

**Statement: PS08.01**

**Cabinet – 24<sup>TH</sup> JANUARY 2023**

**Re: Agenda item 8 – Budget Report and Treasury Management Strategy**

**Statement submitted by: Liv Fortune**

Statement in relation to agenda item 8 budget report treasury management strategy for the mayor, deputy mayor Cheney and cabinet member responsible for libraries Ellie King:

I am so relieved, as I'm sure many in Bristol are, that you have found a way to budget for our iconic Bristol Central Library, the Holden building, to remain in its well established and much loved home after proposals were made to relocate it.

Whether you've made this decision for the right reasons or for political reasons (what with a by election in Hotwells and Harbourside scheduled to take place on February 2nd) is irrelevant, the fact remains that you have made the right decision, a decision that I fully support and celebrate.

I, along with others, have come here on more than one occasion asking you to protect our library service and it has to be said that on the whole you have listened.

Against all odds, against a backdrop of devastating and brutal central government cuts to services, believed to have led to 300,000 excess deaths, this Labour led Council has managed to find a way when setting budgets to keep almost all of our libraries lit, warm, open, staffed and welcoming at various locations throughout our city. For that I sincerely thank you.

Although I have been quite forthright, outspoken and at times confrontational when speaking at these council meetings over the years I do believe that unlike our politicians over at Westminster, you do care. You do genuinely want to make Bristol a better and more inclusive place especially for those who earn the least.

After the last full council meeting I felt truly mortified about how blunt and direct I had been because at that point I had not heard the wonderful news that Bristol Central Library had been saved, yet again. Had I known then I would have shown much more humility and gratitude.

I truly hope that this will be the last occasion on which Bristol city council makes arbitrary threats to relocate Bristol Central Library as I find coming here very distressing; but I ask myself if not me who? If not now when? One person turning up has the power to make a difference, after all.

Thank you.

**Statement: PS08.02**

**Cabinet – 24<sup>TH</sup> JANUARY 2023**

**Agenda item 8 – Budget Report and Treasury Management Strategy**

**Statement submitted by: Joanna Booth**

I would like to remind the mayor Marvin Rees that he is a director at Plimsoll Productions, now owned by ITV. He has declared this one on his register of interests. Plimsoll Productions has a partnership with the Bristol Beacon. I hope he remembers to declare this interest and withdraw from the decision on Bristol Beacon or to get a written dispensation from the monitoring officer. Even a single councillor found to be biased can get a decision revoked at court.

Joanna Booth

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Joanna Booth  
Journalist

**Statement: PS08.03**

**Cabinet – 24<sup>th</sup> January 2023**

**Re: Agenda item 8 - Budget report & Treasury Management Strategy 2023/24**

**Statement submitted by: David Redgewell**

With Bristol budget under strains on community this causing on residents access to Work, school, college Heath care shopping leisure and the night time economy.

With some main cuts to bus services in the city and county of Bristol.

Many parts of East and south Bristol will be left without public transport.

This will effect many disabled and oider people and work class communities.

In part of Greater Bristol where the commercial bus Network is covering its Running costs.

The support bus Network has been set up to provide buses that meet social need and connect communities.

The main hospital in South Bristol has lost it main bus link across the city .

From Hartcliffe Hengrove knowle Bristlington st Anne's park. Service 96.

Which also takes 60 children to school.

516 whitchurch estate has Also

Been removed from the bus Network.

The keynsham to whitchurch service is withdrawn 636 .

Bristlington and Knowle have lost their local bus service 514, 513 .

Bishopsworth to Bristol centre.

service 52 .

511 Bedminster to Hengrove.

512 Totterdown to Bristol city centre.

672 chew valley Bridgwater road Bedminster and city centre.

668 Peasdown st john to Bristol through keynsham Bristlington Arnos vale Bristol city centre.

178 Bristlington park and ride keynsham marksbury, Timbury, paulton, Midsomer Norton.

The issue of concern is Bristlington park and bus service is being maintained

At a major cost to support bus services

In in South Bristol.

This service could save Money by incorporating the service in to 349 Bristol bus and coach station city centre Bristol Temple meads station, Arnos vale Bristlington Bristlington park and ride and keynsham.

Similarly to arrangements on the Oxford park and ride services, Salisbury park and ride service and Taunton park and ride service.

In East Bristol.

