

Decision Pathway Report



PURPOSE: For reference

MEETING: Cabinet

DATE: 03 December 2019

TITLE	Bristol City Council Harbour Review	
Ward(s)	All wards	
Author: Penny Fell	Job title: Director: Commercialisation, Citizens and Shareholder Liaison	
Cabinet lead: Mayor	Executive Director lead: Mike Jackson, Exec Director Resources	
Proposal origin: BCC Staff		
Decision maker: Mayor Decision forum: Cabinet		
<p>Purpose of Report: To seek approval for two review phases:</p> <ol style="list-style-type: none"> 1. A Bristol Harbour Feasibility and Case Study Project that will provide market-rate comparators and key background information for a future Bristol City Council Review of Bristol Harbour. 2. Communicate with stakeholders to inform them about the aims, objectives and activities of the Feasibility and Case Study Project and the future BCC Review of Bristol Harbour and support them to interpret the findings of the Consultation and Communication project. 		
<p>Evidence Base: The Bristol Harbour review is structured to take two Phases:</p> <p>1. Phase 1: A feasibility study that will support an effective Bristol Harbour review consultation, engagement and communication strategy, in the context of:</p> <ul style="list-style-type: none"> • the Harbour and its potential economic contribution to the City and its residents (to include an equalities impact assessment); • cultural, historic, economic, social and environmental linkages of the Harbour with the City (to include an eco-impact assessment); • action needed to minimise public safety risks (to include a risk assessment) in, and maximise economic benefits of, the Harbour; • comparable market-rate based facilities and services provided by other UK Harbours; and, • communicating effectively with stakeholders, inform them about the aims, objectives and activities of the Feasibility and Case Study Project and the future Bristol City Council Review of Bristol Harbour. <p>2. Phase 2: Communicate and consult on the future BCC Harbour Review effectively through:</p> <ul style="list-style-type: none"> • a BCC Harbour Stakeholder database and Round Table with regular meetings, documents, and information on progress; • identifying sustainable capital plans and investment opportunities; and, • seeking stakeholder contributions to sectoral, infrastructure, customer and employee experience, and information working groups to inform and shape later phases of the Harbour Review. <p>The Director: Commercialisation + Citizens and Shareholder Liaison:</p> <ul style="list-style-type: none"> • identified that the Harbour had not had an effective cohesive review undertaken since the production of the last Harbour Revision Order in 1998; • determined that any cohesive review would need to draw on the knowledge and expertise of all stakeholders involved in the Harbour; • stated that cohesive Review needs to be undertaken to establish how the Harbour can be rendered fair and 		

sustainable for the benefit of all stakeholders, so that it is truly a Harbour for all citizens both now and in the future:

- to ensure that people are paying their way, noting that currently management and maintenance consistently create a financial loss for the Council (c£300k annually), and
 - to maximise the benefits to be generated from the agreed Capital Programme spend already agreed to provide improvements in the Harbour infrastructure.
- recommended that, in order to achieve the implementation of an effective and robust Review of all matters relating to the BCC Harbour Estate, at least 15 months from the end of November 2019 to the Summer of 2020 should be devoted to consideration of the relevant issues - that were:
 - minimum Capital investments required in maintaining and repairing key destination open space sites that had deteriorated over the past 20 years due to the limits of revenue R & M budgets,
 - the consequences of operating ageing assets with limited ability to improve them, given the available revenue budget,
 - the ability of BCC to be able to carry out required improvements within the current revenue repair and maintenance budgets, given that these ageing assets are deteriorating year on year, and,
3. a resulting need to improve customer consultation communication and experience.

Cabinet Member / Officer Recommendations:

That Cabinet notes:

1. Commencement of the Bristol Harbour Feasibility and Case Study Project that will provide market-rate comparators and key background information for a future Bristol City Council Review of Bristol Harbour.
2. Communication with stakeholders to inform them about the aims, objectives and activities of the Feasibility and Case Study Project and the future Bristol City Council Review of Bristol Harbour and support them to interpret the findings of the Consultation and Communication project.
3. That the work in 1. and 2. above will feed into the future Bristol City Council Harbour Review and Strategy that will return to Cabinet in July 2020.

Corporate Strategy alignment:

Using our assets wisely, generating a social and/or financial return and to raise money in a fair but business-like way, are key principles of the council's Corporate Strategy. This feasibility study and communication and consultation seeks to inform a review of the Bristol Harbour, which is an Aim of the Commercialisation Strategy, and will help us to achieve our priorities by identifying what needs to change to be a more effective and efficient council.

