as a whole.
Increase the number of pay and display parking spaces in parks, and increase the parking charges on sites that already have pay and display parking	£200k	The purpose of the pay and display parking is to help to manage city traffic and is not an income generation proposal for parks – however the increase in parking spaces may result in money being available to invest in parks and green spaces.

11. Between 6th November 2017 and 29th January 2018 a citywide engagement and consultation exercise took place on the proposals in Table 1 above. The consultation asked citizens whether they supported a variety of income generation and service reduction options for parks. There were opportunities for detailed feedback about the proposals throughout the consultation document. Drop in sessions took place in neighbourhoods and the survey was actively promoted by the parks forum and via social media and other media channels.

12. 2659 people responded to the consultation. Detailed responses were also received from partner organisations and community groups, including the Bristol Parks Forum and Avon Wildlife Trust. One petition of 3307 signatures was received which opposed the proposal to introduce advertising into parks.

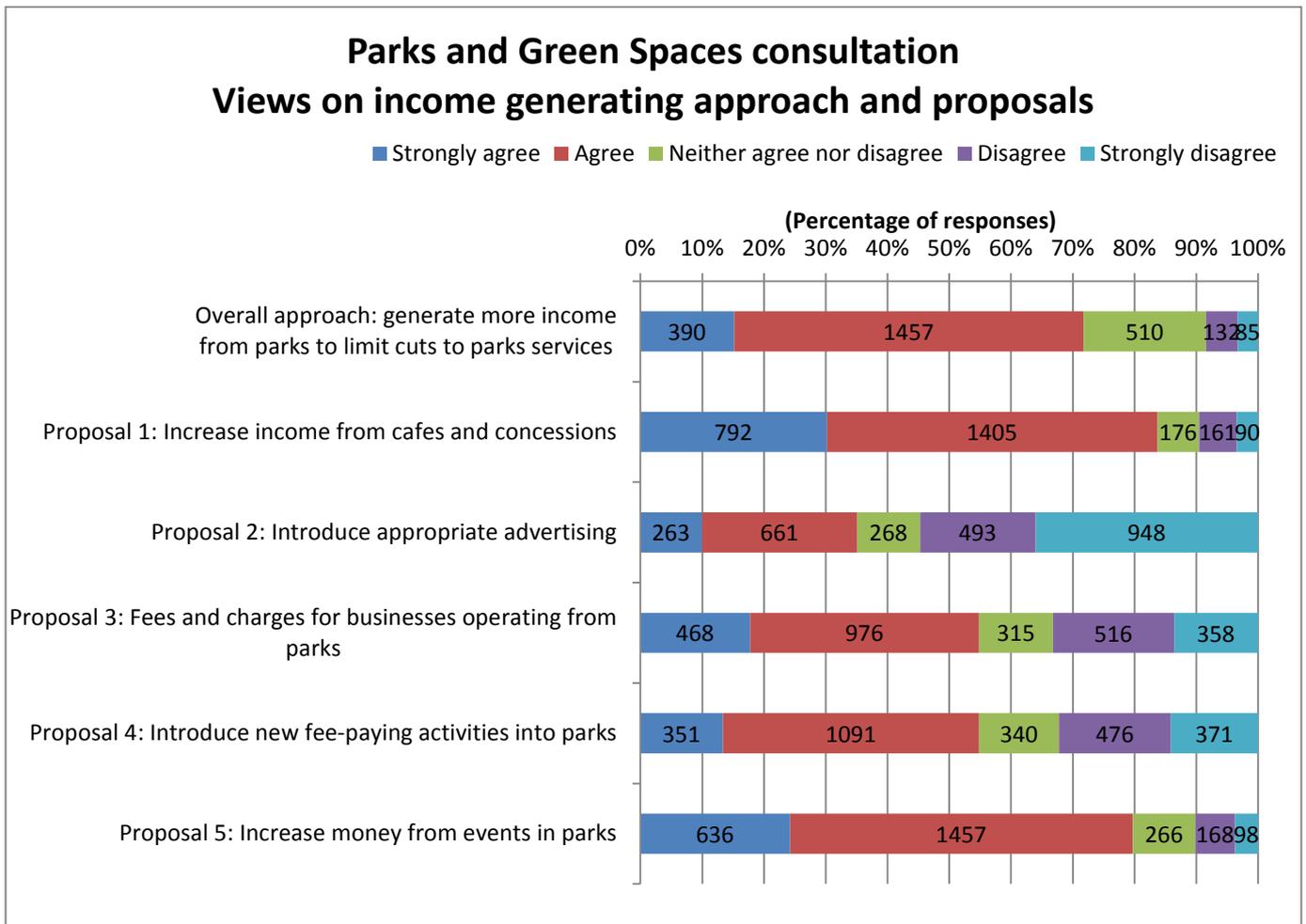
Consultation overview (see full consultation report for full detail in appendix 2)

13. The consultation broadly supported the income generation plan put forward by the council. Over 70% of respondents agreed or strongly agreed with the approach to generate income to limit cuts to the service. Over 80% of people agreed with increasing income from cafes and concessions, just under 80% of people agreed with expanding the events programme, and around 55% of people agreed with the proposals to charge business for operating in parks and to introduce new fee paying activities into parks. Free text responses provided more detail about the things that caused concern about these proposals, which included some general concerns about the effect of income generation on parks, and concerns about some of the fees and charges, the effect on small local businesses such as dog walkers, fitness instructors and concessions. The general tone of the free text responses was supportive of income generation to support parks as long as it didn't have a detrimental impact on the enjoyment of the parks or on small, local businesses. Avon Wildlife Trust voiced concerns about the impact on wildlife and biodiversity if

commercial activities were increased.

14. The only income generation proposal that people were not in majority agreement about was the proposal about advertising, which had 35% agreement. A 3307 signature petition was also submitted to object to the advertising proposals.

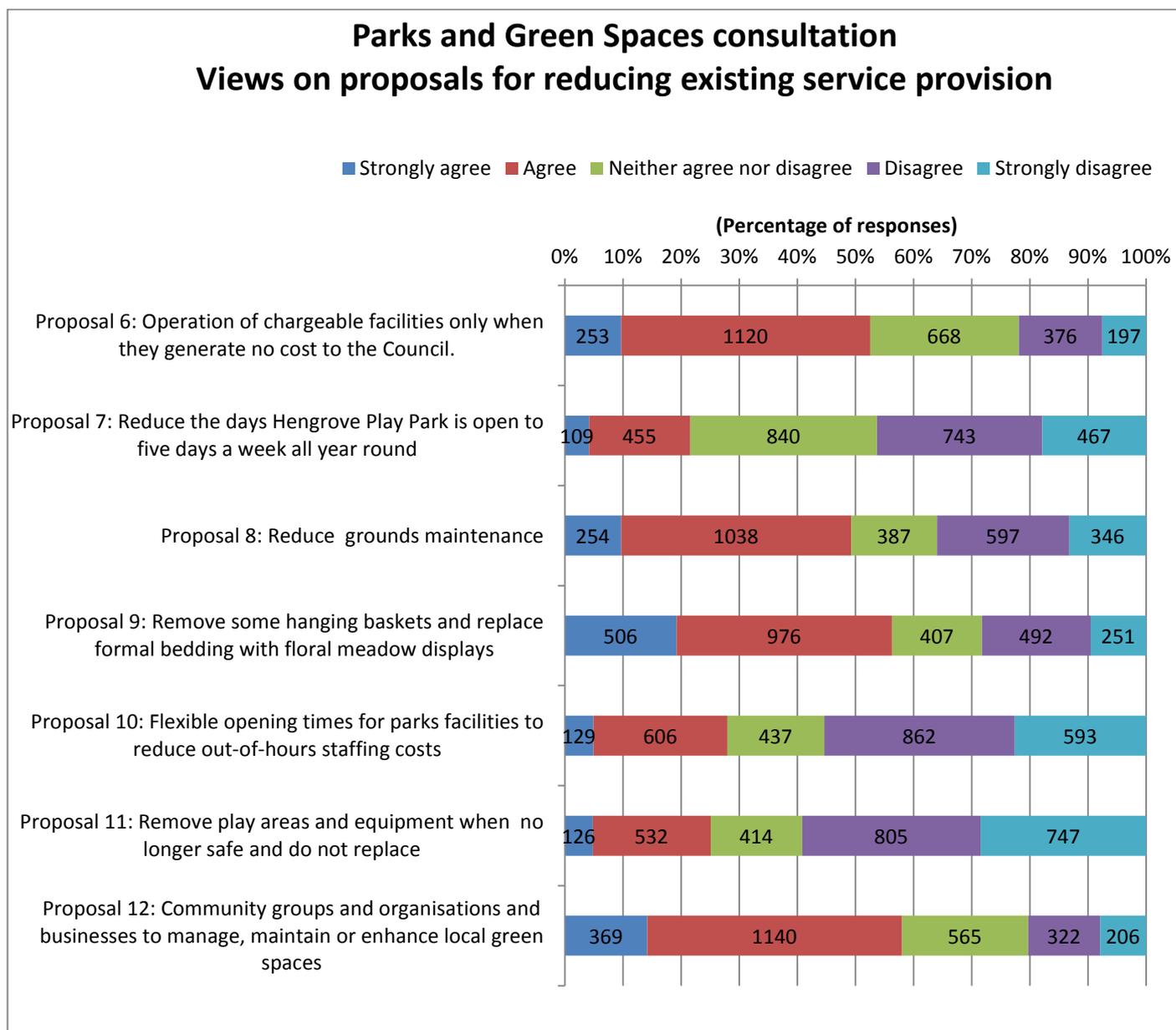
15. Graph 1 below shows the consultation responses to income generation.



16. The consultation responses were less supportive of the service reduction proposals. Three of the proposals had more than 50% of people in agreement (making pay facilities cost neutral; removing hanging baskets and floral displays; explore community group management and maintenance of green spaces). The proposals for the reduction of grounds maintenance had 48% of people in agreement, with the free text comments showing more support for landscape changes than reduction of existing maintenance regimes without a change in landscape. Reduction in play facility replacements and opening times for parks and facilities in parks were not supported, with less than 30% of people agreeing with these proposals. In addition to this, nearly a quarter of free text comments related to play equipment and toilets and did not support removal and reduction in hours. Avon Wildlife Trust thought that some of the proposals could potentially have

a positive effect on wildlife, although they needed more detail to give a detailed analysis. They were opposed to a reduction in hay cuts. Bristol Parks Forum expressed that any reduction in maintenance and investment in parks was not supported by the forum.

17. Graph 2 below shows an overview of the response to the service reduction questions.



Proposals for parks and green spaces savings

18. Having considered the business cases for initiatives alongside the consultation responses from the city, work will either continue or commence on the proposals in the table below:

Proposal recommended	Latest position and further detail	Income / Saving
Continue to improve and increase income from existing businesses in parks and green spaces portfolio	This work is underway, with an increase in retail sales being realised in the nursery, an improvement in Cemetery and Crematorium income and new proposals for woodfuel being developed.	£375k + per year income
Increase income from cafes and concessions (e.g ice cream vans) and provide more of these in our parks.	This work is underway, with café opening times and produce being updated and existing concession agreements being confirmed. The next phase will look for new sites in areas <u>without</u> existing cafes or concessions. Profits from cafes are on track to increase by £120k by 2018/19. Additional income from concessions will not be known until the commissioning of new sites is complete.	£120k + per year income
Introduce new, competitive fees and charges for any business operating from a park or green space. This includes fitness instructors, dog walkers, balloon flights, and any other business using public open space.	The proposal is to charge 10% of the gross income from the activity as the site fee for using the green spaces. E.g. a once-a-week bootcamp class charging £5 for 12 attendees would have an annual fee of £288 (£2,880 income from the parks activity); a dog walker walking 30 dogs a day, £5 a dog, 5 days a week would have an annual fee of £3,600 (£36,000 income from the parks activity); [based on 48 weeks a year operation]; a balloon operator taking 12 people, £100 each would have a fee per flight of £120 (based on income of £1200 per flight). It should be noted that professional dog walk companies will be approached to secure agreements, so that domestic dog walkers will not be disturbed.	£55k + per year income
Introduce new fee-paying activities into parks and allow private businesses to operate pay-to-use facilities from parks	There will be a sensitive balance to maintain on ensuring that the activities do not have a detrimental effect on the quiet enjoyment of green spaces, biodiversity and do not disadvantage people. Activities will include improving the golf offer in Ashton Court, high wires/high ropes courses, seasonal activities such as inflatables and other opportunities as they arise. This will be incremental and local stakeholders will be engaged in discussions as new opportunities develop.	£315k + per year income
Increase money from events in the parks of the	This includes maximising the site fees and	£300k + per year

city.	income from large events	income
The operation of chargeable sports facilities and other facilities in public parks only when they generate no cost to the Council.	Facilities will include bowling greens, sports pitches, pavilions. Measures to make them cost neutral could include increasing charges, reducing council subsidised maintenance or changing the facilities to make them cheaper to operate (e.g. replacing fine turf with artificial turf for cricket wickets, requiring bowling clubs to subsidise their own green maintenance as they are not public facilities).	£50k per year saving
Reduce the level of grounds maintenance on parks or parts of parks across the city where it is appropriate to do so.	There are two elements to this; firstly to reduce grounds maintenance when it is possible to change the landscape and secondly to review costs and overheads in the operation of the grounds maintenance service. For example, the countryside stewardship investment in Stoke Park will reduce the grounds maintenance on the site in coming years as well as providing wildlife and sustainability benefits. Other examples may include expanding wildlife areas in green spaces which can sometimes reduce maintenance costs.	£300k saving
To no longer provide hanging baskets in some parks and in parts of the city centre and Clifton and to replace formal bedding displays with more floral meadow displays across the city.		£20k saving
Look for opportunities for community groups and organisations and businesses to manage, maintain or enhance local green spaces		Estimated saving of £50k is not likely in the given timescale
Increase the number of pay and display parking spaces in parks, and increase the parking charges on sites that already have pay and display parking	This is not an income generation measure, but is for the purposes of good traffic management in the city. However, the introduction of parking charges is likely to result in additional funds being available to invest in parks and green spaces.	£200k
TOTAL		£1,735k

		budget reduction
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19. The income and cost savings associated with taking these initiatives forward total £1,735,000.

Advertising and play equipment replacement

20. It is proposed that further work takes place on the advertising proposals. While 55% of people did not support this proposal, 35% of people did support it and were hopeful of bringing in additional income to their parks. It is proposed that further work takes place on low impact advertising, and that further engagement takes place at a neighbourhood level in any areas where advertising may be proposed.

21. The consultation responses were not supportive of the idea of removing play areas and play equipment when they are no longer safely usable and do not replace if there is alternative provision in the area. It is proposed that further engagement takes place on specific sites where this is relevant so that the communities directly affected are able to feedback on this. We have had occasions in the past when local communities have supported the removal of old play equipment so that new equipment can be better maintained.

Proposal requiring more work and site specific local engagement	Income / Saving
Introduce large billboard advertising in parks and green spaces.	£50k + per year income
Remove play areas and play equipment when they are no longer safely usable and do not replace if the Council's minimum provision standards demonstrate that there is suitable provision nearby.	£40k saving
TOTAL	£90k

22. There were some specific proposals about reduction in opening days and hours of facilities that were not well supported in the consultation. It is proposed that these are revisited in 2019-20 if the full budget savings are not realised, but are not taken forward in 2018-19.

Proposals to be revisited in 2019-20	Income / Saving
Reduce the number of days Hengrove Play Park is open to five days a week – Wednesday to Sunday – all year round.	£15k saving
Flexible opening times for parks facilities (e.g. toilets) in order to reduce out-of-hours staffing costs	£15k saving

TOTAL	£30k
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Other outcomes of the consultation

23. The consultation also asked questions about increasing volunteering in parks and about the idea of a trust or other alternative model of parks delivery. The responses supported additional volunteering in parks, and did not support the idea of a trust or third party taking over the operation of parks and green spaces. A proposal being taken forward by the parks forum, and supported by the council, is to explore a parks foundation model which can raise money for parks and support volunteering, but does not take on the ownership or maintenance of parks.
24. Alongside the work to balance the revenue budget, respondents highlighted that investment is required in the parks both to enable the income to be generated (e.g. for investment in access and services for events, expansion of car parks, improvement of cafes and other commercial hubs) and also to identify external funding streams which can be used to invest in parks and green spaces and ultimately reduce maintenance costs while still improving the green spaces.

Stoke Park Estate

25. Stoke Park Estate is a 108 hectares (274 acre) grade II registered historic parkland owned by Bristol City Council. The estate is clearly visible from the M32 motorway, encompassing the sweeping landscape adjacent to the distinct yellow Dower house (privately owned). The estate is in poor condition and is on Historic England's 'sites at risk' register.
26. Stoke Park Estate benefits from a £1.164 million dowry (remaining sum) which was paid to the council in 2012 when we agreed to take over ownership from a developer consortium.
27. A Conservation Management Plan (CMP) was produced in 2016. This confirms the estates considerable heritage significance, highlights the problems and sets out the restoration priorities. The CMP was consulted on in February 2017 and received broad support with over 700 responses (consultation report see <https://bristol.citizenspace.com/neighbourhoods/stoke-park-future-plans/>)
28. Our ambition is to restore Stoke Park Estate reflecting its recreational and historic significance and also its contribution to regeneration plans in the surrounding area (see Stoke Park Business Case, 6th October 2016). This will require substantial investment. Our plan has been to use the Stoke Park dowry to attract (principally) Heritage Lottery Fund (HLF) and Countryside Stewardship Scheme (CS) funding.
29. The aim of the work is to:

- Help attract an estimated £3.6 million investment from HLF (net grant estimate £2.5 million);
- Substantially reduce risk associated with deteriorating assets;
- Provide a high quality recreational resource for use by local communities and a citywide audience;
- Support wider regeneration plans, particularly investment in Lockleaze;
- Provide sustainable land management through grazing by cattle;
- Empower communities and encourage potential for significant volunteer activity, and
- Provide essential first step in moving Stoke Park to a cost neutral operating budget, as Countryside Stewardship investment unlocks new source of income, including Basic Farm Payments @ £14k / year, CS revenue grant @ £18.4k per year, avoided mechanical cutting of grass as we switch to grazing @ up to £15k / year.

30. In February 2017 a development bid was submitted to the HLF (£400k value) and, at the same time, a separate bid for different elements of the restoration plan was submitted to the CS fund, as administered by Natural England. The HLF bid was not successful, although we have been encouraged to re-apply and we are working through a revised approach. The CS bid was successful.

31. Natural England made their final offer of CS grant on the 28th December 2017. The total grant offer is £337,000 capital, plus £184,000 revenue to be paid over 10-years. The total cost of capital works is £556,000 (plus £15k estimate for contract administration). £337,000 will be paid for through the grant, with the remaining sum being met by the ring fenced Stoke Park dowry.

32. The essential elements covered by the CS grant include:

- Removal of c. 8 ha of scrub, plus thinning and selective felling of young woodland;
- Stock proof fencing, plus gates and other access measures;
- Hedge laying and hedge restoration;
- Improvements to grassland to increase biodiversity restoring 20 hectares (c. 50 acres) of species rich grassland;
- Planting of 70 parkland trees;
- Planting of an orchard comprising 200 trees;
- Protective fencing around Scheduled Monument (World War II gun battery), and
- Restoration of a section of historic wall.

33. It is a requirement of the grant that we complete all works within two years (by 31 December 2019). Given this very tight timeline and the fact that certain works can only be done outside the 'bird nesting season' – which typically runs from March through to September, it has been necessary to do a limited

amount of preparatory work in order that we would be able to satisfy all conditions of the grant.

34. The CS based capital works plan has been approved by the council's corporate procurement group.
35. The proposals set out in the CS scheme are essential works and will allow us to restore the landscape and re-introduction of grazing by cattle as we seek to achieve a more sustainable and lower cost land management system. We do not see any other viable alternatives to restore the landscape other than to have accepted the grant offered by Natural England.
36. We see HLF as the only credible large grant provider able to offer the significant cash injection required to transform Stoke Park into a high quality visitor destination. As such, the CS funded works should be seen as fore-runner to achieve this ambitious plan for the estate.
37. There are some local objections to elements of the work - principally changes to some areas of woodland and loss of scrub. The objectors are vocal but relatively small in numbers. We have a proactive communication plan to outline the benefit of the works (see <https://www.bristol.gov.uk/museums-parks-sports-culture/stoke-park-improvement-work-2018-to-2020>, including putting on several walks and talks, drop in sessions and production of a video with partners: <https://youtu.be/YQI8jltFI9Q>
38. This report seeks approval for the spend of the £556k on the works via a contract funded by the Countryside Stewardship grant and the Stoke Park Dowry.

Decisions requested from cabinet

39. In order to work at the pace required to deliver the level of savings required, and to undertake seasonal landscaping work required when grants are received which contributes to the proposals, this report requests that parks procurement decisions up to the EU income procurement threshold are delegated to the Executive Director of Communities in consultation with the Cabinet Member, and decisions about capital investment and investment works up to the value of £1.3m are delegated to the Executive Director of Communities in consultation with the cabinet member. This will include decisions about grants received, capital spend on income generation initiatives and any other parks investment; for example the award of the contract to carry out works funded by a Countryside Stewardship grant and the Stoke Park Dowry in Stoke Park.

Appendix B: Parks and Green Spaces Engagement and Consultation responses

2659 people responded to the survey, and each question had at least a 96% response rate. Over 10,000 free text comments were received which have been analysed and grouped into themes.

This appendix contains the responses to the questions and themed groupings for the free text responses. This data has been used to inform the recommendations in this report.

Both the quantitative and qualitative data is a rich source that will be used as the proposals recommended in this report are developed further. The data can be analysed geographically when specific proposals are further developed. Some proposals will need further consultation once they are fully developed.

Q1. Do you agree or disagree with the approach to generate more income from parks so cuts to parks services are limited)?

Views on overall approach: generate more income from parks to limit cuts to parks services	Number of responses	% of responses to survey	% of responses to the question	No. of respondents to question	
Strongly agree	390	15%	15%	25	74
Agree	1457	55%	57%	Response rate to question	96.8%
Neither agree or disagree	510	19%	20%		
Disagree	132	5%	5%		
Strongly disagree	85	3%	3%		
Not answered	85	3%			
Total	2659	100.0%	100.0%		

Q2. Proposal 1: Increase income from cafes and concessions (e.g ice cream vans) and provide more of these in our parks

Views on Proposal 1	Number of responses	% of responses to survey	% of responses to the question	No. of respondents to question	
Strongly agree	792	30%	30%	26	24
Agree	1405	53%	54%	Response rate to question	98.7%
Neither agree or disagree	176	7%	7%		
Disagree	161	6%	6%		
Strongly disagree	90	3%	3%		
Not answered	35	1%			
Total	2659	100.0%	100.0%		

Q3. Proposal 2: Introduce appropriate advertising in parks and green spaces.

Views on Proposal 2	Number of responses	% of responses to survey	% of responses to the question		
Strongly agree	263	10%	10%	No. of respondents to question	263
Agree	661	25%	25%	Response rate to question	99.0%
Neither agree or disagree	268	10%	10%		
Disagree	493	19%	19%		
Strongly disagree	948	36%	36%		
Not answered	26	1%			
Total	2659	100.0%	100.0%		

Q4. Proposal 3: Introduce new, competitive fees and charges for any business operating from a park or green space.

Views on Proposal 3	Number of responses	% of responses to survey	% of responses to the question		
Strongly agree	468	18%	18%	No. of respondents to question	263
Agree	976	37%	37%	Response rate to question	99.0%
Neither agree or disagree	315	12%	12%		
Disagree	516	19%	20%		
Strongly disagree	358	13%	14%		
Not answered	26	1%			
Total	2659	100.0%	100.0%		

Q5. Proposal 4: Introduce new fee-paying activities into parks and allow private businesses to operate pay-to-use facilities from parks.

Views on Proposal 4	Number of responses	% of responses to survey	% of responses to the question		
Strongly agree	351	13%	13%	No. of	26

				respondents to question	29
Agree	1091	41%	41%	Response rate to question	98.9%
Neither agree or disagree	340	13%	13%		
Disagree	476	18%	18%		
Strongly disagree	371	14%	14%		
Not answered	30	1%			
Total	2659	100.0%	100.0%		

Q6. Proposal 5: Increase money from events in the parks of the city.

Views on Proposal 5	Number of responses	% of responses to survey	% of responses to the question	No. of respondents to question	2625
Strongly agree	636	24%	24%	Response rate to question	98.7%
Agree	1457	55%	56%		
Neither agree or disagree	266	10%	10%		
Disagree	168	6%	6%		
Strongly disagree	98	4%	4%		
Not answered	34	1%			
Total	2659	100.0%	100.0%		

Q7 - Please tell us if you have specific concerns about any of the proposals to raise income (Q2-6). If you do, how might your concerns be alleviated?

Respondents were asked whether they had specific concerns about the proposals for saving money by generating more income.

1590 (60%) of respondents provided free text comments explaining what their concerns were with the proposals and whether they would do things differently or apply conditions.

The following proposals were made:

1. Increase income from cafes and concessions (e.g ice cream vans) and provide more of these in our parks.

181 (11%) made general comments, 12 respondents did not support the proposal.

46 (3%) made specific comments in support of existing local traders in St Andrews Park, Victoria Park and Horfield Common Parks and wished them to continue to trade.

43 (3%) said that they did not want to see corporate chains operating in parks and preferred local suppliers only.

43 (3%) felt that only or more healthy products should be sold.

42 (3%) felt that better management of concession was needed, for example controlling waste, location of trader, recycling, quality of product.

34 (2%) offered unconditional support for the proposal.

17 (1%) were concerned about fumes and pollution from traders, particularly ice cream vehicles.

15 (1%) were concerned that the drive to raise income would put traders off and increase prices for park users.

2. Introduce appropriate advertising in parks and green spaces.

528 (33%) did not support advertising in parks. From these:

- 180 (11%) expressed strongly that parks were not appropriate places for advertisements;
- 116 (7%) felt that advertising would have a detrimental impact on people's mental health and ability to de-stress or relax;
- 109 (7%) felt that it would simply make parks too commercial;
- 87 (5.5%) felt that parks were an important escape or refuge from advertising, commercialism or urban life;
- 86 (5.5%) felt that adverts would have a detrimental impact on the amenity, quality or character of a park;
- 57 (3.5%) were concerned about the impact of advertising on children;
- 9 (0.5%) felt that sponsorship was acceptable;
- 7 (0.5%) felt that advertising would attract graffiti.

82 (5%) felt they could support advertising in parks providing it was restricted in some way. From these:

- 29 (1.8%) did not want advertising of unhealthy foods;
- 16 (1%) did not want advertising of products for children;
- 17 (1%) suggested restricting the location of adverts;
- 8 (0.5%) did not want large corporate advertising.

91 (6%) specifically felt that advertising should not detract from views into a park or within it with and be done 'sensitively' e.g with consideration of size and location.

25 (1.5%) felt that advertising should be restricted to face out of parks only on the perimeter.

3. Introduce new, competitive fees and charges for any business operating from a park or green space.

147 (9%) felt that we should not charge professional dog walkers. From these:

- 36 (2%) felt that this would unfairly penalise small traders on a low income;
- 19 (1%) felt that it would be too hard to enforce and collect;
- 12 (1%) felt that parks should be free to all users.

143 (9%) felt that we should not charge fitness trainers who operate in parks. From these:

- 46 (3%) felt that there would be a negative impact on the use of parks for fitness and health;
- 22 (1.5%) felt that this would unfairly penalise small traders on a low income;
- 18 (1%) were concerned that Park Run would be included in fees and charges.
- 14 (1%) felt that fees would increase to participants as a result;

134 (8%) supported fees and charges with conditions or caveats including: that charges should relate to income made; charges should not be levied on not-for-profit organisations.

118 (7%) felt that it would be too costly or difficult to collect fees. From these:

- 52 (3%) felt that it would be too difficult to enforce against non-payment and practically collect fees;
- 30 (2%) felt the cost of fee collection would outweigh the benefit of income;
- 14 (1%) felt it would not be possible to distinguish between people who should pay and those who do not need to.

96 (6%) generally objected to fees being introduced. From these:

- 24 (1.5%) of these felt that this would overburden small businesses and that they would likely fail;
- 22 (1.5%) felt that it would impact the use of parks for exercise;
- 10 (0.5%) felt that parks should be free to all users.

45 (3%) comments were made about charging hot air balloon operators: 23 (1.5%) were in support, 5 did not support fees.