The proposal will remove bus service

47 5 Yate bus station to westerleigh Puckchurch Emerson green Downend oidbury court  
Fishponds road st werburgess st Paul's Bristol city centre.

506 Bristol city centre Lawrence hill Easton Eastville Horfield Southmead hospital bus station

17 keynsham town centre railway station Longwell green Hanham, kingswood,  
Soundwell speedwell ,corsham hospital Hillfield ,staple hill ,  
Fishponds Eastville park Horfield Southmead hospital.

Kingswood to keynsham section only remains

East Bristol 626 Bristol city centre via

Eastville park Stapleton Frenchay winterbourne Frampton cotterell iron Acton to wotton  
under edge.

North Bristol.

Service 11 10 Avonmouth Dock shirehampton Southmead hospital bus station Bristol uwe  
bus station and Bristol Parkway station to Aztec west Hortham Alverston and Thornbury.

The Bristol Parkway station to Bradley stoke Aztec west Hortham Alverston Thornbury is  
withdrawn.

This list above show the number of communities that will loose public bus services  
Whilst a few 7am to 7 pm Monday to Fridays.

Demand responsive bus services are very limited in the city and county of Bristol.

623 seven Beach to Bristol city centre.

With first group plc west of England buses reducing it commercial bus Network due to  
inflation in the bus industry costing raising by 47 %

and the level of funding by the by the Department for transport.

Covid 19 bus operators recovery grant

at present at £ 130 million pounds in England.

Whilst more staff are recruited.

at the city region bus Depots.

The difficult of public finances is causing the withdrawn of public bus services.

Leaving many puts of Bristol withdrawn Public bus services from 1st April 2023 .

Bus services being a joint service between the city and county of Bristol

Banes council and South Gloucestershire county council area to fund with support from  
North Somerset council.

This issue with the metro west railway Network.

Bristol Temple meads station to Portishead line via Bedminster,Parson street pill with  
provision for a new station àt Ashton Gate in the future.

and especially the Bristol Temple meads station to Ashley Down, Filton Abbey wood Filton North for the Brabazan Arena and Henbury for cribs causeway.  
Service where we need to make progress.  
On planning permission at Ashley Down and Filton North for the arena . and Henbury for cribs causeway .

The issue of public transport Network is the west of England mayoral combined transport Authority in partnership with North Somerset council.  
Is the Transport levy which has been frozen at £ 10 .2 million is not a enough to Maintain public transport Network services  
It £ 20 ahead in Greater Bristol and Bath city region.  
In West Midlands combined Authority the levy is £38 .23 p  
Liverpool city region £ 63 .52 p  
Greater Manchester £ 36.88  
Only low combined Authority funding is the new combined Authority of cambridge and Peterborough £ 17 .59 .

Bristol city council and Bristol mayor need to raise the Transport levy.  
With South Gloucestershire county council and Bath and North east Somerset council.  
and for North Somerset council to raise the levy of council tax for public transport with the west of England mayoral combined transport Authority.  
Which is North Somerset council is a partner for Bus services improvement plan Transport plain and metro west railway Network.

The west of England mayoral combined transport Authority.

Is Responsible for Transport services.  
For Bus services.  
Rail improvements  
Ferry services.  
Metro bus.  
Marketing campaign for public transport.  
Realtime information systems.  
Support bus services.  
Light rail system mass transit.  
In the future.

The west of England mayoral combined transport Authority is the Transport Authority.  
And need bus infrastructure transferred  
from Bristol city council and the public transport and Transport staff transferred to the west of England mayoral combined transport Authority.  
This to be negotiated with the union but needs to go ahead .  
The mayor is also seeking this from Banes and South Gloucestershire council.  
We would like this issue address as part of Bristol budget.  
David Redgewell South west transport Network

**Statement: PS08.04**

**Cabinet – 24<sup>th</sup> January 2023**

**Re: Agenda item 8 - Budget report & Treasury Management Strategy 2023/24**

**Statement submitted by: History Commission, Estella Tincknell**

As members of the Bristol History Commission established by Mayor Rees, we have been pleased to have contributed to the process whereby Bristol has begun to acknowledge and address the longstanding legacies of the transatlantic traffic in enslaved Africans, and to develop a new narrative about the city. Our 2021 report, *The Colston Statue: What Next?* was based on the responses of nearly 14,000 citizens of Bristol to the “Colston toppling” in June 2020, and its recommendations have shaped ambitious plans for the exhibition of the statue and associated materials in Bristol’s museums. We are therefore very concerned that these plans, which are Arts Council funded, may be delayed or postponed due to proposed cuts to the Culture Team budget. We are also concerned that the Culture Team does not currently have senior managers who are best placed to make decisions about the statue and, indeed, about the important work that is being done to change the way Bristol’s history will be represented. We urge the Mayor and Cabinet to rethink proposals for further cuts to the Culture budget and would like to emphasise that delays to the plans for the exhibition of the statue will mean that the Mayor’s and the city’s constructive response to the toppling may be threatened by future events.