City Benefits:

The Bristol Harbour Review will focus on improving outcomes for citizens, and include a cost/benefit analysis of options identified, and also include equalities, eco, community impact, and risk assessments.

This proposal could achieve the following benefits:

- build on public perception and customer experience about Bristol Harbour as a desirable destination by improving information about the long-term future of Bristol Harbour; and, prepare a 'template' for future historic asset programmes and projects;
- inform retail, residential leisure and other sectoral investors about the commercial potential of Bristol Harbour;
- communicate accurate, up to date information about Bristol Harbour Review aims and objectives;
- consult all stakeholders about Bristol Harbour Review activities;
- secure stakeholder inclusion and involvement in the subsequent delivery of Harbour Review activities;
- add to BCC's current efforts to minimise public safety risks, both in and off the water, around Bristol Harbour;
- improve BCC's SMART understanding of up to date, fit for purpose service delivery standards, income growth and efficiency saving aims, objectives and activities that should form part of the Bristol Harbour Review;
- publicise BCC's intention to introduce comparable market-based service standards and income generation outcomes to secure the long-term sustainability of Bristol Harbour; and,

build a mutually beneficial collaboration with Bristol HE institutions or other consultancy partners to prepare a Bristol Harbour Review Terms of Reference Feasibility Study that will include preliminary market-rate, desk-based research for Harbour assets and facilities elsewhere in the UK.

Consultation Details:

The proposed Harbour Review was discussed at Growth and Regeneration Scrutiny Commission on 26 September 2019 following an Officer Workshop on 3 July 2019.

The Consultation/Communication Project that is part of this proposal will:

1. build on previous work and consultation that will support a better understanding of the need to undertake a full Review to achieve a thriving and sustainable Harbour;
2. provide a framework, communication and engagement plan (including a Harbour Review Round Table providing stakeholders with regular meetings, briefing documents and information on progress) enabling all stakeholders to be effectively informed about Harbour Review aims, objectives and activities;
3. invite stakeholders to contribute to sectoral, infrastructure, customer and employee experience, and information working groups that will be set up to develop later phases of the Harbour Review;
4. compile a stakeholder database for continuing consultation and communication by BCC for future Harbour Review phased plans; and,
5. outline opportunities to become involved in shaping BCC capital investment plans that will ensure the long-term sustainability of this key historic asset for the City.

The Feasibility/ Case Study and Consultation/ Communication Projects will both inform the future Bristol City Council Harbour Review and Strategy that will return to Cabinet in July 2020.

Background Documents:

- Existing Harbour Revision Order 1998
- Cabinet Report and approval for Harbour Improvements Capital Programme allocation 3 September 2019

Revenue Cost	£75,000	Source of Revenue Funding	Earmarked Reserves
Capital Cost	£	Source of Capital Funding	
One off cost <input checked="" 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: The proposed Feasibility /Case Study and Consultation Projects and associated costs, the majority of which will be incurred in 2019/20, are funded by the Council’s Earmarked Reserves. The outcome of the feasibility study and consultation will inform the next stage potential costs for implementation and rollout.

Finance Business Partner: Tian Ze Hao – Senior Finance Business Partner – 6 November 2019

2. Legal Advice: Ongoing legal advice will be required as the proposals develop. The consultation on proposals must take place at a formative stage and must include sufficient reasons for the proposals and provide adequate time for consideration and response. The Public Sector Equality duty must be considered throughout. The duty requires the Council 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: i) eliminate discrimination, harassment, and victimisation; ii) advance equality of opportunity; iii) foster good relations between persons who share a relevant protected characteristic and those who do not share. When making a final decision following the Review, Cabinet will need to have sufficient information about the effects of any proposed changes on the aims of the Equality Duty to enable it to do that. If in the implementation of the recommendations, the Council procures goods, works or services over certain thresholds, it must comply with the Public Contracts Regulations 2015.

Legal Team Leader: Sarah Sharland and Sinead Willis, Commercial and Governance Team Leaders - 5 November 2019

3. Implications on IT: No direct impact on IT Services anticipated. IT Services will assist with any supporting systems as necessary but do not have any immediate concerns with the approach being taken.

IT Team Leader: Simon Oliver, Director: Digital Transformation - 4 November 2019

4. HR Advice: No HR implications identified in report.

HR Partner: James Brereton, People and Culture Manager – 2 November 2019

EDM Sign-off	Mike Jackson, Executive Director: Resources, and	9.10.19
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	Head of Paid Service	
Cabinet Member sign-off	Mayor	4.11.19
For Key Decisions - Mayor's Office sign-off	Mayor's Office	4.11.19

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	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 – Exempt Information	NO
Appendix J – HR advice	NO
Appendix K – ICT	NO