4. Introduce new fee-paying activities into parks and allow private businesses to operate pay-to-use facilities from parks.

182 (11.5%) objected to introducing fee-paying activities with reasons including:

- 35 (2%) felt that parks should be free of commercialism;

- 33 (2%) felt that parks should not be places where visitors feel under pressure to spend money;
- 31 (2%) felt that activities would spoil parks;
- 21 (1.5%) were concerned about the amount of space that would be taken up by commercial activity.

169 (10.5%) would support fee paying activities with conditions or caveats including:

- 58 (3.5%) felt that the amount of space taken up should be restricted;
- 33 (2%) felt that activities should be limited to some parks only;
- 20 (1.5%) would support only if activities were temporary;
- 17 (1%) felt that the type of activity should be restricted;
- 12 (1%) would support providing the park was not damaged.

62 (4%) made specific comments about activities listed on the consultation proposal, including 24 (1.5%) objecting to camping and caravanning.

38 (2%) made specific comments about allotments: 15 (1%) did not generally agree to allotments in parks; 6 were in support.

5. Increase money from events in the parks of the city.

252 (16%) supported the proposal for raising income from more events with a consistent theme that events must be appropriate to the park or green space and not have a persistent impact on general park users. 199 (13%) of these expressed support with specific caveats including:

- 57 (4%) felt that the scale of events should be limited so they do not impact too much on public access;
- 36 (2%) felt that events should be better managed with improved waste management and traffic management for example;
- 32 (2%) did not want events to be held too regularly;
- 26 (1.5%) were concerned that parks should be damaged by events;
- 23 (1.5%) felt that not all parks were appropriate for events;
- 18 (1%) wanted local residents or groups to be consulted before events were held;
- 15 (1%) were keen that event organisers cleaned up any mess or damage following an event;
- 11 (1%) were in favour if we could lower noise levels.
- 3 were concerned about the impact on wildlife

127 (8%) did not agree with the proposal to increase income from events. Reasons included:

- 41 (2.5%) felt that events would bring more noise, litter, parking and asb;
- 30 (2%) had a particular concern about large events;
- 29 (2%) were concerned that 'private events would restrict free access to parks;
- 29 (2%) were concerned about the damage events can cause to parks;
- 22 (1.5%) felt there would be too much impact on local residents;
- 12 (1%) were concerned about impact on wildlife.

44 (3%) made comments about the impact of the proposal on community or charity events. From these:

- 30 (2%) felt that increasing commercial events should not impact community events and there should be no charge for community events;
- 13 (1%) also felt that not-for-profit events should not be subject to a fee;

38 (2%) comments made a specific reference to Eastville Park. From these:

- 20 (1.5%) of these were unhappy with the impact of events on local residents;
- 8 did not want events held at the park;
- 5 felt that the park should benefit directly from the income made.

18 (1%) comments were made specifically about the balloon fiesta, 12 of these felt that the balloon fiesta should not be subject to a site hire fee.

In addition to comments made about the proposals put forward in the consultation. The following themes were noted:

155 (10%) felt that the proposals would take away what is 'special' about parks and green spaces. From these:

- 60 (4%) felt that green spaces should be free of commercialism and not encouraging people to spend money;
- 52 (3%) felt that parks were too important for mental health, physical health or wellbeing;
- 38 (2%) felt that parks should be relaxing and peaceful places;
- 31 (2%) felt that parks were places to escape the pressures of urban life;
- 30 (2%) felt parks were important for connecting with nature;

- 24 (1.5%) felt that green spaces were places where children were not subject to commercialism.

Note these numbers may not be additional to those given in the response to Proposal 4

63 (4%) made a specific comment that that Parks should always be free to access.

50 (3%) felt that Parks should be maintained with public funds and objected a commercial approach;

34 (2%) made specific comments about supporting community groups or park groups and volunteers. 10 (0.5%) of these felt that communities should be consulted about change.

22 (1%) commented about the level of maintenance in parks.

9 (0.5%) stated that parks should not be sold to generate income.

Q8 - Do you have any other ideas of how we might raise income from our parks and open spaces?

Respondents were asked whether they had specific ideas to raise income that had not been proposed in the consultation itself.

1190 (45%) of respondents provided free text comments providing ideas to raise income.

248 (21%) people provided ideas for new activities that might help raise income. These included:

- 49 (4%) suggested fee-based walks and talks and council-run on-site land or nature-based activities in parks;
- 36 (3%) suggested the Council ran activities for children including Forest Schools;
- 34 (3%) suggested specific ideas for new, chargeable facilities such as bungee jumps, segways, high ropes course, land train, zip wires, horse riding, petting zoo, soft play.
- 30 (2.5%) suggested the council sell products from land management compost, firewood and ha;
- 25 (2%) suggested we operate fitness or sporting activities and sessions;
- 18 (1.5%) suggested a range of training courses which may or may not be linked directly to land management;
- 18 (1.5%) suggested Parks' staff running gardening or horticulture classes;
- 16 (1.5%) suggested selling food produce grown on parks/allotments;
- 15 (1%) suggested music in parks with the council raising funds from concessions;
- 14 (1%) suggested bringing back boating on Eastville and St George lakes;

- 9 (0.75%) suggested the Council operate a children's or general outdoor activity centre.

185 (16%) gave ideas for an enhanced events programme. Of these:

- 38 (3%) would like to see more music events;
- 31 (2.5%) would like to see more food festivals or markets;
- 23 (2%) would like to see more fitness or sport activity;
- 22 (2%) would like to see more theatre and performance events;
- 21 (2%) gave examples of specific events the city should host with themes including Christmas, classic cars, kite flying, literary fairs and antique fairs;
- 17 (1.5%) would like to see more festivals;
- 17 (1.5%) would like to see more outdoor film and cinema events;
- 15 (1%) would like more, larger events;
- 14 (1%) would like more art-related events.

178 (15%) respondents gave ideas that were proposed in the consultation or are already being progressed by the Council as part of earlier income generation proposals, and therefore in support of them. From these:

- 52 (4%) supported more and/or improved café and concession facilities. Comments include requests for longer opening hours and better quality facilities;
- 26 (2%) were in favour of selling plants to the public from Blaise nursery and from more locations for a longer period of time;
- 24 (2%) felt more car parking charges could be introduced;
- 14 (1%) agreed that we should generate new fees for activities taking place in parks.

163 (14%) people suggested that parks should not have to be funded entirely by generating new income but could receive income through a levy, precept or additional taxation. Others in this group felt that parks services should be paid for solely by the local authority without generating income.

122 (10%) people suggested that donations should be sought. It was suggested these could be from individuals online or via a phone app for example or by donation boxes. Fundraising events could be held and businesses could be asked to donate. Legacy donations were suggested and philanthropic gestures. Voluntary levies were also suggested – on council tax bills for example.

107 (9%) people proposed generating sponsorship for green spaces, events, features, projects, general maintenance or to support volunteer or community activity.

90 (8%) people suggested money could be made or saved by maintaining parks in a different way. Suggestions included cutting grass less frequently, leaving areas to go wild, encourage residents to maintain local green space and supporting volunteering.

84 (7%) people suggested new fees or charges for activities or facilities that are currently free. Suggestions included charging for Park Run, to use toilet facilities, to attend the Balloon Fiesta or have barbecues in parks.

39 (3%) people suggested supporting ‘friends groups’ or local communities to maintain green spaces, raise money for improvements or organise events.

33 (2.5%) people suggested we raise charges where they already apply. Suggestions included car parking, sports facilities and allotments.

33 (2.5%) people suggested raising more income from car parking charges.

32 (2.5%) people suggested that park buildings can be used to generate new income or save money by for example making them available for commercial hire, through sale or conversion, hosting civic ceremonies or exhibitions.

21 (2%) people suggested that raising money through a trust or a charity would help fund the service or, for example, projects, events or individual parks.

Q9. Proposal 6: The operation of chargeable sports facilities and other facilities in public parks only when they generate no cost to the Council.

Views on Proposal 6	Number of responses	% of responses to survey	% of responses to the question		
Strongly agree	253	10%	10%	No. of respondents to question	26 14
Agree	1120	42%	43%	Response rate to question	98. 3%
Neither agree or disagree	668	25%	26%		
Disagree	376	14%	14%		
Strongly disagree	197	7%	8%		
Not answered	45	2%			
Total	2659	100.0%	100.0%		

Q10. Proposal 7: Reduce the number of days Hengrove Play Park is open to five days a week – Wednesday to Sunday – all year round. Currently, over the summer months, the play area is open six days a week.

Views on Proposal 7	Number of responses	% of responses to survey	% of responses to the question

Strongly agree	109	4%	4%	No. of respondents to question	26 14
Agree	455	17%	17%	Response rate to question	98 .3 %
Neither agree or disagree	840	32%	32%		
Disagree	743	28%	28%		
Strongly disagree	467	18%	18%		
Not answered	45	2%			
Total	2659	100.0%	100.0%		

Q11. Proposal 8: Reduce the level of grounds maintenance on parks or parts of parks across the city where it is appropriate to do so.

Views on Proposal 8	Number of responses	% of responses to survey	% of responses to the question	No. of respondents to question	
Strongly agree	254	10%	10%	26 22	
Agree	1038	39%	40%	98. 6%	
Neither agree or disagree	387	15%	15%		
Disagree	597	22%	23%		
Strongly disagree	346	13%	13%		
Not answered	37	1%			
Total	2659	100.0%	100.0%		

Q12. Proposal 9: To no longer provide hanging baskets in parts of the city and to replace formal bedding displays with more floral meadow displays.

Views on Proposal 9	Number of responses	% of responses to survey	% of responses to the question	No. of respondents to question	
Strongly agree	506	19%	19%	26 32	
Agree	976	37%	37%	99 .0 %	

Neither agree or disagree	407	15%	15%
Disagree	492	19%	19%
Strongly disagree	251	9%	10%
Not answered	27	1%	
Total	2659	100.0%	100.0%

Q13. Proposal 10: Flexible opening times for parks facilities (e.g. toilets) in order to reduce out-of-hours staffing costs.

Views on Proposal 10	Number of responses	% of responses to survey	% of responses to the question		
Strongly agree	129	5%	5%	No. of respondents to question	262 7
Agree	606	23%	23%	Response rate to question	98. 8%
Neither agree or disagree	437	16%	17%		
Disagree	862	32%	33%		
Strongly disagree	593	22%	23%		
Not answered	32	1%			
Total	2659	100.0%	100.0%		

Q14. Proposal 11: Remove play areas and play equipment when they are no longer safely usable and do not replace if the council's minimum provision standards demonstrate that there is suitable provision nearby.

Views on Proposal 11	Number of responses	% of responses to survey	% of responses to the question	
Strongly agree	126	5%	5%	No. of respondents to question
Agree	532	20%	20%	Response rate to question
Neither agree or disagree	414	16%	16%	
Disagree	805	30%	31%	

Strongly disagree	747	28%	28%
Not answered	35	1%	
Total	2659	100.0%	100.0%

Q15. Proposal 12: We propose to look for opportunities for community groups and organisations and businesses to manage, maintain or enhance local green spaces.

Views on Proposal 12	Number of responses	% of responses to survey	% of responses to the question		
Strongly agree	369	14%	14%	No. of respondents to question	2602
Agree	1140	43%	44%	Response rate to question	97.9%
Neither agree or disagree	565	21%	22%		
Disagree	322	12%	12%		
Strongly disagree	206	8%	8%		
Not answered	57	2%			
Total	2659	100.0%	100.0%		

Q16 - Please tell us if you have specific concerns about any of the proposals to save money by reducing the service (Q9-15). If you do, what you do differently?

Respondents were asked whether they had specific concerns about the proposals for saving money by reducing the service.

1247 (47%) of respondents provided free text comments explaining what their concerns were with the proposals and what they would do differently.

General comments

165 (13%) commented on the negative impacts of the proposals on health and wellbeing.

44 (4%) opposed all cuts to the parks service. 6 (0.5%) agreed with the proposals in general.

40 (3%) said that the proposals disadvantaged deprived areas.

38 (3%) said there was insufficient information or that the proposals were too broad in scope to agree with them.

32 (3%) said that the savings weren't high enough to justify the decreases in service provision.

23 (2%) were concerned with the potential job losses.

8 (1%) suggested that facilities and services should be improved and increased.

Funding/Generating income

106 (9%) suggested seeking business sponsorship to pay for services.

16 (1%) proposed that we should fundraise money to support delivering parks services.

8 (1%) proposed that the services could be commercially run.

8 (1%) proposed raising council tax.

8 (1%) said that there should be no charges for park usage. 3 (0.2%) suggested that there should be.

6 (0.5%) said that there should be no advertising in parks.

5 (0.4%) suggested selling plants.

4 (0.3%) proposed holding more events.

4 (0.3%) suggested selling park by-products (e.g. mulch, wood and hay).

4 (0.3%) proposed selling food/coffee.

4 (0.3%) said that the parks department should generate more income (non-specific).

3 (0.2%) stated that parks should not need to generate an income.

3 (0.2%) said that the parks service should sell hay.

2 (0.2%) proposed charging businesses more to rent spaces in parks.

1 (0.1%) suggested charging more for sports.

1 (0.1%) proposed raising money through a congestion charge.

Maintenance

141 (11%) disagreed with the proposals to cut maintenance as they would reduce the attractiveness and quality of the parks. 4 (0.3%) agreed with a general reduction in grounds maintenance.

71 (6%) said that grass cutting needs to be maintained. 20 (2%) agreed with reducing grass cutting.

54 (4%) stated that the proposals would lead to an unacceptable decline in maintenance standards.

41 (3%) said that leaf collection was a priority, many of them citing ash dieback as being a significant risk of cutting this service. 5 (0.4%) agreed with reducing leaf collection.

30 (2%) said that hay cutting needs to be maintained. 1 (0.1%) agreed with reducing the number of hay cuts.

21 (2%) said that we should prioritise maintaining paths and walking/seating areas.

12 (1%) said that waste removal and bins were a priority.

11 (1%) said that tree maintenance was a priority.

7 (1%) said that we should prioritise hedge and shrub trimming.

6 (0.5%) suggested that unemployed people, people on community service or prisoners could contribute to delivering parks maintenance.

4 (0.3%) said that the parks service should clear scrub.

3 (0.2%) proposed introducing grazing animals to reduce park maintenance.

Ownership & Service delivery

82 (7%) were concerned that volunteers would be unable to effectively take over the running of parks services.

73 (6%) suggested that the Council should work more closely with community groups to effectively deliver parks services.

68 (5%) said that safeguards would need to be put in place to ensure that any organisations taking over parks services would deliver a high quality inclusive service.

49 (4%) said that organisation taking over parks services should be non-profit.

48 (4%) said we should not outsource or sell off parks to businesses.

20 (2%) suggested that we should consult the local communities before making significant changes to their parks.

18 (1%) suggested that we should make more use of volunteers for delivering parks services.

15 (1%) said that the council should retain overall responsibility for park management.

7 (1%) raised issues with handing over services to community groups.

7 (1%) said that the council should continue to maintain park spaces.

4 (0.3%) suggested that each park needed its own individual approach.

3 (0.2%) proposed that the parks service should maximise staff efficiency.

3 (0.2%) said that the parks service should enable facilities to be reinstated once the financial situation improves.

Planting

104 (8%) said that the parks should be planted and managed in a way that encourages wildlife.

83 (7%) disagreed with removing shrubs.

51 (4%) said that hanging baskets should still be provided. 29 (2%) said that hanging baskets were unnecessary.

43 (3%) suggested taking a less formal, lower maintenance approach to displays and planting.

41 (3%) suggested that there should be more wildflower spaces and meadows. 7 (1%) said that meadows would still require managing and maintenance, so would still incur a cost.

35 (3%) said that formal flower beds and displays were a priority. 3 (0.2%) agreed with reducing the amount of floral displays.

31 (2%) suggested that members of the public could provide plants for the parks and displays.

14 (1%) wanted more woodlands. 11 (1%) said that we should not create new woodland. 3 (0.2%) noted that woodlands still require significant maintenance.

6 (0.5%) suggested that the council should provide cheaper alternatives to hanging baskets and flowers.

Play areas

305 (24%) disagreed with the removal of play equipment. 6 (0.5%) of the comments agreed with it.

57 (5%) stated that Hengrove Park needed to be open for longer. 3 (0.2%) suggested that Hengrove Park should close on different times/days than in the proposals.

25 (2%) said that removing play equipment would disadvantage families who could not travel.

10 (1%) suggested that play areas should be self-managing.

Savings

13 (1%) suggested that the council should save money from other services.

6 (0.5%) proposed reviewing the procurement and management of services to make them more cost effective.

Sports

40 (3%) said that sports provision was a priority.

22 (2%) said that we should not charge for use of sports facilities.

19 (2%) agreed with charging for sports. 4 (0.3%) of these suggested not charging too much, or not charging certain groups in order to make sports more inclusive.

10 (1%) said that keeping changing rooms open was a priority.

7 (1%) said that the council needs to ensure that all people are able to use the sports facilities.

Toilets/facilities

353 (28%) said that toilets and facilities should be open later than the proposed times.

165 (13%) said that removing toilet facilities would have negative impacts. 2 (0.2%) agreed with removing toilet facilities.

11 (1%) proposed charging for toilets.

8 (1%) suggested introducing self-locking toilets.

1 (0.1%) proposed implementing a business toilet scheme.

1 (0.1%) suggested introducing compost toilets.

Q17. Do you have any other ideas of how we might save money from reducing the service?

609 (23%) of respondents provided free text comments giving their own ideas to save money from the service.

Disagree with proposals

103 (17%) said that we should oppose the cuts.

8 (1%) opposed the reduction in parks maintenance as it would result in anti-social behaviour and would reduce potential income generation.

5 (1%) said that toilets should be open later.

4 (1%) suggested making parks more attractive.

2 (0.3%) suggested learning from other local authorities.

Funding/Generating income

58 (10%) suggested seeking business sponsorship.

21 (3%) said that the council should fundraise money to support delivering parks services.

17 (3%) suggested selling park by-products (e.g. mulch, wood and hay).

- 17 (3%) suggested charging for toilets.
- 15 (2%) suggested fining litterers and dog foulers.
- 15 (2%) said that taxes should be raised.
- 11 (2%) said that the council should generate income (non-specific).
- 7 (1%) proposed running more events in parks.
- 7 (1%) proposed introducing charging/increasing charges for parking.
- 4 (1%) suggested that the NHS/Public Health should contribute to the parks budget.
- 3 (0.5%) proposed selling off unused land.
- 3 (0.5%) suggested selling services.
- 2 (0.3%) proposed generating income through offering advertising on park sites.
- 1 (0.2%) suggested introducing a congestion charge.

Maintenance

- 42 (7%) said we should take a less intensive approach to parks maintenance.
- 17 (3%) suggested that people on community service, unemployed people or prisoners could contribute to delivering parks maintenance.
- 9 (1%) proposed that money could be saved by introducing a more efficient bin and waste collection strategy.
- 6 (1%) suggested educating people about looking after parks in order to reduce maintenance costs.
- 5 (1%) suggested saving/generating money through better use of technology.
- 4 (1%) proposed introducing grazing animals to reduce park maintenance.

Ownership & Service delivery

- 90 (15%) said that we should work with other organisations (e.g. trusts, community groups, schools and farms) to deliver parks services.
- 39 (6%) suggested that we should make more use of volunteers for delivering parks services.
- 21 (3%) suggested that the parks service should be run more efficiently.
- 7 (1%) proposed implementing a business toilets scheme for parks.
- 7 (1%) said that the parks service should focus on delivering the basics and reduce non-essential overheads.

7 (1%) suggested that the council should directly engage residents and set up friend's groups.

6 (1%) said that the council needed to improve its communication with supportive groups.

4 (1%) suggested that there should be individual business/management plans for each park.

3 (0.5%) said that the parks team should be improved in order to deliver a more effective service.

2 (0.3%) suggested protecting deprived areas and reducing the services in more wealthy areas first

2 (0.3%) said that the council should protect parks from being bought out by developers.

Planting

51 (8%) suggested introducing a lower maintenance planting regime.

5 (1%) said that hanging baskets should be removed.

Savings

33 (5%) said that the council should reduce its number of staff, particularly senior managers.

18 (3%) said that the council should save money from other services.

2 (0.3%) proposed that Hengrove Park play area should be unmanned.

2 (0.3%) suggested closing some of the parks.

2 (0.3%) suggested closing toilets.

Sports

12 (2%) suggested that the parks service should charge for sports.

2 (0.3%) suggested reducing the council's spend on sports.

Q18. Proposal 13: We propose to increase the number of pay and display parking spaces in parks, and increase the parking charges on sites that already have pay and display parking

Views on Proposal 13	Number of responses	% of responses to survey	% of responses to the question		
Strongly agree	343	13%	13%	No. of respondents to question	26 11
Agree	936	35%	36%	Response rate to question	98 .2 %

Neither agree or disagree	393	15%	15%
Disagree	516	19%	20%
Strongly disagree	423	16%	16%
Not answered	48	2%	
Total	2659	100.0%	100.0%

Q19. Proposal 14: We are considering the merits of the Parks Service being delivered by a Trust or similar organisation rather than the City Council

Views on Proposal 14	Number of responses	% of responses to survey	% of responses to the question	No. of respondents to question	
Strongly agree	233	9%	9%	26	05
Agree	755	28%	29%	Response rate to question	98.0%
Neither agree or disagree	670	25%	26%		
Disagree	468	18%	18%		
Strongly disagree	479	18%	18%		
Not answered	54	2%			
Total	2659	100.0%	100.0%		



Bristol City Council Equality Impact Assessment Form

This document is an update to the EqlA prepared for the original Parks savings plan and approved by Gemma Dando and Simon Nelson 5th Jan 2017.

Name of proposal	Parks and green spaces – future funding model 2018-20
Directorate and Service Area	Communities. Parks and Green Spaces.
Name of Lead Officer	Gemma Dando

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

<p>1.1 What is the proposal?</p> <p>The Parks Service has consulted on and is now planning to implement plans for making savings of £1.905m in 2018/19 and 2019/20. Proposals to make the savings include:</p> <ul style="list-style-type: none"> - increasing income from cafes and concessions; - advertising in parks and green spaces; - introducing new, competitive fees and charges for any business operating from a park or green space; - introducing new fee-paying activities into parks and allow private businesses to operate pay-to-use facilities from parks; - increasing the number of pay and display parking spaces in parks, and increase the parking charges on sites that already have pay and display parking; - raising more money from events in the city; - ensuring that the operation of chargeable sports facilities and other facilities in public parks is at no cost to the Council - reducing the number of days Hengrove Play Parks is open from six to five; - reducing the level of grounds maintenance on parks or parts of parks across the city where it is appropriate to do so;
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- no longer providing formal, floral displays including hanging baskets in parts of the city centre and Clifton;
- having more flexible opening times for parks facilities in order to reduce out-of-hours staffing costs;
- removing some play areas and play equipment when they are at 'end of life' if the Council's minimum provision standard demonstrates that there is suitable provision nearby;
- looking for opportunities for sports clubs, community groups and organisations and businesses to manage, maintain or enhance local green spaces.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

Parks is a universal service that all citizens of Bristol have access to. We don't collect data on parks users but we do have good data about the citizens of Bristol and also about satisfaction with local parks through the QoL survey.

In addition, the Council did an extensive piece of work for an equalities impact assessment on its parks and green space strategy adopted in 2008. Although this is some years old the findings are still highly relevant to the service area as the motivations for using the service and its level of provision have not significantly changed. This work looked extensively at barriers to access.

The key message received from this assessment was that safety (and the perception of safety) and access to toilets were the overriding concerns for citizens with protected characteristics.

The most significant population change in relation to equalities communities has been an increase in the non-white British population from 11% to 22%. This would suggest the findings of 2008 would be as pertinent or more so and there would be a greater need for activities in parks for culturally diverse communities which the increase in event opportunities could support.

2.2 Who is missing? Are there any gaps in the data?

There is no data on the specific proposals and how they may impact on residents with protected characteristics.
There are gaps in the data in terms of understanding exactly who uses parks as we do not collect data about usage.

2.3 How have we involved, or will we involve, communities and groups that could be affected?

As proposals are developed further they will be communicated with local communities. For example, if an income generating activity is proposed within a park and is using parks space, consultation will take place with the local community to ensure that any negative impacts on equalities communities are understood and mitigated.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

There are potential adverse impacts on disabled parks users if income generation activities conflict with accessibility within parks. The same issues may affect older parks users. There are potential adverse impacts on equalities groups such as BME communities, LGBT communities and faith groups if income generation activities affect the way that people use the parks and make them less welcoming (it is a key priority to get a good cultural mix of events within parks that cater to all communities).

If parks are handed over to communities to manage, there are potentially adverse impacts on equalities communities such as disabled parks users, BME users, older users, parents/carers and children if the parks are not well managed or if the groups managing the parks do not cater properly for the needs of all users. This is also an area where the perception of safety may be a concern.

There is a potential impact for users from low income households if more park space is taken by charged for activities which these households may not be able to afford.

There is a potential impact on families with children if there is a reduction in the availability of play equipment. It is key to ensure that if play equipment is

not replaced, there is quality alternative play equipment available in the area for families with children.

3.2 Can these impacts be mitigated or justified? If so, how?

The mitigation for the above potential impacts is to consult on proposals with local residents of parks to ensure that any negative impacts of income generation proposals can be mitigated. This consultation in most cases will be better carried out when any change is to be taken to delivery – with individual projects subject to a specific equalities assessment.

For alternative service delivery models such as management of parks by local groups / communities, consultation and clear agreements about the duties related to managing green spaces will be key to ensuring that there are no negative impacts on equalities communities. Equalities communities may need to be given support to ensure that they are in a position to engage with any processes related to taking on local parks to ensure that all communities get the opportunities to manage local assets. Particular attention may need to be given to economically disadvantaged communities in relation to management of assets if finance or skills are a barrier.

3.3 Does the proposal create any benefits for people with protected characteristics?

In general the parks service will continue as normal – there may be some advantages to people with protected characteristics as the income generation activities may add to the cultural experience of using the parks.

3.4 Can they be maximised? If so, how?

Ensuring that a good cultural mix of activities is available and that activities are accessible to all.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

The parks proposals are a suite of varied initiatives which are a mixture of income generation and service reductions. Many of the proposals will be introduced incrementally over the next 18 months and the equality impact

assessment will continue to be developed as the proposals for income generation and alternative delivery models are developed, and will inform the design and consultation proposals for changes. Officers are working closely with the events team in the research work in place to identify new income opportunities in this area and cultural diversity and accessibility is being considered at all stages.

4.2 What actions have been identified going forward?

Review equalities impact assessment as proposals are developed. Ensure that as proposals are developed, consultation takes place with local equalities forums and local residents to ensure that feedback is considered as part of the development phase.

Further public consultation may take place when more developed plans are in place and equalities groups will be encouraged to engage with that.

4.3 How will the impact of your proposal and actions be measured moving forward?

The equalities impact assessment will be updated and reviewed regularly during development of the proposals, and the impact of the proposals will be measured using quality of life indicators which can be assessed for each protected characteristic. Monitoring process (as described in 3.2) will be put in place.

Service Director Sign-Off: Gemma Dando	Equalities Officer Sign Off: Duncan Fleming
Date: 26/3/18	Date: 27/3/18

Eco Impact Checklist

Title of report: Parks and Green Spaces – future funding model 2018-20				
Report author: Gemma Dando				
Anticipated date of key decision: 1st May 2018				
Summary of proposals: By April 1 st 2019 the parks and green spaces revenue budget will be reduced to £1.6m, a £2.95m reduction since April 2017 and a £4.35m reduction since April 2014. In order to continue to provide and maintain the current estate of green spaces in Bristol and many of their facilities including play and sports, an innovative solution is needed to this budget reduction.				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	Yes	-ive	Increase of events taking part in parks will increase emissions and travel.	Use green events toolkit to advise event planners and ensure OEP12 standard is met in the Public Outdoors Events Policy. Encourage event planners promote sustainable travel to venues.
		+ive	Reduced maintenance – Reduced use of equipment meaning less emissions from petrol powered machinery reducing consumption and improving air quality.	
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	Yes	-ive/ +ive	Increased number of concessions in parks	During procurement process for concession stand holders consider local sources, healthier options, Fairtrade.
Production, recycling or disposal of waste	No			
The appearance of the city?	Yes	+ive/ -ive	Reduced maintenance including replacement of formal flower borders with floral meadow displays.	The opportunity to increase biodiversity could see more engaging spaces with improved wildlife.
Pollution to land, water, or air?	Yes	+ive/ -ive	Reduced maintenance –	

			<p>Reduced use of equipment reduces air quality impacts from petrol powered tools.</p> <p>Increased events may increase travel to parks areas</p>	<p>Encourage event planners promote sustainable travel to venues.</p>
Wildlife and habitats?	Yes	-ive/ +ive	<p>Events and introduction of fee paying activities could disturb wildlife.</p> <p>Reduce number of hanging baskets and replace formal borders with floral meadow displays. Reduction of maintenance in parks, opportunity to create low maintenance biodiversity friendly areas.</p>	<p>Consider local biodiversity when planning events, communicate with ecology officers if needed.</p> <p>Opportunity to increase biodiversity with wildlife friendly planting, ensure species planted will have a positive effect on local biodiversity, speak with ecology officers if necessary.</p>

Consulted with:

Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report

The significant impacts of this proposal are...