Estella Tincknell, on behalf of the Bristol History Commission

**Statement: PS08.05**

**Cabinet – 24<sup>th</sup> January 2023**

**Re: Agenda item 8 - Budget report & Treasury Management Strategy 2023/24**

**Statement submitted by: Bristol Disability Equality Forum**

We wish to see investment in public toilets in Bristol especially modernisation of park toilets and more investment in changing places.

As the council invest in new developments like castle park and the galleries we would like to see new public toilets provided with cafes.

As Bristol city council and the west of England mayoral combined transport Authority. Build public transport hubs we need to see more Cafe kiosks and public toilets provision.

We also want to more houses built in city for disabled people to m standard and lifetime accommodation.

With regards to the state of the built environment within the city .

We are still very concerned about the need to spend more time removing

With Bristol waste graffiti.

As we are getting bus shelters and many building tagged.

It makes the city look unsafe at night.

and give a very poor impression of our Beautiful west country city to Tourist and residents.

With regarding to cutting of so many bus service by the west of England mayoral combined transport Authority in the city region and North Somerset council area.

We support the view of the metro mayor Dan Norris that the precepting by the Transport Authority may be the only way to improve the bus and rail Network.

But we fill the city council transport levy should be increased along thoses from South Gloucester council and Banes .

to protect the supported bus Network.

The routes to to south Bristol hospital.

are being cut back as are the routes to Southmead hospital .

506 city centre to Lawrence hill Easton Eastville Horfield Southmead hospital bus station. Withdrawn

Service 10 Avonmouth Westbury on Trym southmead hospital uwe Bristol bus station Bristol parkway Bradley stoke Aztec west Hortham Alverston Thornbury.

Bristol Parkway to Thornbury is withdrawn.

In South Bristol bus service to south Bristol hospital and across South of city have been withdrawn

96 from Hartcliffe to Hengrove South Bristol hospital knowle and Brislington and st Anne's.

And 516 whitchurch, Hengrove ,hospital knowle.

17 keynsham,kingswood, corsham hospital ,speedwell ,staple hill ,Fishponds Eastville park Horfield Southmead hospital.

636 keynsham to whitchurch.

511 Hengrove to Bedminster.

512 Totterdown to Bristol city centre.

52 Bishopsworth to Bristol.

With all these services withdrawn disabled people are worried about the quality of Demand responsive bus services.

When buses maybe only 9 or 16 seats .

Will there be wheelchair accessible on buses and people be able to Hospital appointments on time .

The Demand responsive buses only run 7am to 7 pm.

With no evening or weekend service.

All lot of South Bristol one of the poorest part of the city will be without public transport.

As will the yate bus station, westerleight puckchurch ,Emerson green,Downend oidbury court, Fishponds, Fishponds road ,Eastville park ,St werburges and st Paul's. Bristol.

We believe the city council frozen the levy to the west of England mayoral combined transport Authority.

More public consultation should have taken place about the future of bus services in city region and the Transport levy.

We are very supportive of the transfer of Transport staff to the west of England mayoral combined transport Authority.

To improve bus service rail services

Mass transit system,metro bus.

Ferry service. Information systems.

public transport Networks.

City region transport plan .

Bus service enhanced quality partnership.

Bus service improvement plan.

Or Franchising.

We would hope the west of England mayoral combined transport Authority and Dan Norris would also employ an in house of equalities officer

But every modern city region needs a good public transport Network.

Including Metro west railway service to pill and Portishead and new station at Ashton Gate.

The Bristol Temple meads to Ashley Down Filton North and Henbury.

Good bus service and metro bus service

We ask that Bristol city council look at the the transport levy to the west of England mayoral combined transport Authority.

And in future precepting powers and North Somerset council as full member of the west of England mayoral combined transport Authority.