The proposal to reduce maintenance in parks and replace floral beds with meadow beds could have positive impacts to wildlife and biodiversity and these areas will need to be managed correctly. There are negative impacts associated to this report, the main being the proposal to increase events within parks which will increase emissions, travel and may have a detrimental effect on local wildlife.

The proposals include the following measures to mitigate the impacts...

When planning meadow bed areas speak with ecologists and other sources to ensure best practice planting is used to ensure the best impact on wildlife and biodiversity. Ensure events are effectively managed and that consideration to environmental impacts are made for each event.

The net effects of the proposals are mixed but with effective management of change and events impacts can be minimised and positive. Money savings and income generation will

ensure the retention of green space which is positive.

Checklist completed by:

Name: Gemma Dando

Dept.: Communities

Extension:

Date:

Verified by
Environmental Performance Team

Nicola Hares 20th March 2018

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 May 2018

TITLE	Bristol: Social Action Plan 2018-2020. The Mayor’s call to action		
Ward(s)	All Wards		
Author:	Dominic Murphy	Job title:	Cities of Service (Lead Officer)
Cabinet lead:	Asher Craig	Executive Director lead:	Alison Comley
Proposal origin: <i>Mayor</i>			
Decision maker: Cabinet Member			
Decision forum: <i>Cabinet</i>			
Purpose of Report: To present the draft Social Action Plan for Bristol 2018/20 for approval.			
<p>Evidence Base: Social Action is good for individuals and good for the city; the plan explains how we will use the leverage the Mayor provides to mobilise the city to take action in support of local communities and to focus some of that action on citywide priorities such as reducing inequality, giving all our children the best possible start in life, improving mental health for all, providing new ways for BCC to build social value into the contracts it awards and providing our citizens with opportunities to support their neighbours and local community.</p> <p>The latest evidence (from the 2017 Quality of Life Survey) shows that 65% of Bristolians volunteer or help out in their communities at least 3 times a year. This Social Action Plan shows how BCC and partner organisations can work with citizens to address our key local priorities. One of the early initiatives is to build on earlier work to recruit and train reading volunteers so that it operates across Bristol and provides a reading mentor to every child that needs it. We estimate this would require 300 volunteers to be working in schools at any one time (at present that figure is nearer 100). Other initiatives include involving business volunteers to create meaningful work experience opportunities for our most disadvantaged citizens, mentoring support for homeless people, the Age Friendly City, Bristol Thrive (addressing mental health in communities and in the workplace) and ‘Feeding Bristol’.</p> <p>The Website www.candobristol.co.uk is a key feature of this plan, opening up new pathways to social action for individuals and employers.</p>			
Recommendations:			
Cabinet is asked to			
<ol style="list-style-type: none"> 1. Approve the plan for 2018/20 2. Note that this will include the Council working with local employers to establish an Employer Sponsored Volunteering (EVS) scheme for Bristol, including developing a scheme for the city council and promoting individual calls to action through the Can do Bristol platform and the Council’s Communications and PR team. 			
Corporate Strategy alignment:			
<p>Empowering and Caring – giving children the best start through our volunteer reading support programme; enable people to support their community by providing opportunities to volunteer or get involved in community initiatives.</p> <p>Fair and inclusive – improve educational outcomes and reduce educational inequalities (volunteer reading), target quality work experience at disadvantaged young people (meaningful work experience targeted at looked after young people).</p> <p>Well connected – Digital connectivity through www.candobristol.co.uk, people to people through projects aimed at tackling social isolation (Age Friendly City)</p> <p>Wellbeing – Cleaner Environment and recycling (volunteer support for Clean Street Campaign), Tackle Food poverty (Feeding Bristol is a key feature of the Candobristol website).</p>			

City Benefits: This proposal benefits the city and builds ‘social capital’ by enabling people (citizens) to support key city objectives through social action. This *action* includes formal volunteering, but also covers less formal community action, neighbourliness and (one-to-one) acts of kindness. For instance the proposals in the plan to support Thrive Bristol are about people being supported to helping each other through Mental Health ‘First Aid’ training. Our Equalities impacts focus on ensuring children and young people from our most disadvantaged communities are able to have the best possible start in life and are supported and encouraged to get a good education a fulfilling career. Social Action and volunteering is a key element of the ‘People’ section of our current Resilience Strategy, which specifically mentions our digital platform, Employer Sponsored Volunteering and the National Citizens Service (see p.29).

Consultation Details: This proposal has been discussed with the following partners since spring 2017: The One City Plan project team, The Youth Council, Voscur, University of Bristol, UWE, Bristol Ageing Better, Bristol Green Capital Partnership, Ablaze, Quartet, members of the Street Homelessness Campaign, Public Health, the Clean Streets Campaign and OSM.

Revenue Cost	£n/a	Source of Revenue Funding	N/A
Capital Cost	£n/a	Source of Capital Funding	N/A
One off cost <input type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>

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

1. Finance Advice: This report requests approval to progress this Social Action Plan through the decision making pathway. No financial implications or commitments arise from the adoption of this strategy.

Finance Business Partner: Jemma Prince – Finance Business Partner – 14/3/18

2. Legal Advice: The Social Action Plan details a number of initiatives which the Council may run by itself or in partnership with other organisations. Where such initiatives are run by the Council on its own or in conjunction with others and involve volunteers, appropriate training must be given and any necessary checks carried out. Where the initiatives operate with the assistance of websites administered by the Council, appropriate disclaimer must be included on the websites to appropriately limit the Council’s liability.

Legal Team Leader: Sinead Willis, Team Leader, Commercial and Governance team 15th March 2018

3. Implications on ICT: “There are limited direct IT implications apparent in this initiative. However, IT can provide input in terms of User Experience (UX) for the website and linkages to the BCC main website. Also, the service should reassure itself regarding the protection of personal data held on the website and its compliance with GDPR legislation. I understand that the service is working with GDPR team regarding this.”

ICT Team Leader: Ian Gale, Head of IT. 13th March 2018

4. HR Advice: In the draft Social Action Plan the ‘Scaling Up’ section refers to the City Wider Employer Supported Volunteering Programme (EVS). This programme could be referenced in our BCC HR policy on Volunteering for internal staff to promote and highlight the initiative internally. No other HR implications.

HR Partner: Celia Williams HR Business Partner. March 12th 2018

EDM Sign-off	Gemma Dando	14 th March 2018
Cabinet Member sign-off	Asher Craig	15 th March 2018
CLB Sign-off	Jacqui Jensen	20 th March 2018
For Key Decisions - Mayor’s Office sign-off	Mayor’s Office	29 th March 2018

Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background papers	NO
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO

APPENDIX D

Social Action Plan 2018-20 Risk Register

Negative Risks that offer a threat to the Social Action Plan 2018-20 and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Strategic Theme	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			
										Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date
	Volunteer injury or damage to health	Volunteering activity that involves the use of machinery, tools, ladders etc. have a risk of accidents. Some volunteering activity is potentially stressful	Volunteers leave, projects suffer reputational damage, potential project closure	Open		Personal Safety	DM	Ensure that all projects have proper health and safety policies and procedures which include reducing stress at work and that they apply to volunteers (as well as paid staff)		1	3	3		1	3	3	16/02/18
	Dishonesty on the part of volunteers or participants	Volunteer could present a threat to a vulnerable person OR could be at risk when visiting a vulnerable person in their home	The vulnerable person suffers loss (theft or fraud),	Open		Fraud & Corruption Loss	DM	Ensure that projects have thought through how they will control risk to vulnerable adults including DBS and safeguarding procedures		1	3	3		1	3	3	16/02/18
	Exploitation, harrassment of volunteers and or participants	Volunteer could present a threat to a vulnerable person OR could be at risk when visiting a vulnerable person in their home	Volunteer or vulnerable person suffers injury or harrassment/bullying.	Open		Personal Safety	DM	Ensure that projects have thought through how they will control risk to vulnerable adults including DBS and safeguarding procedures		1	5	5		1	5	5	16/02/18
	Child Sexual Exploitation (CSE)	Volunteer in school perpetrates CSE	Physical and emotional damage to the child/young person. Reputation of the project. Reputation of the City Council and its partners.	Open		Personal Safety	DM	All volunteers are interviewed and DBS checked. All schools have a safeguarding procedure in place which is explained to all volunteers BEFORE they start in schools.		2	5	10		2	5	10	16/02/18
	Abuse of Can do Bristol website by a 3rd party	Inappropriate/Illegal postings by users	Potential risk to vulnerable people, fraud, harassment,	Open		Legal	DM	Website Terms and Conditions covers this issue. Site admin have to approve all postings before they 'go live' on the site.		2	3	6		2	5	10	16/02/18
	Cyber attack' on Can do Bristol website	Breach of site security	Website becomes unavailable or malfunctions. Data protection breach	Open		Service provision	DM	Site security conforms to GDPR standards.		1	3	3		2	3	6	16/02/18
	Can do Bristol undermines other local social action initiatives	Website inadvertently displaces activity on a third party site to the detriment of local projects	Local projects unable to recruit volunteers or confusion as to what is the correct 'route' to offer help through	Open		Communities	DM	Ensure the website is open to all. Widget allows users to easily post and update on their own sites as well as Cando		1	3	3		1	3	3	16/02/18
	Can do Bristol site does not work as expected	Bugs' cause the site to malfunction. Functionality does not meet the needs of users	Loss of confidence in the site, loss of/not enough users leading to the site failing to meet its Social Action Plan objectives	Open		Reputation	DM	All features will be beta-tested thoroughly before they are released for general use. Functionality has been widely discussed with partners, other local authorities and CVS's. The site has a 'report a bug' facility		3	1	3		2	2	4	16/02/18
	Failure to complete the Can do Bristol site	Failure to deliver Volunteer Bank, Campaigns and Smart Mob	Site does not deliver some of the functionality that has been identified as being important to the delivery of social action plan outcomes	Open		Reputation	DM	Currently going through the business case process for the final features of the Can do Bristol site.		2	3	6		1	3	3	16/02/18

	Failure of site management for Can do Bristol	Insufficient time/resources devoted to ensuring the site is working as it should (site admin). Lack of user support and advice.	Poor take-up of site capabilities which undermines its ability to meet city needs identified in the Social Action Plan	Open		Programme / Project Management	DM	We have the support of our contractor (site admin) as well as both CoS staff being site admin. We will need to consider getting additional help from partners (e.g. Knowle West Media Centre)		2	3	6		1	3	3	16/02/18
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Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)



Name of proposal	Bristol: Social Action Plan 2018-20 The Mayor's call to action
Directorate and Service Area	Communities
Name of Lead Officer	Dominic Murphy

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?

Over the next two years (up until May 2020) the proposal is to encourage and enable citizen action in Bristol which focusses on some clearly defined priorities. These are:

- Giving all children and young people the best start in life
- Ending Rough Sleeping
- Creating a cleaner and healthier local environment
- Improving mental health by reducing loneliness and isolation.

To do this we will create a series of Mayoral "calls to action" which will encourage Bristolians to get involved, showcase projects that are seeking help, and develop some new initiatives that will enable us to take identified good practice in communities and scale them up to work across the city or in areas of greatest need.

The proposal will impact on service users in, staff and the community in several ways.

Firstly, the Social Action Plan (SAP) and the Mayor is committed to the ideal that EVERYONE has something to give to their neighbours, their community and/or to the city as a whole. It takes an 'Asset Based' approach to social action, seeing all people as an asset rather than potential recipients of a 'service'. This is a fundamental value and means that we are keen to see all protected characteristics (whether they be service users or not) playing an active role in the programme. In practical terms this means to enable service users to become more socially active, thereby reducing dependency and increasing inter-dependency. We recognise that, in some cases this won't be

easy as the 'traditional' approach to volunteering has tended to see minorities as the receivers of help or services. However there are some excellent examples of good practice, both in Bristol and further afield.

Secondly the plan consistently focusses its activity (projects) on communities and areas of the city that are known to be excluded or deprived. Examples are the reading and code club projects which will focus on schools and communities where there is evidence of need and/or where opportunities have been restricted. The 'Meaningful Work Experience' project will work with the Learning City to target the most deprived people in the city (Care leavers and homeless people), though these may not be specifically 'protected' under the Equalities Act 2010, these groups often contain high numbers of people with these characteristics. The same goes for the Thrive Bristol and Age Friendly Bristol programmes, both of which aim to have a positive impact on people with protected characteristics both as active participants and as recipients of help (but mainly the former!).

Lastly, the plan seeks to mobilise the (largely untapped) resource of citizens as employees and students by promoting Employer Sponsored Volunteering schemes (including within Bristol City Council), directing student volunteering and course based placements towards people and communities in the greatest need, and promoting Youth Social Action programmes such as the National Citizen Service, The Duke of Edinburgh Awards, Step up to Serve and the European Volunteer Service.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?

Our source of citywide data on volunteering has been the Quality of Life Survey, which can provide citywide figures and can also break these down to the ward level, older people, disabled people, BAME, Carers, LGBT, Gender and faith.

2.2 Who is missing? Are there any gaps in the data?

The sample size isn't very big and we need to improve that. The 2017 figures (not published yet) show an improvement...but it was hard work! We've been working on the wording of the question to make it less class biased as there is lots of evidence now that the work 'volunteer' has a class bias (i.e. working

class people are less likely to see their unpaid work in the community as 'volunteering').

2.3 How have we involved, or will we involve, communities and groups that could be affected?

We have consulted with and over the past three years have been working with members of faith groups (Muslim and Christian mainly), Bristol Ageing Better, the after-care teams, Youth Groups (including disabled young people), organisations working with homeless people, the Inner City Health Champions and many others.

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?

We are not aware of any potentially adverse impacts of the Social Action Plan on people with protected characteristics. However, whilst the aim of this proposal is to mobilize all Bristol citizens we are aware that some equalities groups may find it more difficult to access opportunities. We plan to prioritise our engagement activity in the neighbourhoods/wards in the bottom 10% (Index of Multiple Deprivation) some of which also contain large numbers of BAME residents. We have consulted with specific agencies such as WECIL and Disability Rights UK to develop our ideas around involving disabled people as 'active citizens' rather than always being 'service users'.

We are also very aware that though the new digital technology we intend to utilise is very user friendly, there are still large numbers of people who either don't have broadband or do not have access to a smartphone, so we are also working with colleagues to ensure that messaging about new opportunities can be in person (utilising the network of community workers the Mayor has called together) and text messaging on the back of existing technology we have at BCC.

3.2 Can these impacts be mitigated or justified? If so, how?

We plan to prioritise our engagement activity in the neighbourhoods/wards in the bottom 10% (Index of Multiple Deprivation) some of which also contain large numbers of BAME residents. We have consulted with specific agencies such as WECIL and Disability Rights UK to develop our ideas around involving disabled people as ‘active citizens’ rather than always being ‘service users’. We are also very aware that though the new digital technology we intend to utilise is very user friendly, there are still large numbers of people who either don’t have broadband or do not have access to a smartphone, so we are also working with colleagues to ensure that messaging about new opportunities can be in person (utilising the network of community workers the Mayor has called together) and text messaging on the back of existing technology we have at BCC.

3.3 Does the proposal create any benefits for people with protected characteristics?

Yes, work on reading, IT skills, employment support, mental health improvement and NCS all aim to benefit people with protected characteristics

3.4 Can they be maximised? If so, how?

By working with existing services and projects and by specifically targeting neighbourhoods where larger numbers of people with protected characteristics live.

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?

It has/will have an effect on our thinking about the use of data to target communities and people with protected characteristics and also to evidence our impact.

4.2 What actions have been identified going forward?
To work with the Universities and the team that runs the Quality of Life Survey, so we can understand better who is active and what they are doing, as well as the barriers to citizen action for certain groups such as disabled people
4.3 How will the impact of your proposal and actions be measured moving forward?
The plan has a section called 'What will success look like?' that lists the data we wish to collect. On top of this we will be looking to collect and report on social action statistics to the point that the activity can better reflect the profile of Bristol citizens.

Service Director Sign-Off:	Equalities Officer Sign Off:
Date:	Date:  Duncan Fleming 19/04/2018

Eco Impact Checklist

Title of report: Bristol: Social Action Plan. The Mayor’s Call to Action				
Report author: Dominic Murphy				
Anticipated date of key decision 1st May 2018				
<p>Summary of proposals: Social Action is good for individuals and good for the city; the plan explains how we will use the leverage the Mayor provides to mobilise the city to take action in support of local communities and to focus some of that action on citywide priorities such as reducing inequality, giving all our children the best possible start in life, improving mental health for all, providing new ways for BCC to build social value into the contracts it awards and providing our citizens with opportunities to support their neighbours and local community.</p> <p>The latest evidence (from the 2017 Quality of Life Survey) shows that 65% of Bristolians volunteer or help out in their communities at least 3 times a year. This Social Action Plan shows how BCC and partner organisations can work with citizens to address our key local priorities. One of the early initiatives is to build on earlier work to recruit and train reading volunteers so that it operates across Bristol and provides a reading mentor to every child that needs it. We estimate this would require 300 volunteers to be working in schools at any one time (at present that figure is nearer 100). The Website www.candobristol.co.uk is also a key feature of this plan, opening up new pathways to social action for individuals and employers.</p>				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes... Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	No			
Bristol's resilience to the effects of climate change?	No			
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	Yes	+ve	The Clean Streets Campaign will encourage more recycling and increase awareness of issues around waste disposal. The feeding Bristol project will help to promote the issue of food waste and educate citizens on the reduction of food waste.	Volunteer recruitment and community action encouraged through the Can do Bristol website. Through activities and training.
The appearance of the city?	Yes		Less rubbish on the streets as a result of greater awareness of	As above

			the opportunity to get involved	
Pollution to land, water, or air?	No			
Wildlife and habitats?	No			
Consulted with:				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
<p>The significant impacts of this proposal are mainly derived through its support for the Clean Streets Campaign, though there is potential for new environmental action projects to arise from elements of the plan such as the National Citizen Service</p> <p>The proposals include the following measures to mitigate the impacts...N/A</p> <p>The net effects of the proposals are positive.</p>				
Checklist completed by:				
Name: Dominic Murphy				
Dept.: Cities of Service				
Extension: 07584480615				
Date: 16 th March 2018				
Verified by Environmental Performance Team		Nicola Hares – Environmental Project Manager		

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 May 2018

TITLE	City Leap Prospectus		
Ward(s)	City-wide		
Author: David White	Job title: Head of Energy Services		
Cabinet lead: Cllr Dudd	Executive Director lead: Colin Molton		
Proposal origin: BCC Staff			
Decision maker: Cabinet Member			
Decision forum: Cabinet			
Purpose of Report: To approve a soft market testing exercise through the publication of the City Leap Prospectus.			
<p>Evidence Base: The publication of the City Leap Prospectus will initiate a soft market testing exercise for local, national and international organisations to enter into partnerships with the Council to deliver a city-scale low carbon, smart energy infrastructure programme over the next decade. The objective of this programme is to achieve a step change in the scale of delivery, enabling Bristol to continue on its path to be run entirely on clean energy by 2050 and remain a globally competitive, sustainable city.</p> <p>The future low carbon, smart energy system will include low carbon heat and power generation, heat networks, private wire, battery storage, energy efficiency and low/no emission vehicle infrastructure, connected by innovative digital technologies to minimise energy consumption and maximise value generation. It is estimated that the potential investment opportunity for City Leap partners in relation to energy over the next decade is of the order of £800m to £1bn.</p> <p>This is a massive transformational leap requiring nationally significant levels of investment - consequently, although Bristol City Council is recognised as being one of the most proactive and forward thinking local authorities in relation to energy, we cannot deliver the smart energy system of the future alone.</p>			
Recommendations:			
That Cabinet:			
<ol style="list-style-type: none"> 1. Agree to a soft market testing exercise to seek expressions of interest to work in partnership with the Council to deliver a city-scale low carbon smart energy infrastructure programme over the next decade. 2. Delegate authority to the Executive Director, Regeneration and Growth, in consultation with the Cabinet Member for Energy, Waste and Regulatory Services, to finalise, publish and promote the City Leap Prospectus to start this process. 3. Delegate authority to the Executive Director, Regeneration & Growth to set up governance arrangements to oversee the soft market testing exercise in consultation with the Cabinet Member for Energy, Waste and Regulatory Services. 4. Note that a further report will be taken to Cabinet once the testing has been concluded to progress partnerships arising from the soft market testing exercise. 			
Corporate Strategy alignment:			
The City Leap Prospectus is intended to deliver the £800m to £1bn investment referenced under the second Wellbeing Key Commitment in the Corporate Strategy 2018-23, which was approved by Full Council in February 2018, 'Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.'			

City Benefits:

- Keep Bristol on course to be run entirely on clean energy by 2050 by delivering £800m to £1bn of investment in the city's low carbon, smart energy system.
- Improve our environment to ensure people enjoy cleaner air through supporting the further deployment of renewable energy generation and electric vehicles.
- Improve physical and mental health and wellbeing by making residents' homes warmer and cheaper to heat, reducing inequalities and the demand for acute services.
- Tackle food and fuel poverty by reducing energy bills.
- Create jobs, contributing to a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.

Consultation Details:

Initial partnership meeting - Autumn 2016	Cabinet Member plus various Services and partners
Outline partnership approach - Spring 2017	Cabinet Member plus various Services and partners
Draft prospectus - July 2017	Cabinet Member plus various Services and partners
Submission to Exec Board - Oct 2017	Approval to take forward to Cabinet

Revenue Cost	£100,000	Source of Revenue Funding	TBC
Capital Cost	£nil	Source of Capital Funding	N/A
One off cost <input checked="" type="checkbox"/>	Ongoing cost <input type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input checked="" type="checkbox"/>

Required information to be completed by Financial/Legal/ICT/ HR partners:**1. Finance Advice:**

The presentation of this report represents the next step in Bristol City Council's plan to enter in to partnership(s) to invest up to c.£1bn over the next decade in the city's energy system and is linked to savings/income initiative (ID. P2) in the latest approved MTFP.

This report requests approval to publish the City Leap Prospectus and commence a soft market testing exercise with appropriate governance with some of those organisations which respond to the prospectus. It does not commit the Council to any further activity at this stage nor does it commit the Council to any cost over and above the £100k cost for soft market testing.

Note that a source of funding for the £100k is still to be confirmed.

Finance Business Partner: Jemma Prince – Finance Business Partner – 19/3/18

2. Legal Advice:

This report requests permission to proceed with soft market testing prior to commencing the relevant procurement procedures to progress the initiatives set out in the City Leap Prospectus.

The soft market testing must be carried out in compliance with the Public Contracts Regulations on preliminary market consultations and prior involvement of candidates and tenderers (Regulations 40 and 41).

Legal Team Leader: Sinead Willis, Solicitor, Team Leader, Commercial and Governance Team – 19/3/18

3. Implications on ICT:

There are, at this stage, no identifiable IT implications of this initiative. In due course, though, some synergies with BCC enabled technologies, including network capabilities such as BNet, may become apparent. Engagement with IT and other technology partners at the appropriate time will help to ensure that such opportunities help support this initiative.

ICT Team Leader: Ian Gale, Head of IT - 18/03/18

4. HR Advice: No anticipated HR implications.

HR Partner: Celia Williams, HR Business Partner – 19/3/18

EDM Sign-off	Alison Comley	21 st March 2018
Cabinet Member sign-off	Cllr Dudd	21 st March 2018

CLB Sign-off	Jacqui Jensen	20 th March 2018
For Key Decisions - Mayor's Office sign-off	Mayor's Office	28 th March 2018

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background papers	NO
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO

EXTRACT FROM DRAFT CITY LEAP PROSPECTUS

The following is an extract from the current, near final, draft of the City Leap Prospectus, which provides an overview of the Prospectus, including the Council's rationale for undertaking this soft market testing exercise and what it hopes to achieve by doing so.

The Prospectus document itself will be published as soon as possible after the Cabinet Decision on 1st May and will be publically available from the Council's Energy Service's website at www.energyservicebristol.co.uk

It is currently anticipated that those wishing to submit an Expression of Interest in response to the City Leap Prospectus will have until Friday 31st August 2018 to respond.

EXTRACT BEGINS

Introduction

Bristol is vibrant, creative and ever expanding city growing city. The Guardian has ranked it as one of the best places to live in the world and we are currently the only Core City outside of London to make a net positive contribution to the UK Exchequer – a testament to our strong local economy. The development of a low carbon, resilient, and sustainable city is a cornerstone of our approach to remaining competitive in the global economy.

Bristol has long led the way in the fields of energy, sustainability, digital and [future start-up companies](#). It has the lowest carbon footprint of any of the UK's Core Cities, was the UK's first [European Green Capital in 2015](#), has possibly [the largest environmental network of its kind in Bristol Green Capital Partnership](#), [won the 2018 GLOMO Smart City Award](#), was voted the [number one smart city in the UK in 2017](#), successfully delivered c£50m of low carbon energy investment between 2012 and 2016 and set up one of the only municipally owned energy companies in the UK in 2015, [Bristol Energy](#), which now has over 120,000 customers.

The city enjoys a strong reputation for energy-related engineering consultancy and legal expertise and the national charity, the Centre for Sustainable Energy (CSE), is based here. Bristol also has many engaged residents and community energy initiatives, including Bristol Energy Network and Bristol Energy Co-operative.

Our Mayor and City Councillors across all parties are committed to continued delivery and want to achieve a step change in the delivery of low carbon and smart energy infrastructure, enabling Bristol to continue on its path to becoming a carbon neutral city by 2050 at the latest.

Low carbon and smart energy infrastructure is a broad agenda, covering both organisational and technological innovation, the latter including low carbon heat and power generation, heat networks, private wire, battery storage, energy efficiency and low/no emission vehicle infrastructure, all connected by innovative digital technologies to minimise energy consumption and maximise value generation.

We are aware that achieving this vision will result in a massive transformation of the city and its energy system and, although we have made a strong start, we cannot do this alone. This Prospectus is our platform for seeking a range of local, national and international partners to join us on this journey.

The scale of the task and the purpose of this Prospectus is to attract, facilitate and deliver up to £1bn of low carbon and smart energy infrastructure investment in Bristol's energy system over the next ten years. Whilst the Council may wish to and reserves the right to invest in some or all of these projects, it is likely that the large majority of the investment will be made by its partners.

Investment opportunity	Estimated potential investment opportunity over ten years £m
Heat networks	300
Smart energy system	125
Domestic energy efficiency	300
Commercial energy efficiency	100
Renewable energy	40
Monitoring, dissemination and evaluation	10
Transport (non-energy)	Additional
Hydrogen	Additional
Marine energy	Additional
TOTAL	875

It should be noted that this investment is in addition to the investment that the city will need to undertake in, for example, transport and non-energy digital infrastructure.

Delivering such a programme will lead to a significant additional benefits for Bristol’s residents and businesses, including reducing in fuel poverty, the creation of jobs, warmer and cosier homes for residents, improvements to residents’ physical and mental wellbeing, better digital connectivity significant business opportunities, inclusive growth and low carbon energy security and resilience. In essence, a future city fit for its residents, businesses and visitors in the 21st Century, a city that will continue to successfully compete at a global level and be a net fiscal contributor to the UK. We have called this programme, “City Leap”.

A key principle underpinning our approach is Bristol City Council’s philosophy, supported by its [Corporate Strategy](#) and set out in the Council’s ‘[Our Resilient Future: A Framework for Climate and Energy Security](#)’, which is currently being refreshed, and will set out the long term roadmap for Bristol’s journey towards becoming carbon neutral.

This philosophy is to encourage and facilitate a partnership approach to the engagement and deployment of the full range of energy-related technologies (including supply, generation, efficiency and smart) across the City, involving as many citizens and organisations as possible. The aim of this philosophy is to maximise and equitably share the social, environmental and economic benefits that will arise from the City Leap Programme.

Bearing this in mind, Bristol City Council is seeking, via this Prospectus, to undertake a soft market testing with potential partners for the energy element of the City Leap Programme prior to undertaking appropriate procurement exercises later in 2018/19.

For those outside Bristol, the programme outlined below is replicable nationally and internationally, as the City Leap Programme provides an urban living laboratory mechanism to demonstrate how to strategically manage such a wide ranging, diverse programme of works, as well as demonstrating the framing and catalytic role of local and central government.

EXTRACT ENDS

In terms of the kinds of partnerships that the Council is hoping to enter into as a result of the soft market testing exercise, the Prospectus currently refers to the following:

EXTRACT BEGINS

The energy field is incredibly diverse, from offshore hydrocarbon exploration to behavioural energy advice in a consumer's home, and we anticipate that the range of potential partners that could be part of Bristol City Council's City Leap Programme could be equally diverse, including but not limited to:

- *Institutional and private investors seeking long-term, stable returns from energy-related infrastructure.*
- *Owners and operators of energy-related infrastructure, including low carbon heat and power generation, power and heat storage, heat networks, energy delivery and balancing services, at all scales from single domestic properties through to multi-MW operations.*
- *Information technology and software companies with innovative energy supply and demand solutions at all scales from single domestic properties through to Grid-scale.*
- *Electric vehicles (EV) manufacturers and charging infrastructure players, including autonomous vehicles.*
- *Innovators of all kinds, including those who are seeking to partner with the Council in funding bids, e.g. to the Industrial Strategy Challenge Fund.*
- *Community and third sector organisations interested in participating in the City Leap Programme, either as partners in particular projects or bringing forward their own innovative programme of work.*
- *Consortia of the above*

EXTRACT ENDS

Negative Risks that offer a threat to the City Leap Prospectus and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			Actions to be undertaken		
									Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date	(Include dates as appropriate)	Resp. Officer
1	The Council does not respond adequately to responses received in relation to the Prospectus	1. Inadequate governance arrangements and senior management oversight. 2. Insufficient expertise within Council and amongst partners to adequately respond 3. Inadequate staff resource to properly co-ordinate the council's response to Expressions of Interest received 4. Inadequate or untimely provision of legal advice to support project team	1. Sub-optimal outcomes for the City and Council. 2. Significant reputational damage. 3. Subsequent phases take too long to complete and others move ahead of Bristol.	Open	Financial Loss/Gain Reputational damage Legal	David White	1. Robust governance arrangements to be put in place. 2. Funding requested for staff and legal support. 3. No authority to enter into partnerships provided under this Cabinet Report.		4	5	20	Nil	2	2	4	19.3.18	1. Obtain steer on governance arrangements and put in place 2. Obtain agreement on funding and make appointments	David White
2	No responses to Prospectus received or response are limited, minimal or not relevant	1. Prospectus is unclear as to nature of response required 2. Marketing of Prospectus does not reach target audience	Unable to proceed with City Leap via this approach	Open	Programme/ Project Management	David White	1. Input into/review of Prospectus from other Services and partners 2. Comprehensive marketing plan in place and actioned		3	4	12	Nil	2	2	4	19.3.18	1. Obtain input into/review of Prospectus from other Services and partners 2. Develop and implement robust marketing plan	David White

Positive Risks that offer an opportunity to City Leap Prospectus and its Aims (Aim - Increase Level of Risk / Opportunity)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			Actions to be undertaken		
									Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating	Date	(Include dates as appropriate)	Resp. Officer
1	Receive overwhelming number of responses	1. Inadequate governance arrangements and senior management oversight. 2. Inadequate staff resource to properly co-ordinate the council's response to Expressions of Interest received 3. Inadequate or untimely provision of legal advice to support project team	1. Sub-optimal outcomes for the City and Council. 2. Significant reputational damage. 3. Subsequent phases take too long to complete and others move ahead of Bristol.	Open	Financial Loss/Gain Reputational damage Legal	David White	1. Robust governance arrangements to be put in place. 2. Funding requested for staff and legal support.		4	5	20	Nil	2	2	4	19.3.18	1. Obtain steer on governance arrangements and put in place 2. Obtain agreement on funding and make appointments	David White

Page 79



Bristol City Council Equality Impact Relevance Check

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

What is the proposal?	
Name of proposal	City Leap Prospectus
Please outline the proposal.	<p>The City Leap Prospectus outlines our plans to establish a low carbon, smart energy system which will enable Bristol to become carbon neutral by 2050 and remain a globally competitive, sustainable city.</p> <p>The proposal is to publish and promote the City Leap Prospectus and undertake a soft market testing exercise to identify organisations who may express an interest in becoming partners to invest in the city’s energy system.</p> <p>It is estimated that the potential investment opportunity for City Leap partners in relation to energy over the next decade is of the order of £800m to £1bn.</p>
What savings will this proposal achieve?	None at this stage
Name of Lead Officer	David White, Head of Energy Services

Could your proposal impact citizens with protected characteristics? (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
None identified
Please outline where there may be significant negative impacts, and for whom.
None identified

Could your proposal impact staff with protected characteristics? (i.e. reduction in posts, changes to working hours or locations, changes in pay)
Please outline where there may be significant opportunities or positive impacts, and for whom.
None identified
Please outline where there may be negative impacts, and for whom.
None identified

Is a full Equality Impact Assessment required?

<p>Does the proposal have the potential to impact on people with protected characteristics in the following ways:</p> <ul style="list-style-type: none"> • access to or participation in a service, • levels of representation in our workforce, or • reducing quality of life (i.e. health, education, standard of living) ? 	
<p>Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.</p>	<p>No – We do not anticipate at this stage that the publication of the City Leap Prospectus and soft market testing exercise alone will have an impact on people with protected characteristics. However the scale of this programme will require that a full EqIA takes place as the plans become more refined so that decision makers can give due regard to any potential impact on protected groups.</p>
<p>Service Director sign-off and date:</p> <p></p> <p>19/3/2018</p>	<p>Equalities Officer sign-off and date:</p> <p></p> <p>Duncan Fleming 19/3/2018</p>

Eco Impact Checklist

Title of report: City Leap Prospectus			
Report author: David White, Head of Energy Services			
Anticipated date of key decision: 1st May 2018			
Summary of proposals: To approve the publication of the City Leap Prospectus and commence a soft market testing exercise.			
Will the proposal impact on...	Yes/No	+ive or -ive	If Yes...
			Briefly describe impact
Emission of Climate Changing Gases?	N/A		See Summary below
Bristol's resilience to the effects of climate change?	N/A		See Summary below
Consumption of non-renewable resources?	N/A		See Summary below
Production, recycling or disposal of waste	N/A		See Summary below
The appearance of the city?	N/A		See Summary below
Pollution to land, water, or air?	N/A		See Summary below
Wildlife and habitats?	N/A		See Summary below
Consulted with:			
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>			
This proposal has the potential to deliver highly significant environmental benefits at a citywide scale, and these will be considered in future Cabinet reports. The soft market testing exercise does not have any direct significant environmental impacts so a full Eco Impact Assessment checklist is not needed at this stage and no mitigation is proposed.			
Checklist completed by:			
Name:		Steve Ransom	
Dept.:		Environmental Performance	
Extension:			
Date:		19/03/2018	
Verified by Environmental Performance Team		Steve Ransom/ Nicola Hares	

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 17 April 2018

TITLE	Harbour Condition Surveys		
Ward(s)	Hotwells and Harbourside, Central, Lawrence Hill		
Author:	Matthew Sugden	Job title:	Flood Risk Officer
Cabinet lead:	Cllr Cheney , Designated Deputy Mayor with responsibility for Finance, Governance and Performance	Executive Director lead:	Colin Molton – Interim Executive Director, Growth and Regeneration
Proposal origin:	<i>BCC Staff</i>		
Decision maker:	Cabinet Member		
Decision forum:	<i>Cabinet</i>		
Purpose of Report:	To seek authority from Cabinet to commission preliminary structural surveys of a range of existing Harbour and New Cut assets, please see Appendix 1 for scope of the commission and study area		
Evidence Base:	There are many and varied assets owned and managed by Bristol City Council (BCC) in the central area around the Harbour and New Cut. The Council has insufficient condition information on a significant number of these assets. The consequence of this is that we have no strategy in place to manage these assets in accordance with industry standards thereby, discharging our professional duty, and the chance of significantly costly disruptive asset failures is increased.		
Recommendations:	<ol style="list-style-type: none"> 1. To approve expenditure of £550k to commission consultants and technical experts to carry out preliminary inspections of Bristol City Council owned existing infrastructure in and around the Harbour and New Cut; 2. To delegate authority to the Executive Director, Growth and Regeneration to enter into contracts for above works, following an appropriate procurement and tender process. 		
Corporate Strategy alignment:	A key commitment of the Corporate Strategy is to “Build resilience, improving our ability to cope with environmental, economic or social ‘shocks and stresses’”. Bristol faces a high risk of one such environmental shock in the form of tidal flooding, and the likelihood of such an event is forecast to increase significantly with sea level rise associated with climate change. The harbour plays a critical role in managing the risk of flooding and it is therefore vital that we have a thorough understanding of the harbour assets to inform a strategy for managing them in to the future.		
City Benefits:	The Corporate Strategy recognises the positive health effects of good quality built environment. The floating harbour forms an important part of the city centre’s built form and is a key destination for citizens and tourists alike. It sustains a diverse range of species including otters and is home to many residents of Bristol that live on house boats. The proposals will benefit the city by playing its part in sustaining this key asset long in to the future.		
Consultation Details:	No consultation proposed given the nature of works being inspection of existing assets only in accordance with industry standard specifications		

Revenue Cost	£550,000	Source of Revenue Funding	Earmarked reserves for the condition survey
Capital Cost	£ Follow on capital repair costs is unknown at this stage	Source of Capital Funding	Potential sources of capital funding include grants e.g. National Productivity Investment Fund (NPIF), Challenge Fund, West of England Combined Authority and BCC own funds.

One off cost <input checked="" type="checkbox"/>	Ongoing cost <input checked="" type="checkbox"/>	Saving Proposal <input type="checkbox"/>	Income generation proposal <input type="checkbox"/>
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Required information to be completed by Financial/Legal/ICT/ HR partners:

1. Finance Advice: This proposal seeks approval to commission and procure specialised consultants to carry out assets condition surveys surrounding the Floating Harbour. This survey is aimed at defining assets defects and assessing the risk to inform the Council's asset management strategy going forward. £550k earmarked reserve had been agreed to deliver these surveys.

The project team had obtained cost estimates for the survey c£550k (includes 40% contingency) involving multiple specialist agencies. The project team also explored and discounted other options to reduce the overall scope. Expenditure profile is £50k in 17/18 and £500k in 18/19.

It should be noted that the above relates to the preliminary structural survey, once defects are identified, detailed structural survey may be required to ascertain the extent of the remediation works required, this would be additional targeted surveys on top of the costs identified above. Furthermore, detailed structural surveys may lead to significant capital repair costs which are unknown and have not yet been fully reflected in the current MTFP.

The outcome of the survey will underpin the Council's harbour asset management system and a risk based approach will be integrated within the asset inspection regime. This may lead to additional ongoing revenue costs to the Council in the future, e.g. staffing and resource.

Finance Business Partner: Tian Ze Hao, 7th Feb 2018

2. Legal Advice: There is a requirement for a variety of specialist professional services to be commissioned. The most suitable procurement approach will need to be addressed on a case by case basis, but some services may need to follow normal EU compliant procedures. In addition the Councils own procurement rules and procedures will need to be followed. There are also broader issues, some of which should be addressed in the consultants' reports, including public health and safety issues.

Legal Team Leader: Eric Andrews, 31st Jan 2018

3. Implications on ICT: The main IT implication, as identified in the paper, is that the identified assets and their associated condition surveys need to be stored in an appropriate asset management system. The current application is CONFIRM and this should be considered as the preferred solution, subject to an assessment of its suitability for this specific information

ICT Team Leader: Ian Gale, 31st Jan 2018

4. HR Advice: No HR Implications

HR Partner: Mark Williams, Head of Human Resources, 20th March 2018

EDM Sign-off	Colin Molton, Interim Executive Director Growth and Regeneration	14 TH Feb 2018
Cabinet Member sign-off	Cllr Cheney	12 th March 2018
CLB Sign-off	Jacqui Jensen, Interim Head of Paid Service	20 th March 2018
For Key Decisions - Mayor's Office sign-off	Mayor's Office	28 th March 2018

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO

Appendix I – Combined Background papers	N/A
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO



PROJECT BRIEF
City Transport

Project Details

Project Number	ST315002
Project Name	Harbour condition surveys
Project Manager	Patrick Goody
Project Sponsor	John Roy

Document Details

Version	Status (Draft or Approved)	Date	Author/Editor	Details of changes
1	Approved	03/04/2018	M Sugden	

Background

Bristol's Floating Harbour forms an integral part of Bristol City Centre and provides a focus for wide variety of commercial, business and leisure uses. The harbour extends west from Netham Lock along the Feeder Canal and through Bristol City Centre to Cumberland Basin. The Council is a significant landowner and asset owner in and around the Floating Harbour as well as the statutory Harbour Authority and Highways Authority. The responsibility for the maintenance and operation of many of the assets falls under the City Docks, Highways, Flood and Museum Departments. Many of these assets are essential and their failure could be significant, including the loss of strategic public highway, dockside safety, public amenities and tourist facilities, heritage, and flood risk management.

The knowledge of the condition of assets in and around the Floating Harbour is fragmented. In July 2014, Cabinet approved the decision to progress developing an asset management plan for the Floating Harbour as a component of an emerging tidal flood risk strategy for the city. Safeguarding the Floating Harbour's ability to manage tidal overtopping through asset management is a key short-term action.

Objectives

The project objectives are to:



PROJECT BRIEF

City Transport

Objectives

Deliver appropriate condition surveys of assets targeted on those whose failure would have a high impact and whose condition information the Council has a low confidence in

Programme

11/2017 – 03/2018	Project start-up and planning phase (complete)
02/2018	Vegetation management phase 1 (complete)
03/2018 – 04/2018	Priority condition surveys
06/2018 – 08/2018	Procurement
09/2018 – 01/2019	Condition surveys (including vegetation management phase 2, 09/2018 – 10/2018)
02/2019 – 03/2019	Reporting and project delivery

Scope

The project will collate a comprehensive list of assets within the Floating Harbour and develop a prioritised programme of condition surveys based on an initial assessment of those assets with a high impact of failure and a low confidence in condition knowledge. Asset surveys will provide a baseline understanding of the condition of the assets. The baseline condition survey will be the foundation for a future asset management strategy.

Implementation of the asset management strategy is outside the scope of the current project. Reactive investigation of assets which fail midway through the project and any design of remedial works is excluded

Location

The project includes the Floating Harbour/New Cut from Cumberland Basin to Netham including Spike Island as shown in the plan below

Location



Deliverables

- Schedule of assets, criticality and condition confidence
- Map of Floating Harbour assets
- Procurement strategy
- Asset condition information from specialists on each asset

Benefits

The project will provide a prioritized programme of condition surveys. These baseline condition surveys will allow the Council to build on the emerging asset management approach of Highways and over time change from a reactive maintenance regime to a regime of prioritised planned inspection and maintenance. The Corporate Strategy recognises the positive health effects of good quality built environment. The floating harbour forms an important part of the city centre's built form and is a key destination for citizens, tourists and businesses alike. It sustains a diverse range of species including otters and is home to many residents of Bristol that live on house boats. The proposals will benefit the city by playing its part in sustaining this key asset long in to the future

Stakeholders

The project consists of engineering condition surveys of existing assets only; as such stakeholder involvement is limited to organisations with a legislative authority / interest.

Harbour Condition Project - Risk Register

Negative Risks that offer a threat to Harbour Condition Project and its Aims (Aim - Reduce Level of Risk)

Ref	Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Risk Owner	Key Mitigations	Direction of travel	Current Risk Level			Monetary Impact of Risk £k	Risk Tolerance			Date	Actions to be undertaken (Include dates as appropriate)	Resp. Officer	Escalation			Portfolio Flag	Audit Trail					
									Likelihood	Impact	Risk Rating		Likelihood	Impact	Risk Rating				Escalated to: DRR/CRR	Escalated by:	Date		Date risk identified	Directorate Flag	Date Risk Closed	Closed by:	Amends / Updates Completed Date:	By:
1	Little or no information available on the condition of assets around the Floating Harbour (FH), New Cut (NC) and Feeder Canal (FC)	Historic approach to management of Harbour and focus on reactive maintenance	Potential for asset failure with catastrophic consequences	Open	Service provision	Interim Director Strategic Growth and Regeneration, Colin Molton	Harbour Condition project commissioned to obtain 'condition survey' information on Harbour Conditions to inform development of asset management strategy.	Stable	4	7	28	2	1	2	Jan-18	Project start date 24/10/17 to obtain required information. Planning of works as per Project Tracker	GLW				Transport and Connectivity							
2	Large areas of the FH, NC and FC are heavily vegetated, restricting access and visibility to assets e.g. retaining walls.	Lack of historic vegetation management within FH, NC & FC due to other priorities and reactive approach to maintenance.	Unable to obtain all the required asset information due to vegetation during the condition surveys, requiring re-work or lack of critical information on assets, plus delays to programme.	Open	Programme / Project Management	BCC Client PM, Matthew Sugden	Vegetation management to be incorporated into condition survey works. To be undertaken early within the programme of works so as not to delay gathering of data on critical assets.	Stable	3	3	9	2	1	2	Jan-18	Scope of vegetation management for FH & FC defined. Early involvement of de-vegetation sub-contractors. Procurement of services early on within Harbour Condition project. NC scope tbc. 14/03/18: vegetation removal of FH & FC in progress	GLW				Transport and Connectivity							
3	Ecological restrictions on vegetation management and surveys, due to bird nesting, otters etc.	Environmental legislation restricting removal of vegetation at key times and/or restrictions due to wildlife habitats	Unable to remove vegetation as required to allow condition surveys. Re-work or lack of critical information on assets, plus delays to programme.	Open	Programme / Project Management	BCC Client PM, Matthew Sugden	Early ecologist involvement to advise on restrictions to vegetation management. Works to be incorporated into programme so as not to delay gathering of data on critical assets.	Stable	3	3	9	2	1	2	Jan-18	Ecologist input (JBA attended FH & FC site visit awaiting report on findings) into vegetation management and scoping. Allowance for permits and/or restricted working periods in the programme	GLW				Transport and Connectivity							
4	Stakeholder interest and/or opposition to vegetation management and asset condition surveys. Note Friends of New Cut Jan-18 Full Council Question.	Removal of vegetation in FH, FC & NC visible to public. Number of interested stakeholders/groups such as FRANCS	Reputation damage	Open	Reputation	BCC Project SRO, John Roy	Engagement not planned as inspections essential	Stable	4	3	12	2	1	2	Jan-18	Twitter statement developed to inform public of planned works. No further communications proposed.	JR / GG				Transport and Connectivity							
5	Removal of vegetation may destabilise or worsen condition of assets and/or structures. Potential for collapse causing injury to public and risk to operation of harbour.	Long term vegetation growth on assets and walls	Removal of routes could cause masonry to become loose and subsequent failure of assets. Failure of critical assets, such as those in public realm will require repair or diversion/closure, with financial implications	Open	Financial Loss / Gain	BCC Client PM, Matthew Sugden	No vegetation to be removed that may cause failure of assets, to be assessed on case by case basis	Stable	3	3	9	2	1	2	Jan-18	Schedule 1 for vegetation management to include restrictions on vegetation removal on unstable structures.	GLW				Transport and Connectivity							
6	Results of surveys are required for key milestones in Bristol Tidal Strategy. Delays to obtaining this information may delay Tidal Strategy.	Conflict of priorities between Tidal Strategy and Harbour Conditions. Larger scope for Harbour Conditions, therefore may not be possible to treat Tidal Strategy areas as a priority.	Programme delays to Tidal Strategy.	Open	Programme / Project Management	BCC Floating Harbour and River Avon Programme SRO, Adam Crowther	Early priority scoping exercise to define interfaces and priority assets, as required for input into Tidal Strategy. River Avon Programme Board established. SRO to decide on priorities.	Stable	3	5	15	3	3	9	Jan-18	Interfaces with Tidal Strategy to be treated as a priority. Priority assets identified and accelerated surveys of these proposed.	GLW / RC				Transport and Connectivity							
7	Swing bridge inspections out of date / over due, these need to be undertaken asap. Potential liability for BCC should an accident occur.	Ongoing negotiations between BCC and Insurance providers meaning delay to LOLER inspection.	Accident due to swing bridge condition could place liability onto BCC	Open	Legal	BCC Highways Structures Manager, Chris Dooley	Swing bridge inspections to be procured through framework supplier (CH2M) early in asset condition surveys, in lieu of insurance inspections	Stable	3	5	15	3	3	9	Jan-18	Swing bridge inspections to be procured through framework supplier to reduce timescales in obtaining the required information	GLW				Transport and Connectivity							
8	£550k budget endorsed by SLT for completion of surveys. Delegated authority of £50k approved, pending Cabinet Report for full budget. Risk of overspend.	Harbour Condition survey budget based on budget estimates for each asset plus 40% contingency allowance	Not obtain all the required information for Harbour Condition project and overspend	Open	Financial Loss / Gain	BCC Project SRO, John Roy	Project tracker established to monitor budget. Risk of overspend to be managed - not permitted.	Stable	2	3	6	2	1	2	Jan-18	Budgets defined and to be monitored throughout project to prevent against overspend	GLW				Transport and Connectivity							
9	Harbour Condition project included in wider Harbour Review Project. Risk of deviation to scope.	Harbour Review Project has a wider physical boundary and additional objectives	Lack of clarity to Harbour Condition scope and miss-direction of resources. Potential delays to project and budget	Open	Programme / Project Management	BCC Floating Harbour and River Avon Programme SRO, Adam Crowther	Harbour Condition scope clearly defined and communicated to Harbour Review	Stable	2	3	6	2	1	2	Jan-18	JR to manage interface between Harbour Condition project and Harbour Review	JR				Transport and Connectivity							
10	Interface with other projects/programmes.	Redcliffe Bridge, Pilsnol Bridge and Chocolate Path investigations ongoing and need to capture. Jan-18 Council approved capital maintenance of £3M Redcliffe Bridge and £5M Chocolate path (estimate).	Risk of abortive work.	Open	Programme / Project Management	BCC Floating Harbour and River Avon Programme SRO, Adam Crowther	Interface to be proactively managed by River Avon Programme Board, SRO to decide on priorities. Note opportunity for mutual benefit i.e. Chocolate Path investment to count towards tidal strategy funding contributions.	Increase	4	3	12	3	3	9	Jan-18	Programme Board recommended to be established. JR to liaise with Shaun Taylor.	JR				Transport and Connectivity							
11	Significant Asset Failure	Unidentified defect.	Fatality or loss of asset service (see 2015 FEEMA)	Open	Personal Safety	BCC Project SRO, John Roy	Prioritise surveys as advised / guided by River Avon Programme Board strategic direction.	Increase	4	5	20	1	3	3	Jan-18	Project aims to provide information to mitigate risk.	JR				Transport and Connectivity							
12	Access restrictions to assets by third-party leaseholders / freeholders	Numerous third-party leaseholders and freeholders (not BCC) adjacent to riparian assets in FH, FC & NC.	Land access agreements required. Potential delay to programme if these cannot be negotiated in timely manner. Active maintenance (i.e. condition surveys) may subject BCC to liability for assets which were otherwise the responsibility of third-parties.	Open	Programme / Project Management	BCC Client PM, Matthew Sugden	BCC land ownership boundary available to confirm areas where there are no restrictions on BCC undertaking works. Richard Fear (Property) and Joanna Mansfield (Legal) approached to confirm restrictions. Use of land agent may be required to agree access.	Increase	3	5	15	1	3	3	Feb-18	JR contacted Property/Legal to seek advice	JR											
13	Tidal working within New Cut and working alongside water	Condition surveys of riparian structures and large tidal range of River Avon	Some surveys will be considered high risk activities, such as survey of lower walls within New Cut. Varying access techniques will be required such as boat, rope access, pontoon working etc.	Open	Personal Safety	BCC Client PM, Matthew Sugden	Method statements to be provided for condition surveys to account for tidal working / working alongside water. Approval periods to be allowed for in programme by competent individuals for review of methods. Appropriate qualifications to be checked	Stable	2	4	8	1	3	3	Feb-18	Include in programme and include requirements in project scopes	GLW/CDUJ											
14	Large volumes of people in survey areas restricting access	Large volumes of people attend Summer Festival activities within the city centre	Disruption to Summer Festivals and restrictions on access to undertake condition surveys	Open	Programme / Project Management	BCC Client PM, Matthew Sugden	Condition surveys to be programmed to not coincide with Summer Festivals	Stable	2	4	8	1	3	3	Feb-18	Accommodate in programme	GLW											
15	Loose furniture e.g. handrails and lights, on harbour side cranes	Lack of previous inspection and knowledge of condition of non-integral/structural elements	Cranes are above highly trafficked pedestrian footpath (in front of M Shed), loose objects could fall to ground and injure public	Open	Personal Safety	BCC Senior Curator Working Exhibits, Andy King	GLW to investigate previous failures (currently anecdotal) and condition surveys to include these elements	Increase	2	4	8	1	4	4	Mar-18	23/03/18 Confirm previous failures and review of priority rating	GLW											
16	Brunel Dam sluice gates no longer operational due to levels of silt in Cumberland Basin	Prolonged silt build up	Drain down of Cumberland Basin possible by entrance lock only (circa 3hours - Brunel Dam would be circa 20mins). Sluice gates not visible for inspection therefore condition unknown. River Avon Strategy requires height of Dam to be raised/addition to existing structure.	Open	Service provision	BCC Docks Engineer, Ian Johnson	Silt removal from Cumberland Basin to be considered in accordance with longer term strategy for operation of the harbour. Interdependency with River Avon Strategy to be assessed.	Stable	2	3	6	1	3	3	Mar-18	Awaiting decision on requirement and/or options to remove silt	GLW											
17	Evidence of partial wall collapse and wall failure in New Cut (age of failure unknown e.g. not known if recent or historic)	Collapse and/or further deterioration of these sections of wall and structures	Potential collapse of highway/footpath above - full consequence not known without detailed assessment and at varying locations.	Open	Personal Safety	BCC Project SRO, John Roy	Condition surveys programmed to identify walls in poor condition and in need of immediate repair	Stable	3	4	12	2	3	6	Mar-18	Condition surveys are planned which will identify walls requiring urgent attention	GLW											
18	BCC may not be fulfilling the duties as maintainer and operator of Heritage Railway, should an audit be undertaken by ORR	No evidence found to date: lack of documentation on duties and that these are being fulfilled. (Verbal confirmation that regular inspections are being undertaken by competent personnel).	Potential closure of railway if ORR found current procedures lacking. H&S incident occurs.	Open	Personal Safety	BCC Senior Curator Working Exhibits, Andy King	Safety Management System (SMS) documentation available outlining high level requirements on 'Maintenance', but no definition of timescales, level of inspection and named competent staff etc. Further clarification required / identification of appropriate standards against which Heritage Railway needs to comply and provide evidence that BCC are undertaking the necessary inspections and condition surveys. If these inspections are not being undertaken then they will be obtained through the Harbour Condition Project.	Increase	2	4	8	1	4	4	Mar-18	Clearer definition of BCC duties required - produce one-page summary outlining duties and how these are being fulfilled and/or update SMS. Consult with AK & CE.	GLW											

Page 89

Bristol City Council Equality Impact Relevance Check

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



What is the proposal?	
Name of proposal	Harbour Assets Management Strategy
Please outline the proposal.	Commission preliminary structural surveys of a range of existing Harbour and New Cut assets
What savings will this proposal achieve?	The surveys will provide a baseline to form an asset management strategy that will enable BCC to move to a risk based maintenance regime, which will realise savings on capital repair costs
Name of Lead Officer	John Roy

Could your proposal impact citizens with protected characteristics? (This includes service users and the wider community)
Please outline where there may be significant opportunities or positive impacts, and for whom.
The proposal consists of inspections of existing assets only, no significant opportunities or positive impacts identified
Please outline where there may be significant negative impacts, and for whom.
The proposal consists of inspections of existing assets only, no significant negative impacts identified

Could your proposal impact staff with protected characteristics? (i.e. reduction in posts, changes to working hours or locations, changes in pay)
Please outline where there may be significant opportunities or positive impacts, and for whom.
No reduction in posts, changes to working hours or locations, or changes in pay are anticipated, therefore no significant opportunities or positive impacts are identified
Please outline where there may be negative impacts, and for whom.
No reduction in posts, changes to working hours or locations, or changes in pay are anticipated, therefore no significant negative impacts are identified

Is a full Equality Impact Assessment required?