Disabled people was to be able to travel are the city region on a good public transport Network.

Safety clean well run and with good governance like liverpool city region



west Midlands combined Authority and Greater Manchester Authority .

Gordon Richardson Bristol disability equities forum

Brendon Taylor Bristol disabled equities forum.

David Redgewell.

**Statement: PS08.06**

**Cabinet – 24<sup>th</sup> January 2023**

**Re: Agenda item 8 - Budget report & Treasury Management Strategy 2023/24**

**Statement submitted by: Bristol Parks Forum**

Members of the Bristol Parks Forum were relieved to see that the proposed cuts of £1.5m to the Parks Service, as listed in the budget consultation, have been withdrawn and are not included in the proposals to be discussed by Cabinet today.

We trust that the Mayor and Cabinet support this change.

We note from the consultation report that the proposed cuts to the Parks Service received the lowest level of support in the consultation with significantly more disagreeing than agreeing – thank you for listening to the people of Bristol.

In our response we suggested a ‘Big Parks Conversation’ before any further decisions are taken.

We are pleased that we had a positive response to this idea from Cllr King and look forward to further discussions about how this will be structured in the coming weeks.

Our Parks and Green Spaces are a huge asset for the City of Bristol.

Time spent in green space has significant benefits for mental and physical health, whether the time is spent in volunteering, play, sport, walking or just sitting with friends. Green spaces are also vital for the City to address the ecological and climate emergencies. Planned changes in the way they are managed will further benefit nature. Parks and green spaces can also help the City meet its aspirations for food growing.

We need to ensure that all these functions are accommodated in parks in all parts of the City and are available to all.

The planned consultations on the Parks & Green Spaces Strategy; Managing for Nature; the Tree Strategy and the Allotments Strategy need to address potential conflicts between different uses and should form part of the Big Conversation.

The Big Parks Conversation needs to include a wide range of stakeholders. The aim is for open and frank discussions on future options for managing and funding green space to make it clear what level of support will be needed from the Council for the foreseeable future. We do not want to have to repeat our campaign in future years as budget pressures increase.

We look forward to working with Bristol City Council and the people of Bristol to secure a long-term sustainable future for all our parks and green spaces.



## Statement PS08.07

### Agenda Item 08: Budget report & Treasury Management Strategy 2023/24

Statement submitted by:

## Bristol Reclaiming Independent Living

### Statement to Cabinet Meeting on 24.1.23

BRIL welcomes the opportunity to make this statement. While we appreciate Bristol City Council's financial situation, BRIL feels that, once again, Disabled People and their families will be overly affected.

Before we go onto the budget proposals, we would like to comment on the budget consultation at the end of last year and question whether it was legal under the Equality Act of 2010. We are saying this because there is a duty under the Act that any consultation should be accessible to everyone at the time of release.

Regarding BRIL's specific questions:

#### Section 1 of Children and Young People

Point 26 (Homes for children with complex needs):

How many children will be affected by this budget reduction of £6 million and how will you ensure that Disabled children are not disproportionately affected?

#### Section 1 of Health, Care and Wellbeing

Point 9 (Adult Social Care staffing budget): When will there be a further Equality Impact Assessment (EQIA) on how this budget reduction of £1.5 million will affect service users and the staff that support them? Do you not realise how important it is for Disabled people to have an EQIA, which was promised by 9th December, as otherwise it does not mean anything and you could be opening yourself to a legal challenge if you persist in not releasing an EQIA in a timely manner?

Point 10 (Adult Social Care purchasing budget): How will you ensure people are not waiting even longer for services under this budget reduction of £4 million and what will it mean for Disabled people?

Point 6 (East Bristol Intermediate Care Centre): As there is a drive to improve the discharge of people from hospitals into social care settings, why are you considering closing this facility to make savings of £900,000? How are you using your allocation

(£1.69 million) of the adult social care winter fund for discharge? Also, how are you involving people (patients, families and front-line staff) in decisions, and are you planning to provide independent advocacy for discharge patients?

**Statement: PS08.08**

**Cabinet – 24 January 2023**

**Re: Agenda item 08 : Budget report & Treasury Management Strategy 2023/24**

**Statement submitted by: Dawn Dyer/Paula Sharley Unison Stewards Libraries. 22/1/23 on behalf of Bristol Unison.**

We welcome the news that Central Library, an iconic and essential resource for the city, will not be moved/replaced.