<p>Does the proposal have the potential to impact on people with protected characteristics in the following ways:</p> <ul style="list-style-type: none"> • access to or participation in a service, • levels of representation in our workforce, or • reducing quality of life (i.e. health, education, standard of living) ? 	
<p>Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.</p>	<p>No, surveys to be carried out by specialist contractors within harbour and new cut area only with access to public space maintained</p>
<p>Service Director sign-off and date:</p>	<p>Equalities Officer sign-off and date:</p> <p></p> <p>Duncan Fleming 7th February 2018</p>

Eco Impact Checklist

Title of report: Harbour Assets Management				
Report author: Matthew Sugden				
Anticipated date of key decision: 1st May 2018				
Summary of proposals: To commission preliminary structural surveys of a range of existing Harbour and New Cut assets				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	No		There will be a minor impact associated with travel; the impact is so minor that mitigation will not be needed.	
Bristol's resilience to the effects of climate change?	Yes	+ive	Some of the assets are critical in managing risk of flooding, inspections will inform future management plan to maximise their performance in to the future	
Consumption of non-renewable resources?	No			
Production, recycling or disposal of waste	No			
The appearance of the city?	No			
Pollution to land, water, or air?	Yes	-	Potential for pollution to water where inspections take place	RAMS to be approved prior to inspections taking place. Ensure contactors are aware of harbour emergency procedures and locations of spill kits.
Wildlife and habitats?	Yes	-	Some vegetation clearance required to enable inspections. Risk of spreading invasive species.	Consult with BCC ecology officer to ensure no risk to wildlife or protected species with vegetation clearance. Ensure contractors doing the works are aware of

				the harbours invasive species policy and procedures and comply with this.
Consulted with:				
Summary of impacts and Mitigation - <u>to go into the main Cabinet/ Council Report</u>				
The overall environmental impacts of this proposal are minimal however the long term outcome of the proposal will have a positive impact on flood resilience in the city. It is important to make sure the contractors undertaking the works are aware of relevant harbour procedures such as invasive species control and pollution response. During the procurement process a Sustainability Assessment may need to be considered.				
Checklist completed by:				
Name:		Nicola Hares		
Dept.:		Bristol City Council Energy Service		
Extension:		76643		
Date:		6/2/2018		
Verified by Environmental Performance Team		Nicola Hares		

Decision Pathway – Report

PURPOSE: Key decision

MEETING: Cabinet

DATE: 01 May 2018

TITLE	Colston Hall	
Ward(s)	Central Ward directly (the whole city, region and nationally operationally)	
Author:	Colin Molton	Job title: Interim Executive Group Director Growth & Regeneration
Cabinet lead:	Mayor & Cllr Craig Cheney	Executive Director lead: Colin Molton
Proposal origin: <i>Other</i>		
Decision maker: Cabinet Member Decision forum: <i>Cabinet</i>		
Purpose of Report: The purpose of the report is to seek approval for the overall project and to delegate to officers the appointment of the contractor(s) for the proposed works and progressing with various legal contracts and financing arrangements.		
Evidence Base: Colston Hall has been Bristol’s largest live music and arts venue for 150 years, playing an important part of the city’s cultural life which is a key element of the region’s growing economy. Colston Hall is a Bristol City Council owned freeholding asset with a peppercorn lease granted to Bristol Music Trust (BMT) for the operational activities. It is a large Grade 2 listed building, in a complex / constrained site. It has a capacity of 2,075, hosting a programme of pop, jazz, world and classical music as well as stand-up comedy but has suffered from a lack of maintenance and modernisation with no major refurbishment to the existing building for the last 60 years. The Council is working in collaboration with Bristol Music Trust to support the much needed redevelopment of Colston Hall, which requires substantial renovation and building long-term financial resilience. In this regard, the project is also aimed at enabling sustainable growth for BMT as a business, reducing its reliance on public funds and supporting BMT to focus on outcomes targeted at their charitable work. The aim is by 2022 to have an internationally award winning music events building, performance and education programme fit for the City for this century, which supports the City’s cultural ecology. The problems we are trying to resolve and the objectives we are trying to achieve are: <ol style="list-style-type: none"> 1) The inherent tension of having a historic grade two-listed asset (Colston Hall), which requires substantial renovation. 2) Supporting a national and international recognised music trust we established which has grown the cultural offering of the City, as well as delivering a unique music provision to all sections of the community. 3) Building long-term financial resilience, the development is aimed at enabling sustainable growth for the business, reducing its reliance on public funds and supporting the music trust to focus on outcomes targeted at their charitable work. The conversion of Bristol’s largest concert hall into a modern, sustainable venue will enhance the cultural offer of the City and enable Colston Hall to maximise the income potential of the building, whilst supporting wider economic		

benefits, attracting events that will draw people in from the sub-regional catchment areas.

Recommendations:

To approve the aims and objectives of the overall project and, subject to the condition set out below, to delegate authority to implement actions to give effect to the project as follows:

- 1) The Executive Group Director Growth and Regeneration in consultation with the s151 Officer is authorised to appoint the contractor(s) for the redevelopment work.
- 2) The Executive Group Director Growth and Regeneration in consultation with the s151 Officer and Monitoring Officer is authorised to provide letter(s) of support to Bristol Music Trust (in relation to the conditions that pertain to the Council in respect to the Arts Council, HM Government grants and/or any other grant).
- 3) The Executive Group Director Growth and Regeneration in consultation with the s151 Officer and Monitoring Officer and relevant Executive Member is authorised to negotiate and execute the various legal agreements (including the consideration of a 99 year lease) to progress the project.
- 4) The s151 Officer in consultation with the Executive Group Director Growth and Regeneration is authorised to re-profile the capital programme in-line with the phasing of funds illustrated in sub section 4 under the financial commentary within this report.
- 5) The s151 Officer is authorised to determine the terms and conditions to be applied to the underwriting facility of up to £12m.

The above authority is subject to:

- 1) Continued development of the RIBA work packages for the cost plan showing that the renovation works will remain within the total maximum project envelope of £48.8m.
- 2) Continued business plan work will be undertaken in partnership with the BMT during the next five years to support the BMT to move towards financial sustainability post 2022/23.

Cabinet notes that the BMT executive, have made significant improvements over the last seven years to the financial situation of the Hall and culture of the City.

Corporate Strategy alignment:

Directly supports the Key Commitment *Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.*

City Benefits:

- 1) Improves the cultural offering of the city and music industry leading to economic growth.
- 2) Improves music education to circa 90% of children in the City.
- 3) Establishes the national SEND music centre.
- 4) Music also supports improved mental health. <http://www.nature.com/search?q=music+and+mental+health+>
- 5) Support BMT in reducing its financial reliance on the use of public funds

Consultation Details:

All key stakeholders have been consulted on Colston Hall Phase II as part of the RIBA 3 design development including but not limited to;

- | | |
|------------------------|--|
| - Bristol Music Trust | - Christmas Steps Arts Quarter |
| - Arts Council England | - MP House of Commons |
| - Heritage England | - Bristol Cultural Development Partnership |
| - Planning | - The Victorian Society |
| - Highways | - Twentieth Century Society |

Revenue Cost	The Council currently provides £1.026m per annum revenue funding to Bristol Music Trust (BMT). This is expected to reduce by £500,000 per annum from 20/21 onwards.	Source of Revenue Funding	General fund budget form Culture Services
Capital Cost	The redevelopment project has an overall cost envelope of up to £48.8m - £10m as per the existing capital programme - Provision of a £5m underwriting facility - Further forward funding and cash-flow the project up to £7m due to the phasing of funds still to be raised.	Source of Capital Funding	The Council's Prudential borrowing and external public and private funding raised by BMT
One off cost <input checked="" type="checkbox"/> Ongoing cost <input type="checkbox"/>		Saving Proposal <input checked="" type="checkbox"/> Income generation proposal <input type="checkbox"/>	

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

1. Finance Advice: This section provides a financial update on the Colston Hall project since the Cabinet consideration in June 2017 and seeks approval to progress the capital scheme, and delegate to appropriate officers' authority to progress the project and to ensure effective delivery, subject to the estimated cost of works remaining within the agreed envelope of £48.8m.

1. BMT Fund raising progress to date

The total project envelope is defined at £48.8m. The Council in support to Bristol Music Trust (BMT) will be required to underwrite the overall redevelopment project and BMT is responsible for fund raising. As at the end of March 2018, BMT has identified £41.8m (86%) of funding commitments / pledges from public and private sectors. These include a £10m capital contribution and a £5m underwriting facility provided by the Council. BMT has been asked to continue their fund raising efforts beyond the construction phase if necessary in order to meet the repayment commitments for the underwriting facility and other funding gaps if any. To date, the fund raising gap (£7m) remains within areas of Naming rights and donations from Trusts and Foundations, corporates and individuals.

It should be noted that the current funding gap / risk for the Council, including the provision for the underwriting facility is £12m in total. Whilst the Council's agreed capital programme incorporates an overarching programme contingency, such a large call, in the context of existing and emerging risks, could have significant implications for financing the programme.

The table below sets out current project funding assumptions:

Sources of Funding - Strategy	Sources of Funding - Strategy		
	Strategy £m	Pledged £m	Gap £m
Bristol City Council (BCC)	10.0	10.0	0.0
Arts Council England (ACE)	10.0	10.0	0.0
Naming rights	3.3	0.0	3.3
LEP	5.0	5.0	0.0
Government	5.0	5.0	0.0
HLF	4.8	4.8	0.0
Trusts and Foundations	3.0	0.7	2.3
Individuals	2.4	1.2	1.1
Corporates	0.4	0.1	0.3
Underwriting Facility (BCC)	5.0	5.0	0.0
Total	48.8	41.8	7.0

2. ACE Grant Requirement for the Council

The £10m ACE grant to BMT includes a number of requirements on the Council within its staged drawn down conditions, these include:

- Written confirmation from the Council that it will maintain its revenue commitments to BMT at levels already agreed (£1m p.a.) until reopening, and £526k p.a. from reopening (20/21) until March 2022;
- Confirmation of the agreement with the Council for repayment of underwriting and the basis of the underwriting facility for review;
- A lease of at least 30 years from practical completion of the building works without a break clause.

BMT has recently submitted a proposal to the Council requesting the Council to consider granting the new lease for 99 years rather than 30 years (the latter required by the Arts Council). BMT has indicated that a longer term lease will be seen as more attractive to donors for funding opportunities. It is recommended that in considering a 99 year lease, a link should be established between the conditions upon which such lease would be granted and BMT's delivery of fund raising prior to build completion and the business plan evidences long-term financial sustainability.

3. BMT's Funding and financial relationship with the Council

3.1 Entrustment agreement and Service level Agreement

The Council currently provides £1.026m per annum revenue funding to BMT. This funding is underpinned by an Entrustment Agreement and a Service Level Agreement covering the delivery of cultural services in the City with Measurable Outcomes. The table below illustrates the Council's funding to BMT by these outcome measures:

Entrusted Service Measurable Outcomes	£
Facilitate communities to engage and access to performances for inclusion and diversity, e.g. free event and discounted tickets	146,578
Enable Partnerships and support local musicians	103,422
Support music educations in the city	447,000
Stimulate Bristol's vibrant identity e.g. contribution to local events, branding and discounted use of venues to support local communities	329,000
Total Funding from the Council	1,026,000

Please see Appendix A for detailed KPIs under each of the headings above.

As part of the Council's MTFP Key Resourcing Principles, the Council will work in partnership with grant receiving bodies, in this case BMT, for the development which is aimed at enabling sustainable growth and building a resilient business, hence reducing its financial reliance on the Council in the long run. It is included in the Council's budgets that the Council's funding to BMT will reduce at least by £500,000 per annum from 20/21 onwards after the completion of the phase II redevelopment.

4. Indicative Project Cash Flow and Funding Risk

Indicative cash flow below is provided for illustrative purposes only based on funds pledged to date. This indicates the need for the Council to forward fund the cash flow of the project.

	16/17	17/18	18/19	19/20	20/21	Total
	£000	£000	£000	£000	£000	£000
Project cost profile	1,328	1,771	14,388	26,576	4,698	48,760
<i>Funded by:</i>						
BCC Capital funding as per Current Capital programme	(1,135)	(1,771)	(7,094)			(10,000)
BCC Underwriting Facilities	0	0	(5,000)			(5,000)
Other non-BCC Funding Pledged to Date	(193)	0	(2,195)	(23,930)	(463)	(26,781)
Current Funding Gap (risk to the Council if any crystallises)	0	0	(99)	(2,646)	(4,235)	(6,979)

*Please note re-phasing would be required under the capital programme to align cash flows.

By essentially underwriting the entire project, the Council would be exposed to any financial risks associated with the project which include funding risk, construction risk and refund risks if grant conditions are not satisfied. BMT will enter into a collaboration agreement with the Council, which stipulates BMT's fund raising obligations until all targets are achieved. BMT is required to continue their fund raising efforts, if necessary beyond the project completion phase, in order to meet any forward funding repayment commitments, this includes e.g. the £5m underwriting facility provided by the Council and any part of the £7m funding risk (in table above) if crystallises.

The project needs to be closely managed, to ensure the risks do not materialise and the project can be delivered on time, on budget and a sustainable and resilient position can be achieved for all parties.

Please see exempt appendix J for further financial commentary relating to those elements deemed exempt for the reasons set out below.

Finance Business Partner: Tian Ze Hao

Date: 18 April 2018

2. Legal Advice:

The recommendations commit the Council to underwrite the Capital Project in full, against reimbursement from funds that have not yet been fully raised by BMT. The financial risk to the Council is being mitigated by BMT being contractually obliged to continue fundraising until all funds have been raised and to transfer funds to BCC., A separate underwriting agreement (on terms to be determined) for £5m is to be provided from the outset. There remains a risk in proceeding with this approach given that BMT does not have sufficient reserves to underwrite any shortfall or failure in fundraising. It should be noted that the Trustees are to hold no personal liability for the Colston Hall project.

The recommendations will see the Council enter in to the construction contract for the works required at Colston Hall. This will entail regular payments to be made by the Council to the contractor until completion. Most of the necessary funds will be available from BMT with the remainder relying on ongoing fundraising. In the event of there being a shortfall the Council could halt construction at any point, should it consider that to be the most appropriate decision, but there would be substantial costs associated with termination of the construction contract.

Appendix H summarises the position with the various legal agreements which underpin the project.

Legal Team Leader: Eric Andrews, Team Leader, Legal Services 11/4/18

3. Implications on ICT: There are no identifiable IT implications in this initiative.

ICT Team Leader: Ian Gale

4. HR Advice: No anticipated HR implications

HR Partner: Celia Williams HR Business Partner Communities

EDM Sign-off	Colin Molton	17 th April 2018
Cabinet Member sign-off	Cllr Cheney	27 th March 2018
CLB Sign-off	Jacqui Jensen	17 th April 2018
For Key Decisions - Mayor's Office sign-off	Mayor's Office	29 th March

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	YES
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	YES
Appendix G – Financial Advice (see Financial Advice in previous sections)	NO
Appendix H – Legal Advice	YES
Appendix I – Combined Background papers <ul style="list-style-type: none"> • Bristol Music Trust annual report - https://www.colstonhall.org/wp-content/uploads/2017/07/Bristol-Music-Trust-Annual-Report-2016-17.pdf • Bristol's Culture strategy - https://www.bristol.gov.uk/documents/20182/1803352/City+of+Openness%2C+Imagination+and+Originators+-+A+Strategy+for+Bristol+Culture/80fc1bd3-149f-5420-2982-6353aa415988 	
Appendix J – Exempt Information – schedule 12a Local Government Act paragraph 3 – information relating to the financial or business affairs of a particular person including the authority holding that information.	YES
Appendix K – HR advice	NO
Appendix L – ICT	NO

Supporting information

The Council is working in collaboration with Bristol Music Trust to support the much needed redevelopment of Colston Hall, which requires substantial renovation and building long-term financial resilience. In this regard, the project is also aimed at enabling sustainable growth for the business, reducing its reliance on public funds and supporting BMT to focus on outcomes targeted at their charitable work. The aim is by 2022 to have an internationally award winning music events building, performance and education programme fit for the City for this century, which supports the City's cultural ecology.

Colston Hall, a grade two-listed historic asset, contains a main hall with capacity of between 1,800 and 2,000 depending on layout and a smaller hall with capacity of 240 to 350. Funding constraints have meant that limited investment has been made in the building since 1950 when a major refurbishment was carried out for the Festival of Britain.

By around 2005, it was clear that the halls needed substantial investment if they were to be viable as a 21st century concert and events hall. A project was therefore initiated to create a new foyer building and to refurbish the historic building. It was recognised that this project would require significant funding investment and so the decision was made to split the project into two phases. In 2007-2009, Phase 1 of this project was created by the Council investments alongside from Arts Council England grant funding, building a modern foyer containing restaurants, bars and administrative offices as an extension to the halls. This was designed by architects Levitt Bernstein and built by main contractors, Wilmott Dixon and opened to great acclaim in 2009.

Bristol Music Trust (BMT) was created in February 2011 to deliver high quality music education to the citizens of Bristol, to manage the music venue, and to support and form a key pillar in the city's cultural offering. BMT began operations on 1st May 2011 with a 25 year peppercorn rent lease on the Halls from the Council. A senior professional arts manager was recruited as Chief Executive Officer. The Board of Trustees requires a Trustee to be an elected member of Bristol City Council (2 if more than 12 Trustees).

The Council has continued to grant aid the Trust in support of its operations with £1m p.a. since 2011. This is done by means of a 25 year Entrustment Agreement to March 2036 by which the Council entrusts BMT with the responsibility to provide cultural development services in relation to music and musical education for the benefit of the public of the City of Bristol. The detail of the specific services to be provided are governed by a Service Level Agreement updated every 3 years and detailing the services provided by BMT and the compensation for those services paid by the Council.

In addition to the service delivery relationship, the Council had been working in partnership and supporting BMT in achieving Phase 2 of the redevelopment of the building. In 2015/16 both organisations invested in a joint extensive investigation and feasibility study which resulted in four redevelopment options being presented by Levitt Bernstein.

Prior to the formation of the Trust growth across all operational criteria's was pedestrian, since the formation of the Trust in 2011 significant growth has occurred, along with the delivery of music education to the citizens of Bristol and facilitation of a music economy within the city.

Criteria	Increase since 2011 vs 2017
Performances	45%
Tickets	35%
Revenue	68%
Visits	60%
Customers	53%

Bristol is now in a position to capitalise on the work undertaken over the last seven years. By ensuring that in partnership with the BMT, we complete on the renovation of Colston Hall and assist BMT to move to a fully financially sustainable business model.

Music education and cultural presence

The BMT provides a unique music education programme unrivalled in the UK, along with being a centre of the city's cultural ecology. The cost of the music education programme is £1.9m, paid by £1m funding from school, £0.5m funding from the Arts Council and £0.4m from the Council. Resulting in BMT winning the Music Education Hub of the year award in 2016, and being short-listed again this year.

Activities through the renovation period

The Bristol Music Trust will continue to fulfil a limited business plan during the renovation period, contributing to the cultural life of the city and satisfying the needs of audiences and key stakeholders. The music education programme will be unaffected.

The principal reasons for continuing to have a presence of events in the city are:

- a. To maintain relationships with audiences and artists carefully built up since 2011.
- b. To satisfy ACE National Portfolio funding requirements thus safeguarding eligibility for capital grants from ACE
- c. To utilise the events to attract and leverage additional donor contributions
- d. To continue to play a role in Bristol's cultural profile and satisfy the Council's KPIs

The activities BMT will be carrying out during the renovation period include:

- Full use of foyer building for performances, conferencing and catering sales
- Musical events in smaller venues across the city and large scale open air concerts in summer
- Ticketing services for community and other local groups
- Full music education programme including the setting up of the funded National Centre for Inclusive Excellence for musicians with SEND.

- Full organisational review and re brand leading to reopening with new name
- Artistic planning for 2020 and beyond
- Energetic continuing fundraising for the project to minimise final amount of underwriting to repay

Aims

Finally in summary the collective aims between BMT and the Council can be summarised as follows:

- ***Aim One – to maintain and grow high quality music education and provide a centre of the cultural offering and ecology of the city.*** The BMT provide high quality music education to citizens across the city via their schools programme, music centres targeted at children, teaching music technology and developing the music industry. This is a unique offering not replicated anywhere else in the UK. The provision of an international premier music and conference centre is a central plank of the cultural offering and ecology of a modern city. This is being further supported by the new transformational programme: A New Ambition that is delivering music education to individual children and young people with SEN/D including children in care.
- ***Aim Two – Building BMT’s long-term financial resilience, reducing its reliance on public funds.*** Post renovation, it is anticipated that BMT will have steady growth in future income from 69% to 75% sustainability, hence reducing its reliance on the public funds.
- ***Aim Three – to renovate Colston hall to be a UK premier concert and music venue.*** The design phase of the capital redevelopment and renovation of the hall is progressing well. Once the renovation is completed, the City will have an international premier music venue with three distinct spaces (the main auditorium, the lantern room and the Cellars) which will attract many forms of music and performance.

Please note, part of the Phase 2 redevelopment, the Arts Council grant offer letter has a number of clauses affecting the Council, key ones to consider are as follows:

- Submission of the collaboration agreement between the Organisation and Bristol City Council for review.*
Officer comment – Officers and BMT are near finalising the collaboration agreement (see legal comments for further details)
- Submission of the new lease for review. The lease should be registered and assignable lease of at least 30 years from practical completion of the building works without a break clause.*
Officer comment – Officers are content with a 30 year lease, however BMT had submitted further requests to explore the opportunity for a longer lease to help enabling attraction of additional external funding.
- Written confirmation from Bristol City Council that it will maintain its revenue commitments to Bristol Music Trust at levels already agreed, specifically £1,026,000 per annum until reopening and £526,000 per annum from reopening until March 2022.*
Officer comment – The levels of funding are contained within the MTFP.
- Confirmation that 90% of the Total Partnership Funding has been confirmed in writing to our satisfaction.*

Officer Comment - BMT will continue to fund raise and now that Planning permission has been given the BMT can, and are, approaching the larger philanthropic trusts to seek further funding.

- e. *Finalised plans for the closure period including budgets for the two-year period (18/19 and 19/20) which demonstrates a break even position*

Officer Comment – The trust’s current business plan show a break even position during 18/19 and 19/20 with the Council’s £1,026,000 p.a. funding.

- f. *The financial projections for the first three years of reopening (2020/21, 2021/22 and 2022/23) should be up-dated and submitted to the Arts Council for review including details of the assumptions and sensitivity analysis on these figures. This should include the repayments of the underwriting facilities to Bristol City Council.*

Officer Comment – BMT have included the repayment of the underwriting facility in their business plan, however the terms and conditions requires revision to align with the Council’s requirements.

PROJECTS HIGHLIGHT REPORT: March 2018

PROJECT WITHIN PROGRAMME: COLSTON HALL PHASE II to RIBA 4

PROJECT LEAD: ANDREW SEARLE

REPORTING TO: Project Board

POLITICAL PORTFOLIO HOLDER: Cllr Cheney

PROJECT ID:TBA

PROJECT QUALITY RISK		PROJECT TIME RISK		PROJECT COST/ BUDGET RISK		SUMMARY UPDATE OF CURRENT PROJECT(S)	
Risk change from last month	↑	Planning Permission Target Submission Date	22/06/17	Estimated Project Budget (£000s)	£3.4m	Completed since last Reporting Period; - Planning Permissions Granted 28th February (Judicial Review period lapsed- no challenge received) - Confirmation of HLF application for £4.75m received by BMT now awaiting grant T&C's - Further briefing meeting held with Councilor Cheney - Draft paper presented to Political Cabinet 27th March where T&C's of ACE grant conditions were accepted confirmation on going financial support arrangements for next 4 years - Further meeting held with BCC VAT advisors (PC Tax) and BMT tax advisors (KPMG) to discuss VAT exposure and mitigation measures letter to be drafted and sent to HMRC to clarify options on exposure - 1st tranche of tender packaged received evaluation process being undertaken To be undertaken by next Reporting Period - Continuation of discussion with BMT regarding with CA , SLA and Lease agreements and - Continuation of Contract discussion with Wilmott Dixon to agree contract price and conditions - Continuation of VAT exposure meetings - Prepare and finalise Cabinet Paper - Further Member briefings - report of tender returns against cost plan predictions	
Risk Forecast for Next Month	↑	Forecast Progress Date	22/06/17	Costs to Date (£000's)	£0		

PROJECT RISKS	No:	Key Project Risks (Attach Sites Plans If Required)	Mitigation	RAG	PROJECT ISSUES	No:	Key Project Issues (Attach Site Plans If Required)	Raised	Resolved
	1	The £48.8 m funding programme will not be secured in line with the overall project programme and the Council will be required to cashflow the entire project	Financial Advisory Group to work with BMT to deliver the fundraising programme and monitor performance against target monthly at Project Board Cash Flow of project now been incorporated within MTFP	AMBER		1	£7m capital Shortfall for project	Jul-16	
2	There is a risk the project in its current scope cannot be deliverable within the estimated £48m -50m cost envelope	Continuing review of detailed design cost plan at each key design stages and at mid RIBA stage to ensure the project remains to budget. Consider early engagement with contractor to ensure design is viable and deliverable without compromising quality	GREEN	2	Service level agreement (SLA) re negotiation required	Jul-16			
3	HLF grant application takes into account funding contribution to interpretative staffing cost that are not building design or construction related which would impact short fall of funding available for construction delivery elements	Interrogation of cost plan requires additional funding to account for increased HLF Interpretation requirements This additional figure can be contained within Client Direct Cost Contingancy allocation	GREEN	3	Collaboration Agreement (SLA) negotiation required with BMT	Jul-16			
4	Performance of design team elements not being able produce sufficient detailed design and intrusive structural survey information to inform design process to meet current time time constraints	Introduction of increased progress reporting and monitoring processes	GREEN	4	BREEAM requirement may not be met	Nov-16			
5			GREEN	5					

KEY PROJECT MILESTONES/ GATEWAYS: NEXT THREE MONTHS

No:	Decision/ Key Milestones Required/ To be Achieved	Into/ Ext	Decision Maker	Date Required
1	HLF round 2 submission verbal confirmation of a successful application	External	HLF	22/3/18
2	Enter into Collaboration Agreement with BMT	Internal	Project Board	1/10/16
3	Funding stream/ cash flow agreed	Internal	Project Board	16/5/17
4				
5				

No:	Communications Type	Into/ Ext	Primary Audience	Date

KEY PROJECT INFLUENCERS/ STAKEHOLDERS

No:	Name	Organisation	Engaged Y/N
1	Bristol Music Trust	BMT/BCC	Y
2	Arts Council England	BMT/BCC	Y
3	Heritage Lottery Fund	BMT/BCC	Y
4	Central Government	BMT/BCC	Y
5	Colston Hall Staff & Users	BMT/BCC	N

PROJECT RESOURCES

No:	Current Resources/ Roles	Additional Required	Why Req'd?	Cost £ (000's)
1	External Project Manager	Yes	Lead and manage the design team	£39k(BG15)
2	Internal BCC Project manager	No	Lead and manage project delivery issues	TBC
3	Design Team	Yes	Design team needing additional specialities	can be contained with current budget allocation of £1.6m
4				
5				



Equalities screening / impact assessment of proposal
Bristol City Council Equality Impact Assessment Form

(Please refer to the Equality Impact Assessment guidance when completing this form)

Name of proposal	Colston hall Phase 2 refurbishment
Directorate and Service Area	Place –Major Projects
Name of Lead Officer	Andrew Searle

Step 1: What is the proposal?

Please explain your proposal in Plain English, avoiding acronyms and jargon. This section should explain how the proposal will impact service users, staff and/or the wider community.

1.1 What is the proposal?
Complete refurbishment of the Colston Hall that includes greatly improved facilities for disabled customers and performers.

Step 2: What information do we have?

Decisions must be evidence-based, and involve people with protected characteristics that could be affected. Please use this section to demonstrate understanding of who could be affected by the proposal.