We also welcome the news that the Library Service, a statutory service, will not be required to save £1.384 million for the Budget year 2023/24.

Library Savings have already been made for 2022/23. Printed newspapers and magazines were cut in all libraries in October 2022. A vacancy freeze has been in operation since August 2022, with no sign of ceasing for this frontline service. Currently there are 35+ vacancies across the city. The loss of hours amounts to 554.5 hours across the city.

The Library service has also had 5 posts deleted without a Managing Change or discussion with Unions, to feed into the Corporate savings (Management and Capacity Review). Three of these posts are from the Central Library team. These 5 posts amount to a loss of 137.5 hours, extra to the above vacancy hours.

Due to staff shortages the standard of delivery is compromised and this is a disservice to the citizens of Bristol.

These shortages have led to unplanned closures every day somewhere in the city since the summer. The lack of recruitment has also meant flexible working requests are being denied, without backfilling the service can not function. This includes refusal of flexible retirement.

The book/materials fund has been cut twice within a year and no new books have been bought since August 2022. This includes local history, reference, latest blockbusters and literary prize winners etc. It is unclear what the situation will be in April 2023.

One must bear in mind that staffing accounts for nearly 80% of the Library Service budget costs. (see Library strategy 2020-24 Appendix A Library Strategy 2020-2024.pdf [bristol.gov.uk](http://bristol.gov.uk))

*HR Advice:” The paper seeks to secure approval for the 2020-24 Library Strategy. Whilst no HR implications anticipated, it is important to continue to engage the Library workforce in the plans for the future of the service.”*

*A statement from the strategy – “The Library Service revenue budget is currently £4.6m (2019-2020) per year. The majority of the budget goes on staff costs, as staff support the opening hours and the number of libraries. Our other main costs are the materials and resources for reference and loan (e.g. books, eResources) and some rents and services.*

*The Library Service does not manage the library buildings; this is done by the Council’s Property Service Department.”*

MATERIALS FUND 12%

STAFF 76%

SUPPLIES & SERVICES 7%

PREMISES 5%

This is a very difficult time for all BCC Employees but Unison is concerned about the uncertainty, staff morale, stress and workloads for this particular workgroup.

**Statement: PS08.09**

**Cabinet – 24<sup>th</sup> January 2023**

**Re: Agenda item 08 - : Budget report & Treasury Management Strategy 2023/24**

**Statement submitted by: Jeff Sutton, GMB Union**



**GMB SUBMISSION – 2023/24 BUDGET**

GMB are opposed to any aspect of the Budget that:

1. Causes significant job losses. These should be mitigated by use of the Redeployment Policy or failing that Voluntary Severance. VS must be offered to the affected work area prior to any compulsory redundancy.
2. Increases the workload for employees by reducing staffing levels but requiring the same level of work to be achieved without any re-evaluation of posts.
3. That leads to services being outsourced or 'insourced' to Bristol Waste Company or other external agencies. Where over time their existing employees' T & Cs are eroded.
4. GMB is surprised that after all the work done under the headings of Succession planning, Common activities and Management capacity planning that there is still room for improvement and further cuts! Although note this was only targeted at staff at specific levels – how much savings have been made to date?
5. Propose changes that have a detrimental effect on the lowest paid staff and additionally those with lowest income in the city.
6. GMB have seen so many services being outsourced/insourced with massive detriment impact upon staff and eventually the LA where it was carried out to save money/enhance services yet have had quite the opposite devastating impact. We cannot support this type of 'lazy' approach and will listen to our members and challenge where necessary.
7. Instead of looking to make cuts to existing budget – there may be other ways of generating income or looking at streamlining other services – common activities and proper/meaningful succession planning could be looked at more widely across those services who are operating in an 'arms length' capacity?

8. The GMB is horrified to see that the Council is increasing rents by 7%. This is another attack on the low paid at a time when most Council tenants are struggling balancing eating against heating! A lot of these tenants will be low paid council staff and council pensioners.

Is this a way to treat low paid citizens by squeezing their weekly income even further?  
It is a sad indictment of the mayor that he is proposing this punishing increase.

9. The GMB would like to know how much the net savings are from 'succession planning', surely back door to VS?

Was this another paper exercise where, the chosen got released? Will we end up with staff being taken on to replace them, or staff give pay rises to take up the slack? Why high paid managers are rewarded to leave BCC when lower paid staff have had to fight for their rightful redundancy.

It seems to the GMB that the Council is currently running a two-tier system for letting staff go, voluntarily and rewarded or pushed out (in some instances without anything).

Jeff Sutton  
Branch Secretary



## **Statement: PS08.10**

**Cabinet – 24<sup>th</sup> January 2023**

**Re: Agenda item 08 - : Budget report & Treasury Management Strategy 2023/24**

**Statement submitted by: Jen Smith**

To be really clear about what's going on in this agenda item, this paper is ' the recommendation of Mayor's budget proposals to Council in respect of 2023/24 as set out in this report, subject to any agreed amendments.'

So it is the Mayor's recommendation that despite the years of hand-wringing about Send funding, it is proposed that the People Directorate invest £200,000 into legal costs over Send tribunal cases.

This is listed under 'Educational Improvement Service Pressure' which feel less like educational improvement and more like blocking access to education for disabled children.

To put this 'improvement' in context, Bristol City Council made me go to SENDIST in March 2022, for which they outsourced their legal representation to a solicitor.

At the hearing, provision was agreed and put into an EHCP, which was subsequently finalised.

After the months of delays leading up to this, Bristol City Council has now refused to implement some of this provision and has now removed it an Annual Review.

So having saved costs on not implementing the provision, to have it put back in means going to SENDIST again. The wait time for a hearing is now over a year.

Instead of acting lawfully and implementing EHCP provision which must be done by the LA by law, the Mayor, with this budget proposal, actively chooses to fund the legal action which blocks a lawful entitlement to education and educational provision put into court orders by judges.

This £200,000 is used as a way of stopping children and young people with Special Educational Needs and Disabilities from accessing education.

It also makes a mockery of the First-tier Tribunal (Special Educational Needs and Disability) and the decisions handed down by judges.

This shameful act deliberately continues to perpetuate institutional disability discrimination by Bristol City Council, and uses scarce budget resources from Educational Improvement in which to do so.

It has also not been missed that the budget is targeting young people with EHCPs using Home to School Transport. A push for independence will be interesting

considering those turning 16 and lucky enough to still be in education are probably the ones in settings furthest away from Bristol.

There is also a proposal to reduce the Short Breaks for Disabled Children budget by £273,340. This proposal directly impacts disabled children, young people and their carers.

The EIA shows that not only does this impact disabled children, but those living in some of the wards with the highest levels of deprivation, as well as over-representation from minority ethnic groups. The reduced budget is also likely to result in staff redundancies.

The fact is, the short breaks budget already fails to fully benefit the number of children who need access to it.

That further cuts may be made to this is horrifying. It will result in families not accessing any short breaks at all.

These budget proposals appear to be significantly affecting Bristol's SEND population at a time it has already been treated terribly by the council.

But as we all know, this is a Cabinet decision that has already been made and the meeting merely there for public theatre.

**Statement: PS08.11**

**Cabinet – 24<sup>th</sup> January 2023**

**Re: Agenda item 08 - : Budget report & Treasury Management Strategy 2023/24**

**Statement submitted by: Tom Merchant**

Budget decisions are looming and the pressure on the council to live within its means is huge and we recognise that. But regardless of that pressure we must deliver on our values at the same time as making cuts and that requires prioritisation of a set of previous priorities all of which we would not wish to reduce if we had the choice.

Developing new children's homes - we welcome this but we would urge that this be developed as an in-house concern with in-house staff to protect the twin Labour values of public services and workers' rights.

The SEND local area re-inspection. St Barnabas' is being closed even though 93% of its children are vulnerable and it has a really good track-record in SEND. We ask that it is not closed and becomes part of the more integrated method Bristol is starting to follow with SEND. We should not lose this resource nor the people that provide it.

Learning Disability and Autism - Bristol Community Links is under pressure and again is an excellent resource available to the community that supports the people this initiative is aimed at. Can we tie in BCLs with the new funding coming from this project? Are we letting really good resources go in favour of untested outside options. Once we have let them go will we be faced with creating them again in the future?

Cultural investment programme. While this is being submitted Museums are being downsized. To say we are investing in culture while cutting cultural services doesn't entirely bode well. Again, we give up good services for shiny new initiatives at our peril. Is there no chance of aligning this initiative with the role already played by our current staff?

Thanks,  
Tom Merchant, Bristol UNISON