2.1 What data or evidence is there which tells us who is, or could be affected?
The population of Bristol is estimated to be 449,300 the JSNA (2016-17) census indicated that there are 71,200 people in Bristol with long term illness 3,250 of which are children
Colston Hall has 805 patrons on its Access Register who have stated that they need extra help/support from us to attend a concert and has thriving and productive relationships with companies such as The British Paraorchestra and OpenUp Music, who champion and develop musicians with disabilities.
During the Fast Forward Festival in 2015, 20 artists with disabilities including 8 in wheelchairs performed on Colston Hall's main stage. This number will only increase with improved facilities and better information about the facilities at the Hall.
2.2 Who is missing? Are there any gaps in the data?
We don't know how many people want to use the hall but are deterred from doing so because of the access issues that currently exist. After the refurbishment we will be able to identify if more disabled people are using the hall.
2.3 How have we involved, or will we involve, communities and groups that could be affected?
Bristol Music Trust data base of users and user group data collected via on- line surveys and questionnaires undertaken at performances
To the best knowledge all user groups have been contacted and surveys undertaken in the local area

Public consultation meetings arranged through Attitude is Everything to date meetings have been held with BPAC Disabled Performance Artists inc. Paraorchester members, BMT Education and SEND staff as well as Promoters. Dates of meetings in December 2016, February and March 2017

Step 3: Who might the proposal impact?

Analysis of impacts on people with protected characteristics must be rigorous. Please demonstrate your analysis of any impacts in this section, referring to all of the equalities groups as defined in the Equality Act 2010.

3.1 Does the proposal have any potentially adverse impacts on people with protected characteristics?
No. All improvements being proposed are believed to be betterments to the existing building to allow greater access to the building for all user groups
3.2 Can these impacts be mitigated or justified? If so, how?
n/a
3.3 Does the proposal create any benefits for people with protected characteristics?
Yes the improvement proposed have been worked on and amended after consultation with the various user groups to improve accessibility <ul style="list-style-type: none"> • Provision of full size lifts where ever possible and not platform lifts • Provision of Changing Places room • Provision of accessible w.c's at every level alongside general w.c 's • High quality assisted listening system for audience members • Improves accessibility to all stages, back stage area and artist entrance • More seating in gangways have now been included than at concept stage following consultation and also wider seating with greater comfort levels
3.4 Can they be maximised? If so, how?
The scheme has been continually iterated upon to improve accessibility within the building. It is now felt that all user group comment have been incorporated within the final design proposals

Step 4: So what?

The Equality Impact Assessment must be able to influence the proposal and decision. This section asks how your understanding of impacts on people with protected characteristics has influenced your proposal, and how the findings of your Equality Impact Assessment can be measured going forward.

4.1 How has the equality impact assessment informed or changed the proposal?
<ul style="list-style-type: none"> • • The EqIA has not changed the proposal. The scheme from the outset intended to improve

accessibility. The EqIA summarises the positive impact this will have for disabled people and how we consulted with the disabled community.
4.2 What actions have been identified going forward?
Consider temporary ramp installation to front of stalls area
4.3 How will the impact of your proposal and actions be measured moving forward?
We have engaged Attitude is Everything as our Access Consultant to engage in consultation exercises and feedback session on design development

Sign-Off: Laura Pye	Equalities Officer Sign Off: Wanda Knight
Date: 3/4/17	Date: 3/4/17

Eco-impact screening/ impact assessment of proposal

Title of report: Colston Hall				
Report author: William Edrich				
Anticipated date of key decision 1st May 2018				
Summary of proposals: At the May Cabinet, officers will be seeking a go no-go decision on the capital renovation of Colston Hall, and the on-going financial support strategy for the Bristol Music Trust.				
Will the proposal impact on...	Yes/ No	+ive or -ive	If Yes...	
			Briefly describe impact	Briefly describe Mitigation measures
Emission of Climate Changing Gases?	yes	+ive	An increase in the number of events and music venues will increase emissions. Additional restaurant in venue will increase resource use	The renovation will improve the M&E and fabric infrastructure of the building to modern standards; this will include the installation of renewable energy. When procuring a restaurant supplier make considerations that produce will be locally sourced, organic and fairtrade where possible.
Bristol's resilience to the effects of climate change?	Yes	+ive	The Council could commandeer the hall in states of emergency.	Installation of renewable energy will reduce stresses on nation grid and provide energy security.
Consumption of non-renewable resources?	Yes	+ive	A renovation and increase in the number of events and music venues will increase the consumption of resources including increasing travel to the venue. Renovation construction activities will use	Modern building standards will be utilised along with installation of renewable energy including potential heat networks. Where possible promote sustainable travel, ensure adequate cycle parking spaces are in place as part of re-development if needed. Use Green guide A or B materials where feasible.

			materials to complete the renovation.	
Production, recycling or disposal of waste	Yes	+ive/ ive	The renovation will allow the recycling and disposal of waste infrastructure to be up-graded. Renovation will generate construction waste	Use the waste hierarchy when dealing with waste. Ensure waste is disposed of legally, a site waste management plan will need to be produced.
The appearance of the city?	Yes	+ive	Renovation of the Hall will improve the current state of the hall and also provide improve street spaces	
Pollution to land, water, or air?	Yes	+ive	The renovation construction phase has the potential to pollute land/ water / air	Waste disposal licences utilised during the construction phase. A full environmental construction impact procedure will utilised during the renovation period e.g. noise / dust / etc
Wildlife and habitats?			Unknown	
Consulted with:				
Summary of impacts and Mitigation - to go into the main Cabinet/ Council Report				
<p>The significant impacts of this proposal are... mostly positive, after renovation the hall will comply to modern building standards and have renewable energy capacity meaning it will be more efficient. Increased events could have some negative impacts including travel. Some negative impacts will be seen during the construction period.</p> <p>The proposals include the following measures to mitigate the impacts... ensure sustainable travel is communicated and encouraged. During construction ensure best practice is used for waste.</p> <p>The net effects of the proposals are positive.</p>				
Checklist completed by:				
Name: William Edrich			Nicola Hares	
Dept.:				
Extension:				
Date: 20/3/2018			20/03/2018	
Verified by Environmental Performance Team			Nicola Hares	

Legal Advice

Legal agreements

There are a number of legal agreements, which are being drafted or reviewed and if necessary updated, as follows:

- Entrustment agreement including compensation payments , updated by means of a Deed of Variation to 2020,
- Lease of Colston Hall - see further below
- SLA (being regularised)
- Collaboration Agreement between the Council and Bristol Music Trust, including the arrangements for underwriting, fund raising and transfer of funds etc as specified in financial advice section. (being drafted/negotiated)

Work continues and is well advanced on the legal documentation, should approval be given to proceed and comprehensive legal advice is provided as and when required.

Grant Offer Letters from Arts Council England to the Trust have been provided and the Collaboration Agreement contains a commitment to ensure that the terms and conditions attached to the offer, are complied with in the project and particularly during construction. The Council is aware of the terms and conditions imposed in the grant offers and will work with the Trust to ensure compliance including by provision of timely monitoring and programme and cost information.

The proposed new lease of which the Arts Council requires sight, and the occupational licence are currently under preparation..

Lease Arrangements

As part of the redevelopment project for Colston Hall, the lease arrangements between BCC and BMT will be restructured. The following arrangements are proposed:

- Current lease will continue until practical completion of the project
- BMT will grant a licence to BCC for the period of the works to allow BCC and the building contractor access to carry out and complete the works
- A Collaboration Agreement and an Agreement to Surrender and grant a Lease, (which incorporates a Development Agreement) between BCC and BMT will both be completed prior to works starting. They will govern the relationship, governance restructure of lease arrangement, carrying out of the works and financial arrangements for the re-development project
- On practical completion the current lease will be surrendered and the new lease granted.
- There remain outstanding issues over the lease term (see Appendix A) and rent for the new lease.

If the proposal for a possible 99 year lease is adopted there may be a need for a further agreement (possibly a form of option) setting out the terms and conditions to be met as a precondition to such a grant.

Eric Andrews April 2018

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

Decision Pathway – Report

PURPOSE: For reference

MEETING: Cabinet

DATE: 01 May 2018

TITLE	Bristol City Council Business Plan 2018/19		
Ward(s)	All		
Author: Tim Borrett	Job title: Acting Director Policy and Strategy		
Cabinet lead: Cllr Craig Cheney	Executive Director lead: Denise Murray		
Proposal origin: <i>Mayor</i>			
Decision maker: Officer			
Decision forum: Statutory and Policy Board			
Purpose of Report:			
<ol style="list-style-type: none"> 1. To provide Cabinet with the approved Bristol City Council Business Plan 2018/19. 2. To note any comments from Cabinet to inform future updates to the document as part of its regular schedule of review. 			
Evidence Base:			
<ul style="list-style-type: none"> • The Corporate Strategy 2018 – 2023 was approved by Full Council on 20 February 2018. • It detailed the structure of plans and strategies within the council (Corporate Strategy 2018 – 2023, p3), with the Business Plan 2018/19 forming the tier linking overarching strategies with divisional delivery or team plans. • The Business Plan 2018/19 has been compiled through internal engagement with senior managers and Cabinet Members and it is expected that the delivery actions within the Plan will encourage innovation in a challenging financial climate, ensuring we make the best use of Council resources and budgets set by Full Council on 20 February 2018. • Annual high level milestones have been identified and specifically focus on the improvement which needs to be made in order to incrementally achieve a particular goal. These are stretch targets, with underpinning indicators that will allow for logical analysis of the actual progress made. In measuring these we will need to ensure that we avoid perverse incentives and that we periodically refine the high level or individual indicators in response to internal and external changes to ensure the measurements remain relevant. It should be noted that in an environment of close scrutiny of public spending and introduction of new burdens, whilst not exhaustively detailed in this Business Plan, services will continue to maintain a tight focus on core, statutory and regulatory obligations. In some instances this will be in addition to the strategic actions that have been agreed. • The Business Plan 2018/19 was approved by Statutory and Policy Board on 29 March 2018 and was received by Overview and Scrutiny Management Board on 12 April 2018. OSMB comments are included in Appendix C. 			
Officer Recommendations:			
<ol style="list-style-type: none"> 1. Cabinet is recommended to note the Business Plan 2018/19 and that the targets within it form the basis of future performance reporting. 			

Corporate Strategy alignment: The Business Plan is fully aligned to the Corporate Strategy 2018 – 2023 and articulates what steps will be taken on the journey to delivering it during 2018/19.

City Benefits: Successful delivery of the Business Plan 2018/19 will take forward many city outcomes including delivering the council’s role in developing the One City Plan.

Successful implementation of the Corporate Strategy should reduce inequality, build resilience and independence and reduce the need for public service interventions. The actions outlined in the Business Plan 2018/19 will progress many key issues, including a ‘health in all policies’ approach, minimising our environmental impact, developing a fairer and more inclusive city and delivery of key infrastructure projects.

Consultation Details: The Business Plan does not require, and has not been subject to, formal public consultation. The views of Overview and Scrutiny Management Board form part of this report to Cabinet.

Revenue Cost	£n/a	Source of Revenue Funding	
Capital Cost	£n/a	Source of Capital Funding	
One off cost <input type="checkbox"/> Ongoing cost <input type="checkbox"/>		Saving Proposal <input type="checkbox"/> Income generation proposal <input type="checkbox"/>	

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

Finance Advice: The actions included within the Business Plan 2018/19 have been determined by services in light of their approved budget envelope set by Full Council on 20 February 2018 and the requirement to meet their statutory and regulatory obligations over and above any discretionary work. Therefore it is expected that delivering the actions within the Business Plan is deliverable within current cash limits.

It should be noted that there is an expectation that the Business Plan 2018/19 will explicitly inform resourcing decisions throughout the year.

Finance Business Partner: Mike Pilcher, Finance Business Partner, 23/03/18

2. Legal Advice: Some of the commitments included within the Business Plan are conditional on a Cabinet or Full Council decision before they can be progressed. These have been identified in the business plan as far as possible but other decisions may be identified as needing a Cabinet or Full Council decision once the plans start to be implemented. Legal and governance advice including in respect of consultation and Equalities duties will be given as proposals are progressed and implemented.

Legal Team Leader: Nancy Rollason, Head of Legal Services, 05/04/2018

3. Implications on ICT: Clearly, the business plan for the year 18/19 will have implications for IT in terms of its own service offer, as well as providing ongoing IT support for the council as a whole. There are a number of service led initiatives within the business plan that will need to be incorporated and prioritised within the overall IT work and funding plan for the year.

ICT Team Leader: Ian Gale, Head of ICT, 26/03/18

4. HR Advice: It is expected that all of the actions set out in the Business Plan 2018/19 will be delivered within existing resource envelopes. Where there is any major or transformational change required it should be undertaken in line with the council’s Managing Change Policy. The streamlining of the senior management structure has HR implications and is already being fully supported.

HR Partner: Mark Williams, HR Business Partner, 23/03/18

EDM Sign-off	Denise Murray	28/3/2018
Cabinet Member sign-off	Councillor Craig Cheney	29/3/2018
CLB Sign-off	Councillor Craig Cheney (Statutory and Policy Board)	29/03/2018
	Corporate Leadership Board (minor amendments)	03/04/2018

For Key Decisions - Mayor's Office sign-off	N/A	
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Appendix A – Further essential background / detail on the proposal	NO
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	YES
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	YES
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	YES
Appendix H – Legal Advice	YES
Appendix I – Combined Background papers	
Appendix J – Exempt Information	NO
Appendix K – HR advice	YES
Appendix L – ICT	YES



Business Plan 2018/19



Welcome to Bristol City Council’s Business Plan for April 2018– March 2019. It explains actions we’re taking as part of our **Corporate Strategy 2018–2023**, which sets out our priorities and vision for Bristol. These actions are listed under the four strategic themes and related commitments that will help us achieve this vision:

Empowering and Caring:

4

Work with partners to empower communities and individuals, increase independence, support those who need it and give children the best possible start in life.

Fair and Inclusive:

12

Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to good quality learning, decent jobs and homes they can afford.

Well Connected:

17

Take bold and innovative steps to make Bristol a joined up city, linking up people with jobs and with each other.

Wellbeing:

23

Create healthier and more resilient communities where life expectancy is not determined by wealth or background.

Please refer to the **Corporate Strategy 2018–2023** to find out more about the background to the vision, commitments and themes.

More about this Business Plan

3

Corporate services and organisational support

31

Glossary of useful terms

38

More about this Business Plan

The aim of this business plan is to show what actions we will take in 2018/19 to make progress on the commitments that we have made. Some actions will start within this period but continue beyond it. Where this is the case, it has been indicated. The actions will make sure we spend our money, time and resources as effectively as possible. To keep this plan relatively short and simple, only the top level actions and most important measures of our success have been included. Some actions may relate to more than one commitment, but are listed below next to the most relevant one.

In some cases we are anticipating actions we might take, but these are subject to full consideration and a decision being made by the council's Cabinet. We have indicated where this is the case.

The actions are organised under the four strategic themes. Our hope is that any citizen of Bristol, partner or council colleague will be able to read this plan and understand what we are doing to achieve our commitments and vision.

This plan covers a significant amount of work – all of our colleagues and a range of partners are contributing to it.

To help make the plan as easy as possible to understand, we have:

- Shown which lead department and cabinet member are responsible for making sure each action is taken
- Included links to strategies or policies that the actions refer to
- Included a glossary of useful terms – these are indicated with an* throughout the document.
- Shown how we are going to know that our actions are taking place and making a difference.

Part of the council's role is to meet what are called statutory and regulatory obligations and other requirements set through national legislation or policy. Examples include highways maintenance, waste collection or providing school places. To keep this plan brief, the actions only refer to these where they are relevant to a key commitment, but you can take it as read that a significant amount of our time and resource will be spent ensuring we comply with these legally required obligations.

Underpinning all of our work is the need to innovate and deliver our priorities to the highest standards. Further information on how we achieve this is detailed in a section at the end of this plan called Corporate Services and Organisational Support.

Empowering and Caring:

Work with partners to empower communities and individuals, increase independence and support those who need it. Give children the best possible start in life.

This theme focuses on providing targeted care, support and protection to our most vulnerable citizens. It also emphasises empowering and enabling people to be independent and self-sufficient wherever possible. It covers areas of our work such as Children's Services, tackling homelessness, Adult Social Care, Public Health and Community Development.

What are our key aims for the city, relating to this theme?

Working with the city and our partners wherever possible, we are

- Making sure that every child gets the best possible start in life
- Minimising rough sleeping and homelessness in Bristol and enabling citizens in need of housing to access affordable, appropriate accommodation
- Making sure that vulnerable people in the city continue to be protected and cared for
- Working with citizens and partner agencies to enable people to be involved in and help develop community activity.

There are a number of challenges involved in this. These include:

- Population growth which leads to an increased demand for the services we provide
- Supporting people to be involved in their communities requires input and resources that are limited
- Changes in the law that could impose new or additional responsibilities or pressures on services (for example, Welfare Reform; The Care Act)
- Working with a wide range of partners and organisations, both inside and outside Bristol's boundaries (e.g. in Health and Social Care) that needs to be effective and takes time and effort on all sides to get right
- Inequalities that exist across the city and impact on the health, education and quality of life for many people, and that take time to change.

Empowering and Caring in 2018/19

Key Commitment 1:

Give our children the best start in life by protecting and developing children's centre services, being great corporate parents and protecting children from exploitation or harm.

Actions:

- | | |
|----------|---|
| 1 | <p>Offer a range of community-based services to families from our children's centres. Examples include day care, parenting support (in and out of the home), health visitors and support for children with additional or special educational needs.</p> <p>Lead department: Children and Families Services
Cabinet Member: Women, Children and Young People</p> |
| 2 | <p>Provide free early education entitlement for three and four year olds and 40% of the most disadvantaged two year olds, as well as 30 hours free childcare for eligible working parents of three and four year olds.</p> <p>Lead department: Educational Improvement
Cabinet Member: Education and Skills</p> |
| 3 | <p>Implement our Corporate Parenting Strategy and deliver actions that include:</p> <ul style="list-style-type: none"> ● Making sure we assess and plan for the needs of all children in care ● Making sure there is enough housing for young people who have left home early ● Making sure that children in our care are receiving the best possible education and can reach their full potential ● Making sure we involve children in how our services are run and consider the voice of the child in everything we do. <p>Lead department: Children and Families Services
Cabinet Member: Women, Children and Young People</p> |
| 4 | <p>Through the Think Family programme provide joined-up support services to families who struggle with multiple issues such as debt, homelessness, mental health issues and domestic abuse or violence.</p> <p>Lead department: Children and Families Services
Cabinet Member: Women, Children and Young People</p> |
| 5 | <p>Work with partners across the city to improve outcomes for children in care, those with Special Educational Needs and Disability (SEND) and Black and Minority Ethnic (BME) communities. Improving outcomes across the health education and social care system for children with SEND.</p> <p>This includes actively monitoring all children in care who are missing education, on a three-weekly basis, and developing the independent living skills of young people so that they can find suitable housing.</p> <p>Lead department: Educational Improvement
Cabinet Member: Education and Skills</p> <p>Lead department: Children and Families Services
Cabinet Member: Women, Children and Young People</p> |

6 Develop a Council Tax Discretionary Relief policy which grants care leavers up to 100% relief. This will provide practical help and financial assistance to care leavers while they are developing independent lives and life skills.

Lead department: **Finance – Revenues**

Cabinet Member: **Finance, Governance and Performance**

How we will know our actions are delivering – key success measures for 2018/19

- For children achieving a good level of development at Early Years Foundation Stage. Reduce the gap between those in the 30% most deprived areas and the Bristol average, to no more than 13 percentage points
- Improvement in the quality of the range of children’s services provision and delivery of services as judged by Ofsted
- Increase the take-up of free early educational entitlement by eligible two year olds to 75%
- Increase the take-up of free early educational entitlement for three and four year olds in the 30% most deprived areas to 91%
- Increase the percentage of children in care cases reviewed within the required timescales to 97%
- Increase the percentage of child protection cases reviewed within the required timescales to 95%
- Reduce the number of adolescents who need to enter care due to abuse or exploitation
- Increase the percentage of families in contact with children’s centres, that understand how Adverse Childhood Experiences can impact on children’s outcomes to 100%

Key Commitment 2:

Reduce the overall level of homelessness and rough sleeping, with no-one needing to spend a 'second night out'.

Actions:

- | | |
|----------|--|
| 1 | <p>Work with Rough Sleeping Partnership Steering Groups to address issues around rough sleeping, including:</p> <ul style="list-style-type: none"> • Delivering an updated Preventing Homelessness Strategy and developing mechanisms for initiatives such as social impact bonds* to help address entrenched rough sleeping • Increasing bed spaces for rough sleepers • Managing our outreach team* contract and facilitating the expansion of Charity Guardianship* schemes • Co-ordinating Bristol's 'no first night out' pilot model* • Participating in the national rough sleeping advisory panel. <p>Lead department: Homes and Landlord Services
Cabinet Member: Homes and Communities</p> |
| 2 | <p>Increase and speed up access to affordable housing* for homeless households and those at risk, including reviewing HomeChoice Bristol (the system we use to allocate social housing).</p> <p>Lead department: Homes and Landlord Services
Cabinet Member: Homes and Communities</p> |
| 3 | <p>Deliver the Preventing Homelessness Trailblazer 2017 – 2019 initiative to help stop vulnerable tenants from losing their homes.</p> <p>Lead department: Homes and Landlord Services
Cabinet Member: Homes and Communities</p> |
| 4 | <p>Take forward health initiatives that support people who are at risk of becoming homeless. This includes working with other agencies to address drug and alcohol misuse, and to reduce the risk of people becoming homeless after hospital discharge.</p> <p>Lead department: Public Health
Cabinet Member: Homes and Communities</p> |

How we will know our actions are delivering – key success measures for 2018/19

- Reduce the number of people sleeping rough on a single night in Bristol to 75 from 86 in 2017/18 as part of an ongoing journey to reduce it even further
- Increase the rate of homeless households helped by housing advice services to 24 per 1,000 households to prevent homelessness

Key Commitment 3:

Provide 'help to help yourself' and 'help when you need it' through a sustainable, safe and diverse system of social care and safeguarding provision, with a focus on early help and intervention.

Actions:

- 1 Through the Better Lives* programme (subject to any further Cabinet approval), make sure citizens maintain their independence by receiving the right support at the right time. This includes:
 - Redesigning information, advice and guidance in order to identify the right solutions as soon as possible
 - Working closely with providers to make sure there is enough good quality social care provision
 - Providing early interventions through reablement* and community services, reducing the need for residential care
 - Increasing support for informal carers
 - Increasing the use of Assistive Technology*
 - Strengthening our approach to safeguarding adults
 - Helping people with extra support needs move into assisted living accommodation.

Lead department: **Adult Social Care**
Cabinet Member: **Adult Social Care**
- 2 Achieve high quality practice in children's social care through the Strengthening Families Transformation Programme (subject to any further Cabinet approval), including:
 - Integrating locality systems and processes to make it easier for agencies to work together to safeguard children
 - Making sure that children with complex needs receive support close to home
 - Having effective long term solutions to make sure that more children are living in families
 - Reducing the number of care placements that are located outside Bristol's city boundaries.

Lead department: **Children and Families Services**
Cabinet Member: **Women, Children and Young People**
- 3 Through the Better Lives programme (subject to any further Cabinet approval), Adult Social Care will work with Community Development colleagues and partner agencies, to provide support for vulnerable adults, such as:
 - Providing community and informal support to help vulnerable adults help themselves. This includes providing clear online information and signposting to services, and online self-assessment to help people to find their own solutions to issues
 - Providing short term help when it is needed most, such as packages of care when people leave hospital.

Lead department: **Adult Social Care**
Cabinet Member: **Adult Social Care**

How we will know our actions are delivering – key success measures for 2018/19

- As part of making sure that citizens maintain their independence by receiving the right support at the right time, increase the percentage of people who contact Adult Social Care and then receive Tier 1 and 2 services*
- For older people discharged from hospital into reablement or rehabilitation services, increase the % living at home three months later to 88% from 85% in 2017/18
- For older people (aged 65+), reduce permanent admissions to residential and nursing care to 820 per 100,000 population from 880 in 2017/18
- Maintain the percentage of Adult Social Care service users who feel that they have control over their daily life at 82% (this is in the top quartile of all local authorities)

Key Commitment 4:

Prioritise community development and enable people to support their community.

Actions:

- | | |
|----------|--|
| 1 | <p>Develop a model that enables local communities to benefit more directly from council property and land. This may include working with public sector partners to create community hubs offering a range of services. It could also include community-led housing developments that generate ongoing revenue, to help communities.</p> <p>Lead department: Property
Cabinet Member: Homes and Communities</p> |
| 2 | <p>Work with community and voluntary sector partners to agree a plan for managing and maintaining parks and green spaces, and associated assets such as pavilions and sports pitches. This would make the most of resources, volunteers' time and the public space itself. This is subject to any necessary Cabinet decision(s).</p> <p>Lead department: Commercialisation
Cabinet Member: Communities Services</p> |
| 3 | <p>Prioritise community development through the redesign of the Neighbourhood Management Service. This will include:</p> <ul style="list-style-type: none"> ● Facilitating social action and volunteering ● Supporting a strong community, voluntary and enterprise sector ● Managing a £3.7m investment in voluntary, charity and community projects and enterprises through the Bristol Impact Fund. <p>Lead department: Communities Services
Cabinet Member: Communities</p> |
| 4 | <p>Increase ways in which tenants can participate in the management of their homes and communities.</p> <p>Lead department: Homes and Landlord Services
Cabinet Member: Homes and Communities</p> |

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of people who volunteer or help out in their community at least three times a year to 68% (via Bristol's annual **Quality of Life** (QoL) survey) from 66% in 2017/18
- Increase the percentage of local authority tenants who are satisfied with the service they have received from the council to 77% (from 74% in 2017/18).

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Providing enough suitable school/education places to meet growing demand. This will involve building new schools and providing new spaces in existing facilities
2. Using government grants to make sure that school buildings are fit for purpose
3. Supporting local communities to take over or help run local assets such as buildings and services where appropriate
4. Creating more educational spaces for people with Special Educational Needs and Disability (SEND).

Fair and Inclusive:

Improve economic and social equality, pursuing economic growth which includes everyone and making sure people have access to good quality learning, decent jobs and homes they can afford.



This theme focusses on tackling inequality – a significant issue in Bristol that is addressed throughout our Corporate Strategy. It includes providing more affordable housing, supporting economic growth that benefits everyone, improving educational outcomes for all children, and dealing with any unwelcome consequences of gentrification*.

What are our key aims for the city, relating to this theme?

Working with the city and our partners wherever possible, we are:

- Building more affordable housing to meet demand
- Improving attainment in education, making sure all children from all backgrounds are supported to reach their potential and making sure there are enough school places
- Developing a diverse and inclusive local economy
- Building communities where everyone feels welcome and tackling any negative effects of gentrification.

There are a number of challenges to making this happen. These include:

- Population growth which leads to an increased demand for the services we provide
- Changes in the law, such as Welfare Reform, that will impact on the incomes of some residents and what they can afford to spend on housing
- Issues such as gentrification that are linked to a housing market where demand far outstrips supply. The less welcome consequences of this include rises in local house prices and in private sector rents. Addressing these issues will require input from a range of landlord, agent, advice and tenant organisations to make sure that accommodation for private tenants is safe, well-maintained and affordable
- Practical challenges that impact on providing more housing. These include the lack of large, suitable sites for housing; reduced revenue for registered providers of social housing; and credit restrictions that make it more difficult for people to get mortgages
- Having suitable levers/controls to affect and improve economic growth
- Uncertainty around Brexit that has implications for future investment in the city
- The requirement for partner organisations to support some of our commitments that the council cannot deliver alone
- Inequalities that exist across the city and impact on the health, education and quality of life for many people, and that takes time to change.

Fair and Inclusive in 2018/19

Key Commitment 1:

Make sure that 2,000 new homes (800 affordable) are built in Bristol each year by 2020.

Actions:

- | | |
|----------|---|
| 1 | <p>Deliver the Joint Spatial Plan (JSP) and Bristol Local Plan (BLP) to identify the amount of new housing and employment land required for the next 20 years. The JSP sets out how housing, employment and transport infrastructure needs will be met across the West of England. The BLP details how housing and employment land needs will be met within Bristol and is subject to a decision by Full Council.</p> <p>Lead department: Planning
Cabinet Member: Spatial Planning and City Design</p> |
| 2 | <p>Build homes and enable affordable homes to be built by working with Homes England, housing associations, community-led housing groups, private developers and landowners. This will include managing the Housing Revenue Account* programme to build new homes. Work on accelerating progress towards delivering annually on 800 affordable homes will start this year.</p> <p>Lead department: Homes and Landlord Services, Planning
Cabinet Member: Homes and Communities, Spatial Planning and City Design</p> |
| 3 | <p>Bring empty private properties back into use, through both informal negotiations with owners and formal enforcement when required.</p> <p>Lead department: Homes and Landlord Services
Cabinet Member: Homes and Communities</p> |
| 4 | <p>Get a council-owned Bristol Housing Company up and running (subject to Cabinet approval) to build and sell or rent homes.</p> <p>Lead department: Housing Delivery
Cabinet Member: Homes and Communities</p> |
| 5 | <p>Complete the Urban Living Supplementary Planning Document and seek a Cabinet decision. This will enable us to use land more efficiently, creating new homes within higher-density, quality developments.</p> <p>Lead department: Planning
Cabinet Member: Spatial Planning and City Design</p> |

How we will know our actions are delivering – key success measures for 2018/19

- Increase the number of new homes to meet the corporate target of 2,000 per year
- Increase the number of affordable homes to 800 per year
- Increase the number of private sector dwellings returned into occupation to 480
- Deliver the new property licensing scheme
- Get the Bristol Housing Company up and running (subject to Cabinet approval)

Key Commitment 2:

Improve educational outcomes and reduce educational inequality, whilst ensuring there are enough school places to meet demand and with a transparent admissions process.

Actions:

- | | |
|----------|---|
| 1 | Provide schools with appropriate, targeted support, as required, in order to raise education outcomes and to increase the number of schools in Bristol rated 'Good' or better by Ofsted. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 2 | Through the delivery of Bristol Learning City Partnership objectives, work with schools and academies to close the attainment gap for groups at risk of underachieving at the end of primary and secondary phases. Using the £500,000 Strategic School Improvement Funding we will improve leadership capacity in vulnerable schools. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 3 | Continue to evaluate the requirement for school places in the city and make sure that sufficient places are available. Current plans include expanding secondary school provision and supporting the creation of three free schools, one of which will open in 2019. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 4 | Work with national behaviour change experts to develop and deliver enhanced support to improve school attendance. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 5 | Maintain a transparent admissions process at Reception and Year 7. Make sure that all data relating to pupil admissions is published and that online information is clear and up-to-date. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |

How we will know our actions are delivering – key success measures for 2018/19

- For pupils at Key Stage 4, increase the average Attainment 8* score per pupil to 46 points (from 44 points in 2017/18)
- For disadvantaged pupils at Key Stage 4, reduce the percentage point gap from the Bristol average for Attainment 8 to no more than 15 points (from 16 points in 2017/18)
- Increase the attendance of pupils at Bristol Schools across all year groups to 95.5% (from 94.6% in 2017/18)
- For Primary-aged school children at Key Stage 2, increase the percentage of pupils achieving the expected standard in reading, writing and maths combined to 63% (from 61% in 2017/18)
- For disadvantaged pupils at Key Stage 2, increase the percentage achieving the national standard in reading, writing and maths combined to 48% (from 45% in 2017/18)

Key Commitment 3:

Develop a diverse economy that offers opportunity to all and makes quality work experience and apprenticeships available to every young person.

Actions:

1 Deliver high quality transport infrastructure and services, including MetroBus and MetroWest, to connect people with employment locations. Make improvements to local bus and cycle routes. Work with partners to ensure young people can access transport via schemes such as Wheels to Work.

Lead department: **Transport**

Cabinet Member: **Mayor, Transport and Connectivity**

2 Through the Bristol Learning City **WORKS** programme, enable over 3,000 young people to get experience of work and improved pathways into post-16 education, training and employment.

Lead department: **Educational Improvement**

Cabinet Member: **Education and Skills**

3 Develop and implement the Inclusive and Sustainable Economic Growth Strategy (subject to Cabinet approval), to enable everybody in Bristol to benefit from the city's growth. This strategy will set out a vision and objectives; prioritise projects and programmes to deliver; and provide a robust evidence base to make the case for investments.

Lead department: **Economic Development**

Cabinet Member: **Mayor**

4 Create 200 apprenticeships within Bristol City Council by 2020 and work with our partner employers to recruit a further 300 apprenticeships. This will give young people from diverse communities an opportunity and/or route into employment.

Lead department: **Educational Improvement**

Cabinet Member: **Education and Skills**

How we will know our actions are delivering – key success measures for 2018/19

- Help increase the overall employment rate of Bristol's working age population to 77% (from 76% in 2017/18)
- Reduce the percentage of young people of academic age 16 to 17 years who are not in employment, education or training (NEET) or destination unknown to 8% (from 10.5% in 2017/18)
- Increase the total number of apprentices employed by Bristol City Council to 200 by 2020
- Maintain the proportion of new business registrations at no less than 9.25 per 1,000 working age population
- For Care Leavers aged 17–21, increase the percentage who are in employment, education or training to 58%
- Increase the number of Bristol City Council apprentices from priority groups by 15%

Key Commitment 4:

Help develop balanced communities which are inclusive and avoid negative impacts from gentrification.

Actions:

- 1 Deliver a review on the issue of gentrification, alongside relevant partners, to understand local impacts and help define future policy and projects to reduce any unwelcome consequences of gentrification.
Lead department: **Economic Development**
Cabinet Member: **Mayor**
- 2 Launch a city Equalities Charter* and deliver the Everyday Integration and Inclusive Cities projects to help improve equalities practice in city institutions and create communities in which people live and work well together.
Lead department: **Policy and Strategy**
Cabinet Member: **Communities**
- 3 Through the Bristol Impact Fund, invest in the voluntary and community sector to deliver life-improving projects to help the city's most disadvantaged people.
Lead department: **Communities Services**
Cabinet Member: **Communities**

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of people who feel they belong to their neighbourhood to 61% (QoL survey) from 60% in 2017/18
- Increase the percentage of people in the most deprived areas who are satisfied with their local area to 57% (QoL survey) from 56% in 2017/18

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Building houses for sale (a proportion of which will be affordable homes) and supporting other initiatives to deliver affordable housing targets
2. Regeneration projects including the area around Temple Meads and within the Avonmouth and Lawrence Weston ward, that focus on jobs and enterprise and developing thriving high streets
3. Equipment and home adaptations for children with disabilities and for disabled people in private homes, helping them live more independently
4. Developing the Extra Care Housing programme to provide accommodation for older people with some care services on site
5. Promote and deliver innovative ways of providing housing through off-site manufacture.

Well Connected:

Take bold and innovative steps to make Bristol a city which is better connected, linking up people with jobs and with each other.



This theme focuses on transport and transport-related issues, as well as other forms of connectivity – addressing issues such as social isolation, unemployment and lack of access to the internet. It also looks at how to engage more people in civic life, by providing information that will help them make decisions, and by helping people make their voices heard about matters that concern them.

What are our key aims for the city, relating to this theme?

- Giving people a range of transport options that connect them to jobs and related opportunities such as education, training and cultural activities
- Making progress towards being the best digitally-connected city
- Reducing social and economic isolation
- Helping people develop a sense of belonging to their city and show that we are responding to their needs.

There are a number of challenges to making this happen. These include:

- Population growth which leads to an increased demand for the services we provide and has impacts on the city's capacity. For example, car ownership in the city rose by an additional 25,000 cars between 2001 and 2011
- The geography of Bristol (hills, river crossings, rail lines, an historic road layout), that presents challenges when seeking to improve easy travel. A hilly city can present issues, for example when trying to promote alternative modes of travel, such as cycling, or when considering such issues as becoming an 'age friendly city' (to reduce social isolation)
- Attracting funding that we need for further investment in our transport infrastructure and which cannot be guaranteed
- Issues, such as digital exclusion, that can be made harder to address because of the impact of budget cuts elsewhere, such as a reduction in the number of community buildings/facilities
- Having suitable levers/controls to improve transport connectivity at a city-wide and sub-regional level
- Inequalities that exist across the city and impact on transport options for many people, and which can contribute to issues such as social isolation and digital and economic exclusion.

Well Connected in 2018/19

Key Commitment 1:

Improve physical and geographical connectivity; tackling congestion and progressing towards a mass transit system.

Actions:

- 1 Secure high quality transport infrastructure and services for the future. This will be achieved by:
 - Delivery of major projects as identified in the **Joint Local Transport Plan** e.g. MetroBus
 - Delivery of local projects as set out in the Bristol Transport Plan
 - Master-planning to improve the capacity of Bristol Temple Meads station and passengers' experiences
 - Delivery of our Local Cycling and Walking Infrastructure Plan
 - Ensuring the West of England Bus Strategy aligns with the Bristol Transport Plan to increase the number of people using buses.

Lead department: **Transport**
Cabinet Member: **Transport and Connectivity**
- 2 Delivery of the council's Operations Centre project*. The Operations Centre is at the heart of turning Bristol into a Smart City, along with ticketing and transport information systems. It brings a range of services together, including traffic management, the monitoring of public spaces in the city and and telecare services/assistive technology*.

Lead department: **Communities Services**
Cabinet Member: **Finance, Governance and Performance**
- 3 Reduce congestion and manage the highway network from the council's Operations Centre, through effective use of traffic control systems and enforcement. This includes implementing the **Active Roadworks Scheme** and reviewing the 20mph and resident parking zones.

Lead department: **Transport**
Cabinet Member: **Transport and Connectivity**
- 4 Continue feasibility work for a mass transit system* for the city region to create a rapid and reliable network, which could include an underground.

Lead department: **Transport**
Cabinet Member: **Mayor, Transport and Connectivity**
- 5 Coordinate the **REPLICATE project** with partner organisations – a European funded research and development project that aims to deploy integrated energy, mobility and ICT solutions such as electric vehicles and sensors to monitor air quality and traffic.

Lead department: **Planning**
Cabinet Member: **Energy, Waste, Regulatory Services and Sport**

How we will know our actions are delivering – key success measures for 2018/19

- Improve journey time reliability during the morning peak travel period
- Reduce the percentage of people saying that traffic congestion is a problem in their area to 73% (QoL survey) from 74% in 2017/18
- Increase the number of passenger journeys on buses by half a million to 39 million
- Increase the number of people travelling actively to work by walking and cycling

Key Commitment 2:

Make progress towards being the UK's best digitally connected city.

Actions:

1 Secure funding for and seek Cabinet approval for a **Smart City** strategy with a focus on connectivity. Activity will include the council's Operations Centre and **Bristol is Open**. It will also ensure future work is aligned with the council's emerging IT and Digital Strategy, plus regional and national digital strategies.

Lead department: **Planning**

Cabinet Member: **Finance, Governance and Performance**

2 Create 150 smart homes as part of the **REPLICATE project** in Easton, Lawrence Hill and Ashley, fitting energy efficiency measures into people's homes including smart meters and smart white goods.

Lead department: **Planning**

Cabinet Member: **Energy, Waste, Regulatory Services and Sport**

3 Continue to develop the **Bristol Network**, a council-owned and managed asset that has the potential to make fibre services more affordable and available to businesses and residents across the city.

Lead department: **Planning**

Cabinet Member: **Finance, Governance and Performance**

4 As part of a government-funded pilot, improve the availability of ultrafast full-fibre broadband to businesses and residents.

Lead department: **Planning**

Cabinet Member: **Finance, Governance and Performance**

5 Enable more people to be included in the digital connectivity opportunities, for example by providing community learning digital skills courses and by developing online-learning and information about education, training and employment services.

Lead department: **Educational Improvement**

Cabinet Member: **Education and Skills, Finance, Governance and Performance**

How we will know our actions are delivering – key success measures for 2018/19

- Help increase the percentage of residents who have used the Internet in the last three months
- Percentage of premises that have access to Ultrafast Broadband
- Create and implement a Smart City Strategy (subject to any necessary Cabinet approval)

Key Commitment 3:

Reduce social and economic isolation and help connect people to people, people to jobs and people to opportunity.

Actions:

- | | |
|----------|---|
| 1 | Develop and deliver comprehensive sustainable transport options across the city and region, enabling healthy, efficient and cheap movement between communities, employment centres and other destinations. Ensure our highways are well maintained and employ local people to work on them where possible. |
| | Lead department: Transport
Cabinet Member: Transport and Connectivity |
| 2 | Lead the development and implementation of a Bristol framework and action plan to support disabled people into work. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 3 | Provide employment support services so that 4,000 people of working age are connected to new and better job opportunities through jobs fairs, job coaching, work placements and supported internships. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 4 | Provide high quality Adult and Community Learning to over 3,500 adults per year, supporting all learners to progress to further learning, employment and volunteering opportunities. |
| | Lead department: Educational Improvement
Cabinet Member: Education and Skills |
| 5 | Help homeless households to access training and employment opportunities that will increase income, and reduce isolation and the risk of future homelessness. For example, by expanding the delivery of Roof Over My Head training to homeless households. (This training provides information on tenants' rights and responsibilities and offers advice on managing debt.) Other actions include making sure homeless households can access opportunities to improve their skills and employability. |
| | Lead department: Housing Options
Cabinet Member: Education and Skills |
| 6 | Working with the Bristol Ageing Better Partnership to produce an Age Friendly City strategy that will enable older people to feel safe, enjoy good health and continue to participate fully in society. The World Health Organisation (WHO) have outlined eight themes by which to assess the age friendliness of a city, including outdoor spaces, transport, housing and social participation. |
| | Lead department: Public Health
Cabinet Member: Adult Social Care |
| 7 | Continue to develop our Community Toilets Scheme , under which local businesses and organisations offer public use of their toilets. (The scheme allows members of the public to be reassured that they can find a toilet when they go out helping to prevent potential isolation of vulnerable groups). There are 27 venues signed up as of March 2018, with more expressing an interest. These include arts venues, museums, council buildings and private companies such as shops, businesses and health centres. |

	Lead department: Communities Services Cabinet Member: Communities
8	As part of the Bristol Ageing Better Partnership , work with communities to reduce social isolation and loneliness among older people and help them live fulfilling lives. This includes providing a fund for community groups to kick-start activities that tackle loneliness, and using group work and support from other older people to help people who may feel socially isolated.
	Lead department: Adult Social Care Cabinet Member: Adult Social Care
9	Finalise and implement the Social Action Plan to increase social action and volunteering. (Social action is about everyone taking steps to change things in our society and finding ideas for how we can do things better together.)
	Lead department: Communities Services Cabinet Member: Communities

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of people who see their friends and family as much as they want to 81% (QoL survey) from 80% in 2017/18
- Number of adults, aged 19 and above, who receive job related information, advice and support
- Reduce the percentage of people living in the most deprived areas who lack the information to get involved in their community to 30% from 32% in 2017 (QoL survey)

Key Commitment 4:

Work with cultural partners to involve citizens in the 'Bristol' story, giving everyone in the city a stake in our long-term strategies and sense of connection.

Actions:

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|----------|---|
| 1 | Update the Bristol city brand toolkit and narrative, working alongside cultural partners to understand local people's views and make sure our strategies reflect and serve the 'real' Bristol. |
| | Lead department: Policy and Strategy
Cabinet Member: Mayor |
| 2 | Work with partners to continue strengthening the city's creative industries sector, including local jobs in the film and media sector. |
| | Lead department: Economic Development
Cabinet Member: Mayor |
| 3 | Provide expertise to support a range of festivals and events (including food, music and sport-related) in the city, such as advice, coordinating licensing and sourcing locations. |
| | Lead department: Culture
Cabinet Member: Communities |
| 4 | Publish key data and information about Bristol through the Open Data Platform to make us and partners more open and accountable and encourage people to think about innovative solutions to some of the city's challenges. |
| | Lead department: Policy and Strategy
Cabinet Member: Finance, Governance and Performance |
| 5 | Develop a refreshed consultation and engagement strategy and toolkit, ensuring the council carries out high-quality public engagement and consultation to understand the views and needs of citizens, making particularly sure that under-represented voices are heard. |
| | Lead department: Policy and Strategy
Cabinet Member: Finance, Governance and Performance |

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of people satisfied with the range and quality of outdoor events in Bristol to 78% (QoL survey) from 77% in 2017/18
- Deliver revised city brand toolkit and council Consultation and Engagement Strategy and toolkit
- Increase the percentage of people who feel they can influence local decisions to 26% (QoL survey) from 25% in 2017/18

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Providing three MetroBus schemes to improve public transport and reduce congestion
2. Improvements in bus services through projects such as the use of hybrid vehicles and smart ticketing
3. Progress a new Portbury train station on the Severn Beach rail line between Shirehampton and Avonmouth.

Wellbeing:

Create healthier and more resilient communities where life expectancy is not determined by wealth or background.

This theme tackles the wellbeing of Bristol citizens. Wellbeing cuts across many areas of our work, all of which must consider their impact on the health of people living and working in Bristol. It includes tackling health inequalities and the harmful effects of poverty and low income; protecting the environment and air quality; and the provision of cultural and sporting services to enhance wellbeing.

What are our key aims for the city, relating to this theme?

- Embedding health in all our policies, in order to reduce inequalities that exist across the city and reduce the demand for acute services*
- Reducing our environmental impact by using clean energy, improving air quality and reducing waste and pollution
- Tackling food and fuel poverty
- Improving wellbeing by making sure that sporting and cultural activities are available to all.

There are a number of challenges to making this happen. These include:

- Population growth which leads to an increased demand for the services we provide
- Inequalities in both physical and mental health that are deeply entrenched and have not shown any clear signs of reducing in the last 10 years
- Air pollution that adversely affects people's health and can contribute to premature death
- Climate change and the risk it poses for the future resilience of our city (for example in terms of increased flood risk)
- Uncertainty around Brexit and how potential changes to legislation will impact on services (such as EU targets around waste and recycling)
- Changes in the law, such as Welfare Reform, that will have widespread implications and are likely to impact on issues such as food and fuel poverty
- The requirement for partner organisations to support some of our commitments that the council cannot deliver alone.

Wellbeing in 2018/19

Key Commitment 1:

Embed health in all our policies to improve physical and mental health and wellbeing, reducing inequalities and the demand for acute services.

Actions:

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|----------|--|
| 1 | Through the One City Plan (and subject to any necessary Cabinet decision), we will improve the health of Bristol's population through partnership working and using assets effectively across the city. For example, by providing public health advice when developing all council plans and policies, undertaking Health Impact Assessments as required. |
| | Lead department: Public Health and City Office
Cabinet Member: Mayor |
| 2 | Make Bristol an 'ACES aware' city, meaning the city and its institutions are aware and mindful of the impact of Adverse Childhood Experiences on wellbeing and using this awareness to drive improvement in policy and outcomes for people throughout their lives. |
| | Lead department: Children and Families Services
Cabinet Member: Women, Children and Families |
| 3 | Launch Thrive Bristol , a new whole-city approach to improve mental health and wellbeing for children and adults. Co-lead the Bristol Time to Change hub to support communities, workplaces and schools to take action to end negative attitudes and behaviours towards mental health. |
| | Lead department: Public Health
Cabinet Member: Communities |
| 4 | Promote the work of the Healthy Schools Programme that supports schools to prioritise young people's mental health and wellbeing. Also develop the Mayor's Award for Excellence for schools that meet a range of criteria covering topics such as food, physical activity, emotional wellbeing and Personal, Social, Health and Economic (PSHE) education. A new schools' mental health network and Healthy Schools badge will be launched to give schools clear ways to support students and staff. |
| | Lead department: Public Health
Cabinet Member: Education and Skills |
| 5 | Invest in sustainable transport options, such as clean energy buses and walking and cycling routes, to improve levels of physical activity and tackle air quality. |
| | Lead department: Transport
Cabinet Member: Transport and Connectivity |
| 6 | Working alongside independently-chaired commissions such as Bristol's Women's Commission and Commission for Race Equality, continue implementing the city's policy of zero tolerance to domestic abuse or crime based on gender, disability, race, age, religion or sexuality whilst undertaking training to better recognise when people are vulnerable and what this means for their needs. |
| | Lead department: Communities Services
Cabinet Member: Communities |

How we will know our actions are delivering – key success measures for 2018/19

- Prevent an increase in the life expectancy gap between people living in deprived and wealthy areas of the city
- Prevent a deterioration in healthy life expectancy for everyone
- Reduce the percentage of people in Bristol who report below national average Mental Wellbeing to 18% (QoL survey) from 18.4% in 2017/18
- For people leaving hospital, reduce the rate of Delayed Transfers of Care* as a result of Social Care delays to 350 per 100,000 people (from 362 in 2017/18)
- Contribute towards a reduction in the rate of alcohol-related hospital admissions to 770 per 100,000 people (from 800 in 2017/18)
- Increase the percentage of people living in deprived areas who exercise regularly to 60% (QoL survey) from 59% in 2017/18
- Increase the number of schools achieving a 'good' level of measurement uptake for Year 6 across all schools participating in the National Child Measurement Programme to 95.8%

Key Commitment 2:

Keep Bristol on course to be run entirely on clean energy by 2050 whilst improving our environment to ensure people enjoy cleaner air, cleaner streets and access to parks and green spaces.

Actions:

- | | |
|----------|---|
| 1 | <p>Run the Clean Streets campaign which will tackle litter, fly-tipping and other forms of environmental crime through a mix of education and community engagement. Actions will also include a more robust approach to enforcement against offenders. The Clean Streets campaign sits alongside our Waste and Resource Management Strategy, which outlines our commitment to prevent or minimise waste generation and maximising the repair, re-use, recycling and recovery of resources.</p> <p>Lead department: Communities Services
Cabinet Member: Communities, Energy, Waste, Regulatory Services and Sport</p> |
| 2 | <p>Provide sustainable transport options, including cycling and walking networks, electric vehicle charging points and delivery of a low emission vehicles scheme.</p> <p>Lead department: Transport
Cabinet Member: Transport and Connectivity</p> |
| 3 | <p>Develop a Clean Air Action Plan to improve air quality in the city through a wide range of measures for consideration by Cabinet. This will aim to include:</p> <ul style="list-style-type: none"> ● More investment in public transport and cycling ● Changes in traffic management ● Greater use of existing regulatory powers such as taxi licensing ● Ways to support and encourage a shift to cleaner vehicles. <p>Lead department: Transport
Cabinet Member: Transport and Connectivity, Energy, Waste, Regulatory Services and Sport</p> |
| 4 | <p>Deliver projects that reduce future risk from factors such as climate change and pollution. Current projects include a Climate Adaptation Plan and a Clean Energy/Zero Carbon road map.</p> <p>Lead department: Transport
Cabinet Member: Transport and Connectivity, Energy, Waste, Regulatory Services and Sport</p> |
| 5 | <p>Make sure that people in every neighbourhood have access to good quality parks and green spaces that are free to use. Develop an investment programme that supports the maintenance of quality parks and green spaces.</p> <p>Lead department: Communities Services
Cabinet Member: Communities</p> |
| 6 | <p>Facilitate the installation of energy efficiency and renewable energy works in the commercial and public sector.</p> <p>Lead department: Commercialisation
Cabinet Member: Energy, Waste, Regulatory Services and Sport</p> |
| 7 | <p>Coordinate bids for EU funding to support key council commitments, including clean energy, infrastructure and mobility.</p> <p>Lead department: Policy and Strategy
Cabinet Member: Finance, Governance and Performance</p> |

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of monitoring sites that meet the annual air quality target for nitrogen dioxide (NO₂) levels
- Reduce the proportion of deaths attributed to particulate air pollution*
- Reduce the total CO₂ emissions in Bristol to 1,600 (k tonnes) from 1,640 in 2016/17
- Increase the percentage of household waste sent for reuse, recycling and composting in Bristol to 50% in 2020 (from 45% in 2017/18)
- Increase the percentage of residents visiting a park or open space at least once a week to 57% (QoL survey) from 56% in 2017/18
- Reduce the percentage of people who feel that street litter is a problem in their neighbourhood to 70% (QoL survey) from 80% in 2017/18

Key Commitment 3:

Tackle food and fuel poverty.

Actions:

- | | |
|----------|---|
| 1 | <p>As part of the Feeding Bristol Network, make sure that ‘holiday hunger’ and other food poverty* issues are addressed. This will include:</p> <ul style="list-style-type: none"> • Running citywide programmes to educate people and improve people’s ability to access good nutritious food, such as Teaching a City to Cook and Sugar Smart Bristol • Developing the Bristol Eating Better Award • Making sure that sustainability and health are at the centre of food procurement and policy across the council. Implementation of the Good Food Policy on Procurement will improve access to fresh foods. |
| | <p>Lead department: Public Health
Cabinet Member: Communities, Education and Skills</p> |
| 2 | <p>Take action to reduce health inequalities related to what people eat, through our Street Trading Policy, Bristol Eating Better awards and our Healthy Weight Plan. For example, the Street Trading Policy will make sure that healthier options are marketed in order to encourage people to make informed and healthier food choices.</p> |
| | <p>Lead department: Public Health
Cabinet Member: Communities</p> |
| 3 | <p>Make council-owned and private sector homes more energy efficient in order to reduce fuel costs and deliver energy efficiency measures to those most in need. For the private sector this includes providing insulation/external cladding through Warm-Up Bristol and piloting smart appliances as part of the REPLICATE project.</p> |
| | <p>Lead department: Commercialisation
Cabinet Member: Homes and Communities</p> |
| 4 | <p>Support benefits take-up, in particular by older and disabled people and low income households, by offering advice across a range of services and signposting people to grants.</p> |
| | <p>Lead department: Housing Options
Cabinet Member: Homes and Communities</p> |

How we will know our actions are delivering – key success measures for 2018/19

- Reduce the percentage of the population living in fuel poverty*
- Increase the percentage of Bristol schools with breakfast clubs
- Increase the number of ‘Bristol Eating Better Awards’ issued to food outlets to 250 (including at least 50 in identified priority areas)
- Reduce the percentage of school age children eligible for and claiming free school meals to 18.5%

Key Commitment 4:

Keep Bristol a leading cultural city, helping make culture, sport and play accessible to all.

Actions:

- | | |
|----------|---|
| 1 | <p>Develop and support the cultural offer in the city to better reflect the diversity of Bristol's communities. Encourage active involvement with the delivery of the Bristol Culture Strategy and promoting the financial support available through our Cultural Investment Programme to ensure take-up.</p> <p>Lead department: Culture
Cabinet Member: Mayor</p> |
| 2 | <p>Make sure that Bristol's world class museum and archival collections are accessible to all. Actions include:</p> <ul style="list-style-type: none"> • Creating outreach programmes to involve under-represented groups in museum activities • Further development of the museum Youth Panel • Increasing diversity within the paid and voluntary workforce • Providing a well-balanced programme that attracts a wide range of people and increasing digital access to collections. <p>Lead department: Culture
Cabinet Member: Mayor</p> |
| 3 | <p>Make the most of cultural events programmes by developing a greater understanding of what communities (including our children and young people) want from their events, and ensure greater community involvement. This includes holding more events in public open spaces.</p> <p>Lead department: Culture
Cabinet Member: Mayor</p> |
| 4 | <p>Provide, commission and support sport and physical activity programmes across the city. These will include:</p> <ul style="list-style-type: none"> • Delivering Bristol's free annual mass participation bike ride, providing four BMX tracks in areas of the city where physical activity in young people is low • Commissioning a behaviour change programme funded by Sport England to support people becoming more physically active • Undertaking feasibility studies in order to fully understand the potential for building a new East Bristol swimming pool and consider all options to ensure the city has enough swimming provision. <p>Lead department: Public Health
Cabinet Member: Energy, Waste, Regulatory Services and Sport</p> |
| 5 | <p>Continue to provide a city-wide network of libraries and work with partners to offer activities based around reading, such as shared reading groups where vulnerable people are supported through reading aloud. (Any proposed changes to delivery will be taken to Cabinet for decision).</p> <p>Lead department: Communities Services
Cabinet Member: Communities</p> |
| 6 | <p>Ensure public transport availability, particularly outside off-peak times and busier routes, to improve the accessibility of culture, sport and play.</p> |

7	Lead department: Transport Cabinet Member: Transport and Connectivity
	Work with key partners, including Destination Bristol, the police, and Bristol Waste, to make the city centre more welcoming, safe and accessible.
	Lead department: Communities Services Cabinet Member: Communities

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of people who take part in cultural activities at least once a month to 51% (QoL survey) from 50% in 2017/18
- Increase the percentage of adults who play sport at least once a week to 46% (QoL survey) from 45% in 2017/18
- Increase the percentage of people living in the most deprived areas who play sport at least once a week to 35% (QoL survey) from 32% in 2017/18
- Increase the number of visitors to Bristol Museums, Galleries and Archives to one million per year
- Increase the percentage of people, in the most deprived areas, satisfied with the range and quality of outdoor events in Bristol to 68% (QoL survey) from 67% in 2017/18

Developing and maintaining the council and city's infrastructure under this theme will include:



1. Making progress towards delivering a large scale indoor entertainment venue (subject to Cabinet decision)
2. Modernising Bristol's libraries as part of the libraries for the future project (subject to Cabinet decision)
3. Improving parks and green spaces across the city (subject to Cabinet decision for some elements).

Corporate Services and Organisational Support

Underpinning all of our work is the need to make the best use of our resources to provide good quality services which deliver value for money and get things right first time. To do this we need processes which are efficient, joined up and meet the needs of our customers. This will enable us to innovate and deliver our commitments to the highest standards.

Our core support services as the hub of the corporate centre aim to provide the right foundations and support to help us achieve our goals, enable us to run effectively and meet our core, statutory and regulatory obligations.

In doing this we have four major organisational priorities:

- 1. Redesign the council to work effectively as a smaller organisation**
- 2. Equip our colleagues to be as productive and efficient as possible**
- 3. Make sure we have an inclusive, high-performing, healthy and motivated workforce**
- 4. Be responsible financial managers and explore new commercial ideas.**

Organisational Priority 1:

Redesign the council to work effectively as a smaller organisation.

Actions:

1	<p>Coordinate development and seek a formal decision on the One City Plan. This will include work alongside city partners to ensure we have a shared plan for the city's future which informs our strategic direction, priorities and resourcing requirements as a council.</p> <p>Lead department: City Wellbeing, Resilience and Strategic Partnerships Cabinet Member: Mayor</p>
2	<p>Update and seek Full Council approval for our Constitution and, where required, the underpinning regulations and terms and conditions, such as finance and procurement regulations. This should ensure smart governance and decision making.</p> <p>Lead department: Legal and Democratic Services Cabinet Member: Finance, Governance and Performance</p>
3	<p>Work with Elected Members to deliver a more focused scrutiny structure and work programme. This will support good governance, member engagement and accountability on outcomes and be in accordance with the Overview and Scrutiny Management Board mission statement which is: 'To make a positive difference for the citizens of Bristol and deliver the right outcomes, by helping Bristol City Council make better decisions'.</p> <p>Lead department: Legal and Democratic Services Cabinet Member: Finance, Governance and Performance</p>
4	<p>Create a new delivery unit within the Policy and Strategy function to provide dedicated time and resource – separate from 'business as usual' activities – in order to focus on the development of specific policies, resilience-related work and problem-solving issues.</p> <p>Lead department: Policy and Strategy Cabinet Member: Finance, Governance and Performance</p>
5	<p>The annual financial cycle will refresh the Medium Term Financial Plan, Capital Programme and Annual Budget to make sure these strategic plans set out the level of financial resource available, and how this resource will meet our priorities in a sustainable and resilient manner and the level currently allocated between service areas.</p> <p>Lead department: Finance Cabinet Member: Finance, Governance and Performance</p>
6	<p>Facilitate a senior management restructure to deliver on our vision and commitments and to reduce senior management costs as stated in our medium term financial savings plan.</p> <p>Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance</p>

7	Deliver effective and efficient Council Tax and Business Rates collection services, with other income collection functions, and reshape our approach to enforcement in order to improve collection rates and reduce debt. Collection of local revenues is vital to enable delivery of our services.
	Lead department: Revenues Cabinet Member: Finance, Governance and Performance
8	Support residents through the transition to new Universal Credit arrangements, ensuring timely and correct payment to those entitled to benefits, while minimising adverse impacts.
	Lead department: Benefits Cabinet Member: Finance, Governance and Performance
9	Provide a prioritised pipeline of project management support for complex service change and transformation projects across the council which involve major redesigning of services or systems.
	Lead department: ICT and Change Services Cabinet Member: Finance, Governance and Performance
10	Make sure our IT systems and structures allow partners to easily integrate with our systems and processes.
	Lead department: ICT and Change Services Cabinet Member: Finance, Governance and Performance
11	Review and map our various partnerships to reflect the emerging One City Plan, taking in to account how we make joint decisions and work effectively on shared city priorities, projects and challenges.
	Lead department: Policy and Strategy, City Office Cabinet Member: Mayor
12	Inform, consult and engage the workforce on the organisation's priorities and help them adapt to change.
	Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance

How we will know our actions are delivering – key success measures for 2018/19

- Increase the satisfaction of citizens with our services by at least 1% (QoL survey)
- Increase the percentage of colleagues who would recommend the council as a place to work to over 50%

Organisational Priority 2:

Equip our colleagues to be as productive and efficient as possible.

Actions:

1	Implement an ICT 'Future State Assessment'. This is a wide-ranging initiative to upgrade our ICT systems to make sure that our colleagues have the IT tools they need to do their jobs.
	Lead department: ICT and Change Services Cabinet Member: Finance, Governance and Performance
2	Implement Data Warehousing to improve the availability, accessibility and efficiency of our performance reporting data and analysis. Assess the approach to be taken to implement business intelligence software as part of the wider development of ICT capabilities.
	Lead department: Policy and Strategy Cabinet Member: Finance, Governance and Performance
3	Inform, engage and consult with the public and partner organisations on our activities and performance. This will provide high-quality information to support evidence-based decision making about the services we provide.
	Lead department: Policy and Strategy Cabinet Member: Finance, Governance and Performance
4	Offer relevant and up-to-date professional advice and technical guidance. This will make sure we manage risks effectively, meet our financial and legal obligations and report openly on what we do.
	Lead department: All Cabinet Member: Finance, Governance and Performance
5	Support colleagues in procurement processes and contract management and develop an annual procurement forward plan in order to increase compliance and value for money.
	Lead department: Finance Cabinet Member: Finance, Governance and Performance
6	Drive improvement through constructive support and challenge from independent experts, including a full organisational Peer Review to be conducted by the Local Government Association in September 2018.
	Lead department: Head of Paid Service Cabinet Member: Finance, Governance and Performance
7	Make sure that staff learning and development aligns with our priorities and achieves desired learning outcomes. Provide statutory training including on diversity and inclusion.
	Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance
8	Design and deliver a leadership development programme for operational managers, aligned to the leadership framework.
	Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of stage 1 non-statutory complaints that we respond to within 15 days to 90%
- Increase the percentage of colleagues reporting that they have the right tools to do their job effectively and efficiently to 60%

Organisational Priority 3:

Make sure we have an inclusive, high-performing, healthy and motivated workforce.

Actions:

1	<p>Roll out a new Workforce Plan to help make sure our workforce is high-performing and meets the future needs of the organisation. This plan will embed a culture of learning that encourages excellence and makes sure we have the right people with the right skills doing the right jobs, to deliver our strategic ambitions.</p> <p>Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance</p>
2	<p>Conduct a review of our approach to equalities, including our strategy, governance and policy to strengthen practice across all service areas. Engage in a full and meaningful way with staff-led groups; carry out equality training for all staff and run or take part in targeted programmes to attract and develop diverse talent.</p> <p>Lead department: Policy and Strategy, HR and Workforce Cabinet Member: Finance, Governance and Performance</p>
3	<p>Improve awareness and membership of staff-led groups and support their work programmes.</p> <p>Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance</p>
4	<p>Deliver our workforce plan including workstreams on: organisational culture; structure pay and reward; performance and talent management; diversity and inclusion; employer brand and recruitment; health and wellbeing.</p> <p>The Health and Wellbeing workstream includes: mental health training for staff; assisting colleagues through change; and launching a wellbeing website with support tools for managers and staff.</p> <p>Lead department: HR and Workforce/All Cabinet Member: Finance, Governance and Performance</p>
5	<p>Roll out and embed our values and behaviours within the whole organisation.</p> <p>Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance</p>
6	<p>Support Trade Union learning representatives.</p> <p>Lead department: HR and Workforce Cabinet Member: Finance, Governance and Performance</p>

How we will know our actions are delivering – key success measures for 2018/19

- Reduce the average number of working days lost to sickness to eight days per annum
- Reduce the gender pay gap
- Reduce the race pay gap
- Increase the number of employees that live in the 10% most deprived areas

Organisational Priority 4:

Be responsible financial managers and explore new commercial ideas.

Actions:

- | | |
|----------|---|
| 1 | <p>Make sure that robust budget management arrangements are in place including monitoring and review by the Mayor and Cabinet and Overview and Scrutiny Management Board.</p> <p>Lead department: All
Cabinet Member: Finance, Governance and Performance</p> |
| 2 | <p>Deliver our Statement of Accounts, including the Annual Governance Statement and external audit review to make sure the use of our resources is appropriate, efficient and effective.</p> <p>Lead department: Finance, Audit
Cabinet Member: Finance, Governance and Performance</p> |
| 3 | <p>Deliver a comprehensive Counter Fraud and Investigations Service, focussing on key areas of concern, such as tenancy fraud, business rates, council tax discounts and exemptions and social care, using improved data matching and validation techniques, and targeted investigations with key partners.</p> <p>Lead department: Finance
Cabinet Member: Finance, Governance and Performance</p> |
| 4 | <p>Make sure Social Value* is considered in relation to all our commissioning and procurement activity and that at least 40% of our total procurement budget is spent on micro, small and medium-size businesses, social enterprises and voluntary / community organisations. Also make sure that a 20% quality weighting for social value is reflected in the majority of new contracts.</p> <p>Lead department: Finance
Cabinet Member: Finance, Governance and Performance</p> |
| 5 | <p>Take further steps towards becoming a more entrepreneurial council, including appointing a Director of Commercialisation to lead on activities that increase income generation, and where permissible deliver 'profit for purpose'.</p> <p>Lead department: All
Cabinet Member: Finance, Governance and Performance</p> |
| 6 | <p>Ensure appropriate service agreements with service areas that provide services to partners, external bodies and third parties.</p> <p>Lead department: ICT and Change Services
Cabinet Member: Finance, Governance and Performance</p> |
| 7 | <p>Implement commercialised systems such as stock control, web-based shop front, payment systems, online order tracking etc. to support the commercialisation agenda of the organisations services.</p> <p>Lead department: ICT and Change Services
Cabinet Member: Finance, Governance and Performance</p> |
| 8 | <p>Supporting commercial ventures (eg Ops Centre) in developing a sustainable and attractive product/ service offer.</p> <p>Lead department: ICT and Change Services
Cabinet Member: Finance, Governance and Performance</p> |

How we will know our actions are delivering – key success measures for 2018/19

- Increase the percentage of council tax collected to 96.8%
- Increase the percentage of non-domestic rates collected to 98.2%
- Increase the percentage of invoices paid within 30 days to 96%
- Increase revenue generated from the council's investment estate
- 2018/19 financial outturn balanced with an appropriate level of reserves to ensure sustainability and resilience
- Spend at least 40% of the council's total procurement budget with micro, small and medium size businesses, social enterprises and voluntary/community organisations

Glossary of useful terms

Words included in this glossary are shown with an asterisk (*) in the Business Plan

Empowering and Caring

Key Commitment 2

Social impact bonds – Formal contracts that bring investment from the private sector into social welfare programmes to help solve complex social issues. For example, an NHS Trust might fund an early intervention programme (e.g. to alleviate fuel poverty) run by the voluntary and community sector by committing some of the future savings expected from reduced hospital admission costs as a result of this programme.

Outreach team – Staff who work with people who are rough sleeping and try to help find them find temporary and/or permanent accommodation.

Charity Guardianship schemes – When live-in guardians, recruited by the charity sector, occupy, protect and manage empty properties.

No first night out model – This pilot project aims to prevent people from ever spending a night rough sleeping by offering intensive support and interventions to either keep them in their existing place or to identify other accommodation options.

Affordable housing - Social rented, affordable rented and intermediate housing, provided to eligible households whose needs are not met by the market. Eligibility is determined with regard to local incomes and local house prices.

Key Commitment 3

Better Lives – This programme of work brings together a range of existing and new projects to deliver the new vision for how Adult Social Care is delivered. People will get the right help at the right time to promote independence and to reduce the need for long-term support.

Reablement – A short and intensive service, usually delivered in the home, which is offered to people with disabilities and those who are frail or recovering from an illness or injury.

Assistive Technology – Equipment or devices designed to improve a person’s capabilities and independence, often used by people with disabilities.

Tier 1 and 2 services – These are part of the “3-tier model for care and support” in Adult Social Care. Tier 1 services are available to everyone (Help to help yourself) and Tier 2 services are short term and reablement services for those who need specific support (Help when you need it). The 3rd tier includes long-term personalised support where this is required (Help to live your life).

Fair and Inclusive

Gentrification – When wealthier people move into poorer parts of a city or community, and the nature of that community changes as a result. This can have positive effects, such as bringing services and shops back to a community or neighbourhood, but it can also have negative effects, such as increasing prices and rents in the area. It can make people who have lived in an area for a long time feel isolated from familiar services, cultures and friends.

Key Commitment 1

Housing Revenue Account – This records all expenditure and income relating to the accommodation and related services that we provide. The Local Government and Housing Act 1989 (section 74) requires us to complete this.

Key Commitment 2

Attainment 8 and Progress 8 became the lead Department for Education (DfE) measures of pupil performance in 2016, for pupils at the end of Key Stage 4 (age 16). Attainment 8 is a measure of overall GCSE performance across 8 subjects, including English and maths. DfE explanation is at:

www.gov.uk/government/uploads/system/uploads/attachment_data/file/583857/Progress_8_school_performance_measure_Jan_17.pdf

Key Commitment 4

Equalities Charter – A shared agreement that sets out how organisations across the city will help to build a fairer future for all Bristol’s citizens.

Well Connected

Key Commitment 1

The council’s Operations Centre project – This brings some of Bristol’s critical support services together within one building. These include the Emergency Control Centre, Traffic Control Centre and Community Safety (CCTV) Control Rooms.

Mass transit system – this is a high frequency system able to transport large numbers of people quickly around the city without being affected by unexpected delays caused by congestion

Wellbeing

Acute services – Medical and surgical treatment provided mainly in hospitals and minor injury units, i.e. short-term treatment for a severe injury or urgent medical condition.

Key Commitment 1

Delayed Transfers of Care – When a patient is ready to leave a hospital or similar care provider but is still occupying a bed. Delays can occur when patients are being discharged home or to a supported care facility, such as a residential or nursing home, or are awaiting transfer to a community hospital or hospice. This can cause considerable distress and unnecessarily long stays in hospital for patients. They also affect waiting times for NHS care, as delayed transfers reduce the number of beds available for other patients.

Key Commitment 2

Particulate air pollution – a specific aspect of air pollution, regarding air that is contaminated by particles such as dust, pollen, soot, smoke and liquid droplets. Many of these can harm our health, especially very small particles that can enter deep into the lungs.

Key Commitment 3

Food poverty – The inability to afford, or to have access to, food to make up a healthy diet. There are several definitions of food poverty, but overall if people have a poor quality diet AND do not have the resources or access to sufficient or appropriately nutritious food necessary for a healthy life, then they are experiencing food poverty.

Fuel poverty – when people cannot afford to keep their homes sufficiently heated when the weather is cold. This can be due to a combination of low income, poor household energy efficiency and/or high energy prices.

Corporate services and organisational support

Social Value – A way of thinking about how scarce resources are allocated and used when commissioning services or awarding a contract, in order to support micro, small and medium- size businesses, social enterprises and voluntary / community organisations.

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formats of this document
by calling **0117 922 2848**





Policy and Strategy

Bristol City Council Business Plan 2018/19

Cabinet – 01/05/2018

Appendix C – Engagement with Scrutiny

Summary

The Business Plan 2018/19 was presented to Overview and Scrutiny Management Board on 12 April 2018.

At the time of writing a full extract minute is not available, however notes from the Scrutiny team are:

- The Business Plans were supported although it was recognised that they were intentionally high level and OSMB would like to see further information on Key Performance Indicators as part of the emerging Performance Framework. The Chair suggested approximately 10 per Executive Director so that progress could be monitored. Once Executive Directors and Cabinet had selected these KPIs groups, OSMB would consider recommending that they be tightened up if they felt that was necessary.
- Where the Business Plan 2018/19 specified a measurable target e.g. in relation to reducing the number of rough sleepers from 86 to 75, in many cases it was not ambitious enough. In response it was noted that the targets would be exceeded wherever possible and should be seen in context as part of a five year Corporate Strategy and ongoing journey, and that it is important that the goals be realistic.
- Many of the criteria would be measured by the Quality of Life Indicators and it was noted that modest targets (which in some cases reflected limited resources available and/or issues outside of the council's control) were not necessarily at a statistically significant level. In response it was noted that QoL methodology changed in 2017/18 due to a corporate spending freeze and was 'self-selecting', making the results unreliable as an accurate reflection of overall public views. Steps would be taken to ensure the quality of the data was robust by reinstating the previous methodology in future and that this may require re-baselining of targets in future.
- Some of the objectives of the Business Plans could not be achieved by the Council in isolation and it was important to consider that close working relationships with key partners would be needed to secure the best outcomes and whether the Business Plan was the best place to state these targets.

Tim Borrett
Acting Director of Policy, Strategy and ICT
18/04/2018

Bristol City Council Equality Impact Relevance Check

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



What is the proposal?	
Name of proposal	Corporate Strategy: Business Plan
Please outline the proposal.	<p>The aim of the Business Plan is to show what actions we will take in 2018/19 to meet the commitments that have been made in the Corporate Strategy 2018-2023</p> <p>For each of the key commitments in the Corporate Strategy the Business Plan summarises high level actions and success measures that will make sure we spend our money, time and resources as effectively as possible.</p>
What savings will this proposal achieve?	The Business Plan is aligned to the Corporate Strategy. Whilst the document is not a savings plan, it notes that the council must close a budget gap £108m within its timescale. Actual savings will be achieved through individual proposals outlined in the council’s annual budget and five-year savings plan.
Name of Lead Officer	Tim Borrett

Could your proposal impact citizens with protected characteristics? (This includes service users and the wider community)	
Please outline where there may be significant opportunities or positive impacts, and for whom.	The Business Plan outlines what we will do to meet the commitments in the Corporate Strategy including the key aim to create a fairer Bristol, where everyone can share in the city’s success. Reducing inequality runs throughout the themes and key commitments outlined in the strategy, and the actions are clearly aimed at creating positive outcomes for disadvantaged groups/communities.
Please outline where there may be significant negative impacts, and for whom.	The actions summarised in the Business Plan touch on all aspects of council business and therefore bring all Bristol citizens in to scope, particularly vulnerable people who receive the most critical services. We will ensure that due regard is given to any potential negative impact of specific proposals on people with protected characteristics by conducting individual Equality Impact Assessments for specific actions and proposals whenever Relevance Checks indicate they are required.

Could your proposal impact staff with protected characteristics? (i.e. reduction in posts, changes to working hours or locations, changes in pay)
Please outline where there may be significant opportunities or positive impacts, and for whom.
It is likely that the actions outlined in the Business Plan will require organisational change which will have an impact on our workforce. Equality Impact Assessments will be carried on an individual basis for these proposals (where required) to assess and maximise positive impacts for staff with protected characteristics.
Please outline where there may be negative impacts, and for whom.
As above - Equality Impact Assessments will be carried on an individual basis for outlined proposals (where required) to assess and mitigate potential negative impacts for staff with protected characteristics.

Is a full Equality Impact Assessment required?	
Does the proposal have the potential to impact on people with protected characteristics in the following ways:	
<ul style="list-style-type: none"> • access to or participation in a service, • levels of representation in our workforce, or • reducing quality of life (i.e. health, education, standard of living) ? 	
Please indicate yes or no. If the answer is yes then a full impact assessment must be carried out. If the answer is no, please provide a justification.	No. The Business Plan is a thematic summary of top level actions and the most important measures of our success only. On this basis, Equality Relevance Checks and, where required, Equality Impact Assessments must be carried out for specific actions and proposals on a case by case basis.
Service Director sign-off and date:  Tim Borrett, Acting Director of Policy and Strategy, 22/03/2018	Equalities Officer sign-off and date:  Duncan Fleming 19/04/2018

Decision Pathway – Report

PURPOSE: For reference

MEETING: Cabinet

DATE: 01 May 2018

TITLE	Monitoring Officer Referral of a report by the Local Government Ombudsman	
Ward(s)	<i>All</i>	
Author:	Shahzia Daya	Job title: Service Director – Legal and Democratic Services
Cabinet lead:	Mayor	Executive Director lead: Executive Director Communities
Proposal origin: <i>Other</i>		
Decision maker: Mayor Decision forum: <i>Cabinet</i>		
Timescales: The Local Government Ombudsman (LGO) report must be reported to the Cabinet as soon as possible		
Purpose of Report: Following the LGO recommendation this report is to consider and note the Report of the LGO issued on the 3 rd April 2018 and actions that have or are to be taken by the Council as a result.		
Evidence Base: The LGO has issued a report in respect of an investigation of a complaint against the Council and has made the following findings and recommendations		
LGO Finding		
<p>Mr X and his family lived in one room in a hotel with no cooking facilities from April 2014 to July 2017. There was fault by the Council that caused Mr X injustice. Many Departments across the Council knew of Mr X's housing circumstances but did not refer this to the Housing Department for help and advice. The Council opened a housing application in 2014 but did not make it active. It missed several opportunities to put this right and register an active application. When it did this in March 2017 Mr X made a successful bid in two months, so Mr X missed the opportunity of an earlier offer of suitable accommodation.</p> <p>The Council failed to take a homelessness application in April 2016 and did not do so until March 2017. It is not known what the outcome of the application would have been but Mr X missed the opportunity of suitable interim accommodation and an earlier active housing application.</p> <p>The Council wrongly stopped paying for the storage of Mr X's belongings in 2015 causing him time, trouble and distress and meaning he was without any access to his possessions.</p>		
LGO finding of injustice caused		
<p>If the Council had activated Mr X's 2014 housing application or contacted him about it, it is likely the Council would have assessed an application and allowed Mr X to bid for property. When the Council did assess an application from Mr X in March 2017, he made a successful bid within two months because of his high priority. It was concluded from this that Mr X missed the opportunity of an earlier offer of suitable settled accommodation and spent longer than necessary in the hotel room. On the balance of probabilities if the Council had properly assessed an application from Mr X in 2014 he would have made a successful bid within 12 months.</p> <p>If Mr X had received an earlier offer of social housing he would not have paid so much himself towards the rent. He would not have had to borrow money or from mid 2016 use his children's disability benefits to make up the shortfall in the cost of the hotel.</p>		

The failure of the Departments who did know about Mr X's housing but did nothing about it also caused delay in providing suitable, settled accommodation for the family. Children's Services were aware of the situation in November 2014.

The delay in taking a homelessness application meant Mr X missed the opportunity of moving to more suitable interim accommodation. It also meant he missed another opportunity to make a housing application.

The way the Council tried to end its duty to store Mr X's belongings in 2015 caused him injustice. He was put to unnecessary time and trouble. He suffered the frustration of the Council refusing to talk to him about the situation. He had to constantly negotiate with the storage company. He had no access to his belongings while in the hotel. He did not get his belongings back until two months after he moved into his new home and so had to live without some furniture.

A table of actions that have been completed and are in progress is attached at Appendix A
 Notices of the report were placed in the local media on the 17/4/18 and 19/4/18
 £9,000 was paid to the family on 12/4/18.

LGO recommendations and action required

Action	Deadline
1. Place two public notice announcements in local newspapers/newspaper websites and make paper copies available at one or more offices.	17 April 2018
2. Full Council, Cabinet or other appropriately delegated committee of elected members to consider the report and confirm the action the Council has taken or proposes to take.	As soon as possible
3. Pay Mr X £9,000. This is £350 a month (£8,400) for a delay of at least two years in the Council taking action to help the family find suitable accommodation. The other £600 is for the delay in taking a new homelessness application; and the time, trouble, frustration and distress it has caused.	3 July 2018
4. Confirm to the LGO that in future the Council will follow the law and not automatically end its duty to store the belongings of people it has found intentionally homeless.	3 July 2018
5. Send a formal written response to the LGO explaining what steps have been taken to comply with the recommendations in the report (with evidence) and provide evidence that the report has been considered by elected members as outlined above.	3 July 2018

Cabinet Member / Officer Recommendations:

That Cabinet note the report of the LGO issued on the 3rd April 2018 and actions that have or are to be taken by the Council as a result.

Corporate Strategy alignment: There is a legal requirement to put this before the Council

City Benefits: There is a legal requirement to put this before the Council

Consultation Details: Not Applicable

Revenue Cost	£9,000	Source of Revenue Funding	Housing Solutions
Capital Cost	£n/a	Source of Capital Funding	n/a.

One off cost Ongoing cost Saving Proposal Income generation proposal

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

1. Finance Advice: Not sought. There is a legal requirement to put this before the Council.

Finance Business Partner: *n/a*.

2. Legal Advice:

S 31 (2) of the Local Government Act 1974 provides that where a Local Commissioner reports that injustice has been caused to a person in consequence of maladministration, the report must be referred to authority concerned and the Authority has a duty to consider the report and, within the period of three months beginning with the date on which they received the report, to notify the Local Commissioner of the action which the authority have taken or propose to take.

In this case, the Monitoring Officer Considers that it is appropriate for this matter to be referred to the Executive of the Authority through a Cabinet meeting.

Legal Team Leader: Shahzia Daya, Service Director Legal and Democratic Services

3. Implications on ICT: not sought.

ICT Team Leader: *n/a*

4. HR Advice: There are no HR implications in respect of the decision of the ombudsman. However, it will be essential that the implications of this case are carefully considered by managers so the organisational failures identified are not repeated.

HR Partner: Mark Williams 20th April 2018

EDM Sign-off	Shahzia Daya	20 th April 2018
Cabinet Member sign-off	Mayor	20 th April 2018
CLB Sign-off	Alison Comley	20 th April 2018
For Key Decisions - Mayor's Office sign-off	<i>n/a</i>	<i>n/a</i>

Appendix A – Further essential background / detail on the proposal	YES
Appendix B – Details of consultation carried out - internal and external	NO
Appendix C – Summary of any engagement with scrutiny	NO
Appendix D – Risk assessment	NO
Appendix E – Equalities screening / impact assessment of proposal	NO
Appendix F – Eco-impact screening/ impact assessment of proposal	NO
Appendix G – Financial Advice	NO
Appendix H – Legal Advice	NO
Appendix I – Combined Background papers	NO
Appendix J – Exempt Information	NO
Appendix K – HR advice	NO
Appendix L – ICT	NO

Appendix A

Action Plan to Improve Services to Homeless Families – in Response to the LGSCO Report (reference number 16 003 575)

Actions in Progress	Lead responsibility	Date
1. Review the protocol for joint working between Housing Options and Children's Services to ensure it sets out clear and up to date processes for inter-service referrals and joint working	Head of Housing Options and Deputy Director Children's Services	May 2018
2. Deliver briefings on homelessness prevention, the council's responsibilities to homeless households, referral mechanisms and processes for joint working to teams across Children's Services (including Families in Focus, the Disabled Children's Service and Home Schooling Team) and the Benefits Team	Head of Housing Options and Deputy Director Children's Services	May - July 2018
3. Produce written guidance for the Benefits Team and other services that summarises the learning from this investigation report and confirms the process for referral to Housing Options (specifically to the Homelessness Prevention team)	Homelessness Prevention Team Manager	May 2018
4. Launch new website content that expands information available to members of the public and professionals about where and how to seek help to prevent and resolve homelessness	Homelessness Prevention Team Manager	April 2018

Actions Completed Prior to Publication of LGSCO Report	Lead Responsibility	Date
1. Storage of a homeless household's possessions : legal clarification has resulted in confirmation that when we agree to make arrangements to store furniture or belongings for households under the homelessness legislation that storage is not	Homelessness Prevention Team Manager	November 2017

automatically ended as a result of an intentionally homelessness decision being made		
2. Briefings to service working with children and families to ensure awareness of the council's responsibilities to homeless households, referral mechanisms and accessing Homechoice Bristol	Head of Housing Options	Ongoing : quarterly and as required
3. Covering the cost of the X family's storage and removals throughout the period of homelessness	Head of Housing Options	December 2017
4. Facilitating renewed contact with the household, enabling access to Homechoice and re-assessing the priority for social housing, resulting in the family being rehoused by Bristol City Council	Homelessness Prevention Team Manager	March – June 2017
5. Amending the pre-qualifier questionnaire on the council website so that people declaring rent arrears or anti-social behaviour are not prevented from proceeding to a full Homechoice application	Housing Supply Manager	January 2017